



*The Anishinabek Nation Economy  
Our Economic Blueprint*

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## *The Anishinabek Economy - Our Economic Blueprint*

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(Union of Ontario Indians)  
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## *Acronyms*

Aboriginal Business Canada .....	ABC
Anishinabek Nation Management Group Incorporated .....	ANMGI
Anishinabek Nation 7th Generation Charities .....	AN7GC
Community Economic Advisory Team of Ontario .....	CEATO
Canadian Executive Services Organization .....	CESO
Community Economic Opportunities Program .....	CEOP
Economic Development Officer .....	EDO
Economic Developers Council of Ontario .....	EDCO
First Nations Energy Alliance .....	FNEA
Goods and Services Tax .....	GST
Indian and Northern Affairs Canada .....	INAC
National Aboriginal Capital Corporation Association .....	NACCA
Ontario First Nation Technical Services Corporation .....	OFNTSC
Strengths, Weaknesses, Opportunities, Threats .....	SWOT
Tribal Council Investment Group .....	TCIG
Union of Ontario Indians .....	UOI



## *1) Introduction*

The Anishinabek Nation is one of the oldest nations on this continent. It is our perseverance, reliance upon ourselves, connection to the land and collective strength that has helped us to survive thousands of years. We want to reclaim our nation's strength, economic stronghold and prosperity, like it had been for centuries. It is realized that, as with any goal, there are challenges – some are all too familiar – but we have many talented, skilled people as well as whole communities who are willing to work toward a brighter future for our children and for ourselves.

While there are many routes to success, the people who make up the Anishinabek Nation share a common history and a common future. If we all want a more prosperous life, then working together we can walk a similar path to success to achieve great results for our people. We can build on our individual and collective strengths.

This paper is meant to be a guide on this path to engage Anishinabek people, communities, governments, and organizations in developing strategies for economic development that suit them and their goals. Everyone has a role to play in helping to strengthen our economies – our community and political leaders, Aboriginal entrepreneurs, Aboriginal organizations, our volunteer committees, our professional/technical advisers and particularly our community members who are the consumers of products and services who keep our economies running and who patronize our businesses.

The Anishinabek Nation Economic Blueprint is designed to provide basic steps, recommendations and examples of how we can achieve economic success through our own efforts. There are many steps identified that we can take ourselves without relying solely on external governments.

### ***Why You Should Read This Paper***

There is already so much economic development – and success – taking place throughout the Anishinabek Nation on which we can build. Many of us could easily name or identify those people in our communities who have achieved success through economic development. We know that all people and communities can take part in this success. And this guide will help you to take those steps.

By reading this paper, we hope that you will take the practical advice and recommendations set-out in the document and use them as a “Blueprint” to help re-build and strengthen the Anishinabek Nation Economy. This paper is filled with valuable case studies and “how to” materials to create solid foundations for economic development success and expertise. We hope you use and adapt these tools to address the distinct needs and opportunities in your community or region.

No one can achieve success alone. This paper gives valuable advice and insight into actions we can take together as a community, group of communities, regions or collectives to improve the quality of life for the Anishinabek Nation through solid economic development.



“25 years ago we wouldn’t have been able to convene a think tank of just Aboriginal people who are economists, economic success stories, and business development experts. That is a testament to what has been accomplished over the last 25 years.”

(Bob Dixon, Canadian Executive Services Organization)

### ***Who Are These Experts?***

Native people across this country are at a very exciting place in our contemporary history. We are standing at the doorway of new opportunities. What is just as exciting is that there are Aboriginal people who have the skills to help others grow and prosper. Just a couple of decades ago, we could not say this was the case.

These people generously shared their expertise and insight into economic development strategies for the Anishinabek Nation:

- Grand Council Chief John Beaucage, Anishinabek Nation, Wasauksing First Nation, Ontario;
- Raymond Martin, Co-Chair, Anishinabek Nation Economic Blueprint and member of Chippewas of Nawash First Nation, Ontario;
- Dawn Madahbee, Co-Chair, Anishinabek Nation Economic Blueprint and member of Aundeck Omni Kaning First Nation, Ontario;
- Chief Clarence Louie, Osoyoos Indian Band, British Columbia;
- Bernd Christmas, Membertou First Nation, Hill and Knowlton, Nova Scotia;
- David Tuccaro, Mikisew Cree Band, CEO, Tuccaro Inc., Alberta;
- Jason Calla, Squamish First Nation, Fiscal Realities, British Columbia;
- Rodney Nelson, Lakota Sioux, Conference Board of Canada, Ontario;
- Bob Dickson, Lac Seul First Nation, Canadian Executive Services Organization, Ontario;



- Professor John Borrows, Chippewas of Nawash First Nation, Ontario;
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- Ruth Williams, CEO, All Nations Trust Company, British Columbia;
- Michael Mendelson, Caledon Institute for Social Policy, Ontario;
- Beth Lewis, First Nations Comprehensive Community Planning Model, Dalhousie University, New Brunswick; and
- William Dunning, Economic Research, Will Dunning Inc., Ontario.

To develop this Blueprint, the Grand Council Chief, the Co-Chairs of the planning committee, and senior staff within the Union of Ontario Indians and the Anishinabek Management Group met directly with the First Nation business/economic experts in two think tanks co-ordinated for this purpose. Preliminary findings were presented and vetted with the Anishinabek Chiefs and Economic Development Officers (EDOs) to develop the final recommendations for this paper.

Grand Council Chief John Beaucage said it best:

*“In order to be truly independent we have to be able to depend on ourselves first.”*

### ***The Big Challenge***

To be honest, we have all heard many ideas on how to solve the economic issues that are facing the people of the Anishinabek Nation. While some have been successful over the years, we are still faced with many of the same issues today as 20 years ago. On top of this, our nation is huge...we cover a lot of territory and have 42 separate communities that have a combination of circumstances and capacity levels.

The good news is that this Blueprint was designed to take all the characteristics of the Anishinabek Nation in mind. The end result, as we said, is to help put you and your community on the right path to a better quality of life. This is a bold mandate, but we are confident in the abilities of our people. The greatest challenge we have is to change our own mindset to recognize that what we see as obstacles can be opportunities....to better utilize our existing resources....to exercise our existing economic influence...to know believe in our own people to accomplish things....to accept and filter advice. We have many more educated and skilled people now than 20 years ago. We have many more economic tools which we can use to our advantage...location or remoteness no longer needs to be a problem.

### ***Chapter Synopsis***

Based on the knowledge and advice of Aboriginal economic development experts, this paper serves as a reference guide for those working together to build the economic development capacity and success that exists amongst the Anishinabek. Rather than reinventing the wheel, we can build on the success of other First Nations who have begun to generate their own revenues to provide more and better services to their people.

To sum up, this Blueprint seeks to:

- Respond to the needs of, and provide benefits to, the communities, regions and the Anishinabek Nation as a whole;
- Help everyone make sense of seemingly complex issues, processes, programs, approaches, skills and opportunities;
- Address the many possible areas of economic activity in practical and achievable ways;
- Enable all parts of the Anishinabek Nation to focus on the economic opportunities most likely to succeed;
- Demonstrate how the Anishinabek can work together to make consistent and measurable progress over a 15-20 year period; and,
- Find ways that the Anishinabek themselves can resource and implement these strategies along with government and private sector partners.



“Who gives the document legs? It’s the staff, so you have to commit the resources for that. The detailed plans can come after that.”

(Chief Clarence Louie, Osoyoos Indian Band)

## *??) Vision and Mission*

In Part One of this paper, we introduced you to the larger goals that we hope to accomplish. In Part Two, we give you the first piece of valuable advice in building a good road to economic development success.

This advice is straightforward, so there is no better way to give it than to simply state it:

*To achieve your goals in economic development,  
you must have a clear vision and mission.*

While that may be obvious enough, it can be a bit of a challenge to develop a vision and mission for your unique needs and aspirations. Sometimes an objective individual can be useful in helping you develop



your own. Of course, what will help right now is to actually understand what “vision” and “mission” really mean.

### ***What is a “Vision”?***

In the tradition of vision quests undertaken by our young people, a vision is where you see yourself, your organization, your community, and/or your nation being in the future. In other words, a “vision statement” is the expression of where you see things after all the hard work is done. It is a statement that says where you see things one, five, ten, or 20 years down the line.

Think of it in the simplest of terms. Before you paint a room in your house, you have a vision of what it will look like, how you will feel once it is finished, and what the new colour will mean to your personal life. A vision for economic development is no different. Think of where you want your community or your nation to be in economic terms. The only advice is to “dream big.” It is even more powerful when a group of people, such as an economic development committee, share a vision of their community together.

To help clarify what a vision statement is, here is the vision behind the Anishinabek Nation Economy Blueprint:

*The Anishinabek people, First Nations and the Anishinabek Nation as a whole will achieve prosperity and well being through the active pursuit of economic development, business ownership, and employment creation. Well-planned economic development will result in the elimination of poverty, creation of wealth, and economic prosperity for the Anishinabek which will prove beneficial to all Canadians.*

The key goals here are “elimination of poverty, creation of wealth and economic prosperity for the Anishinabek.” In other words, this is how we envision our future.

### ***What is a “Mission”?***

If a vision statement tells how we see the future, then the “mission statement” says how we go about doing it (in broad terms).

The mission includes your strategies on how to achieve the goals identified in your vision.

Here is our mission statement to achieve the goals set out in our vision:

*Our economic Blueprint provides the foundation through which we work together to achieve economic growth at all levels within the Anishinabek Nation. We will do this by:*

- *Establishing an environment where we can take advantage of available socio-economic opportunities;*
- *Promoting best practices for building capacity, planning effectively, and implementing economic initiatives;*



- *Participating, and exercising influence, in the economy throughout our territory, within our regions, in Canada, and globally;*
- *Reinvesting in our people, communities, institutions, and Nation; and*
- *Inspiring confidence that we can succeed.*

So you can see that the mission gives more details about how to make your vision a reality. Patience and long term commitment are extremely important for this process. For example, the Aamjiwnaang Industrial Park has been a 20-year effort and the Membertou First Nation success story has been the result of a 12-to-15 year effort.

Your vision and mission will be central in helping you throughout your own journey, however long it may take. Don't be discouraged; the end result will be worth it all. Remember, the vision and mission of the Anishinabek Nation Economy Blueprint (this paper) is intended to help you develop that long term sense of direction and focus.

### **Chapter Synopsis**

Success in First Nations economic development can take many years to accomplish. You will see real life examples of this in the case studies included in the appendices of this Blueprint. There are no examples of overnight successes or “get rich quick” schemes. Instead, success is the result of long term efforts that began with clear vision and mission statements.

In short, while it is important to grab an opportunity when it comes your way, your vision and mission will give you clear strategies that can help make sure that the benefits offered by any particular opportunity will fit with, and contribute to, the direction where you, your community and the Anishinabek Nation as a whole wish to go.

Remember that everyone involved in your economic development initiatives must all agree with the vision and mission. If everyone shares the same vision and goal, then success is never far behind.

*“We have to make this a long term strategy, looking at 10-20 years at least, and even at 50 years. What we have to do is build an economy for 50 thousand Anishinabek in 50 years. The only limitation I see is our imagination about what is possible.” (Ray Martin)*

### *III) Anishinabek Today*

In this section, we present you with some of the key characteristics of the Anishinabek Nation. As you are well aware, data and statistics are essential tools in economic development. For this chapter, we accessed information from the Indian and Northern Affairs website and the survey with First Nation Economic Development Officers in the Anishinabek Nation.

The following summary of these characteristics is intended to support the efforts of the Anishinabek Nation as well as its member communities to create their own economic Blueprint to develop their own strategies and recommendations that are responsive to their identity, to their capacities, and to their opportunities. Within this section, the Anishinabek People are described in terms of their land base, labour force, and capital.<sup>1</sup> What is also clear is that economic development requires greater promotion internally and externally in the Anishinabek Nation. Use this section as a constant resource and a guidepost to the kind of information that can assist your work.<sup>2</sup>

#### **Why this Section is Important?**

In order to improve the lives of people belonging to the Anishinabek Nation, you must understand the people as best you can. Our history is a proud one and our future is just as bright. This section will provide you with some insight into our history that you may not have known and hopefully will shed light on your path to prosperity.

#### **Using Available Data**

Examining data is a critical component of any economic development strategy. It can clarify what is known about the current circumstances, be used to support analysis, and help determine which strategies to use. It can also demonstrate that the Anishinabek are ready to assume a leadership role in economic development.

A report on governance and human resource development commissioned by the Union of Ontario Indians in 2000 (*Governing in a Good Way: Responsible, Effective, Accountable First Nations Governments*, Ojib-Hawk and Associates, 2000) indicates that some people feel that formal community planning processes and plans are in place.

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<sup>1</sup> It was determined that a full blown socio-demographic analysis was not the focus of this exercise, as such an analysis requires extensive research, time, and resources. It should be noted that the *Socio-Demographic Profile of the Anishinabek First Nation* was completed in the 2003 report by Jeremy Hull and Stewart Clatworthy.

<sup>2</sup> You will also want to be sure to use the most updated information as possible. Always keep an eye open for new data, reports, and Census information.

However, during the course of developing this Blueprint, we realised that data can be scarce when it comes to First Nations economic development. In other words, the data did not appear to be widely known, readily available, or collected in any centralized way. This is an issue noted in the report entitled *Creating a Viable Economy for the Anishinabek Nation: The Role of the UOI* (Stan McRoberts and Ron Crowley, March 31, 2003). That report concludes that securing consistent, reliable and comprehensive data to support economic development within the Anishinabek Nation and its' member First Nations is a significant challenge to overcome.

### ***The Anishinabek Nation: A Snapshot***

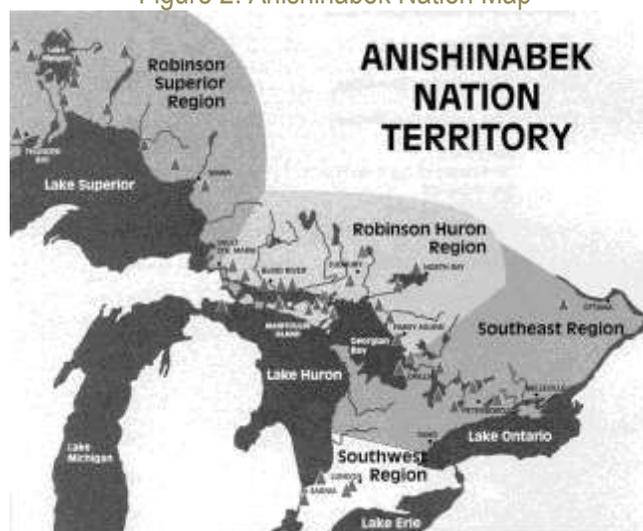
- Approximately 45,434 citizens (2001 data)
- Represents 30% of the total First Nations population in Ontario
- Communities organized into four regions
- 42 First Nations communities

### ***Anishinabek Territory***

The Anishinabek Nation traces its roots to the Confederacy of Three Fires that existed prior to European contact and to the 1949 founding of the Union of Ontario Indians. The Anishinabek Nation currently represents 42 First Nation communities of Odawa, Ojibway, Pottawatomi, Delaware, Chippewa, Algonquin, and Mississauga descent.

The Anishinabek Nation territory encompasses communities from the Fort William First Nation in Thunder Bay, along the north shore of Lake Superior and surrounding Lake Nipigon, continuing along the north shore of Lake Huron to the communities on Manitoulin Island and eastward to the territory of the Algonquins of Pikwanakagan (150 km east of Ottawa). The territory then carries on to the First Nations around Peterborough and the Georgian Bay area south of Parry Sound and into south central Ontario ending at the Aamjiwnaang First Nation near Sarnia.

Figure 2: Anishinabek Nation Map





The Anishinabek Nation communities have organized themselves into four (4) Regions based on historic treaties and geography:

- The Northern Superior Region includes those 11 First Nations in the Robinson Superior Treaty and those located from Thunder Bay and eastward to Wawa.
- The Lake Huron Region includes 20 First Nations in the Robinson Huron Treaty and those located between Sault Ste. Marie and eastward to North Bay and then southward to Parry Sound.
- The Southeast Region includes seven First Nations in the Williams Treaties and those located in central Ontario between Toronto and Peterborough, northwest to the Georgian Bay (south of Parry Sound), plus the Algonquins of Pikwakanagan near the Ontario/Quebec border between Ottawa and Pembroke.
- The Southwest Region includes the four First Nations communities located in south-western Ontario in the general area of London and Sarnia.

There is a total of 148,078.6 hectares of reserve land within the 42 First Nations (see Table 1 for the breakdown of reserve land within each region). Some First Nations are located close to urban centres, while others are in rural locations, where natural resource sectors are currently being developed.

The amount of land that is held by each First Nation varies, from the smallest reserve base held by Biinjitiwaabik Zaaging Anishinaabek (which has 13.4 hectares) to Garden River First Nation (which has 20,703.5 hectares). It should also be noted that within the total 148,078.6 hectares of land, only a portion of this land is actually held by the First Nation itself. The other lands are held under Certificate of Possession (CP) by individual Band Members.

Table 1: On-Reserve Land by Region

Region	On Reserve Land (Hectares)
<b>Robinson Superior Region (Thunder Bay, E to Wawa)</b> <i>**4 have not responded</i>	12,950.8
Robinson Huron Region (Sault S Marie E to North Bay, S to Parry Sound) <i>**6 First Nations have not responded</i>	106,890.4
<b>Southeast Region (Central Ontario)</b>	10,003.4
Southwest Region(Western Ontario) <i>**1 First Nation has not responded</i>	5,283.2
<b>TOTAL</b> 31/42 First Nations	<b>148,078.6</b>



## **Organizations**

The Union of Ontario Indians is the corporate structure for the organization and provides administrative, policy development, programming and communications support to its member First Nations.

Thirty-five of the member First Nations also belong to one of six Tribal Councils, with the exception of seven First Nations that are considered unaffiliated. The six Tribal Councils provide advisory services, liaise with their member communities, and share information with the Anishinabek Nation. In general this relationship focuses on ensuring that regional, provincial and federal initiatives are consistent with the political, social, cultural, and economic aspirations of their member First Nations. The six Tribal Councils currently in operation are:

- Mamaweswen, North Shore Tribal Council (NSTC) - Highway 17 corridor between Sault Ste. Marie and Sudbury;
- United Chiefs & Councils of Manitoulin (UCCM) - on Manitoulin Island;
- Waabnoong Bemjiwang - Highway 69 corridor between Sudbury and Parry Sound;
- United Anishinabeg Councils (UAC) – In and around Georgian Bay and Peterborough;
- Ogemawahj Tribal Council (OTC) in Central Ontario; and
- Southern First Nations Secretariat (SFNS) in the London area.

## **The People and the Work Force**

The Anishinabek Nation has a total of approximately 45,434 citizens that represents 30% of the total First Nations population in Ontario. Approximately 40% of our population lives on reserve (Hull, 2003, pg. 20) with 71% of the population being between the ages of 15-64 (Hull 2003, pg. 34).

Using these percentages, we can see that the current labour force is approximately 16,288 with 6,515 of this labour force residing on reserve. This built-in pool of human resources can mean great opportunity for economic development in our nation.

The majority of Anishinabek with post secondary education are concentrated in trades and educational institutions other than universities. The average annual individual income for citizens of the Anishinabek Nation (\$17,211) was reported as being approximately 50% of the Ontario average.

Overall unemployment rates within the nation are at 27% for men and 21% for women (1996). Some Anishinabek Nation communities have relatively high participation rates in the labour force (greater than 70%), while others are at the opposite extreme (less than 50%). More men than women are self employed (1996).



Table 2: Current Labour Force – Working Age Population on and off reserve

Region	Population	Population on reserve	Population of working age (15 – 64)	On reserve Population of working age (15-64)
<b>Robinson Superior Region (Thunder Bay, E to Wawa)</b> <i>**2 have not responded</i>	7947	3179	5642	2257
<b>Robinson Huron Region (Sault S Marie E to North Bay, S to Parry Sound)</b>	25244	10098	7169	2868
<b>Southeast Region (Central Ontario)</b>	7337	2935	2084	833
<b>Southwest Region (Western Ontario)**1 First Nation has not responded</b>	4906	1962	1393	557
<b>TOTAL 39/42 First Nations</b>	45,434	18,174	16288	6515

★ It should be noted that these calculations have been determined with the most current information: a) Percentage of Population residing on reserve (40%), and percentage of working age cohorts (71%) derived from 2001 that resulted from the Socio-Demographic Profile of the Anishinabek First Nation report by Jeremy Hull et al; and b) Population numbers from INAC website; First Nation Community Profiles – 2007 statistics

### ***Future Anishinabek Nation Labour Force***

If this Blueprint is an economic strategy to address to future state of the Anishinabek Economy the future labour force should be considered. A comparison of 2001 figures (e.g. 22% between the ages of 0-14) and 2007 population figures indicates that by the 2021 an additional 10,000 Anishinabek people will join the labour force, with approximately 4,000 of those people residing on reserve.

In other words, the potential for economic development is huge. We want to remind you that this paper is designed to help you plan to develop and harness the opportunities that the growing labour force offers to our nation.



Table 3: Future Anishinabek Labour Force

Region	Population	Population on reserve	Future of Anishinabek Labour Force Age 0-14	Future Anishinabek Labour Force Age 0-14 On-Reserve
<b>Robinson Superior Region</b> (Thunder Bay, E to Wawa) <i>**2 have not responded</i>	7947	3179	1748	903
<b>Robinson Huron Region</b> (Sault S Marie E to North Bay, S to Parry Sound)	25244	10098	5554	2222
<b>Southeast Region</b> (Central Ontario)	7337	2935	1614	355
<b>Southwest Region</b> (Western Ontario) <i>**1 First Nation has not responded</i>	4906	1962	1079	432
<b>TOTAL</b> <b>39/42 First Nations</b>	45,434	18,174	9995	3912

### ***Economic Capacity – Anishinabek Nation/UOI***

It is always important to remember that the Anishinabek Nation exists to support the member First Nations. To this end, we have the Anishinabek Nation Management Group Inc. (ANMGI) a development corporation committed to improving the economic status of our people. The ANMGI has several goals:

- To generate revenue and create a financial base to support the nation building goals of the Anishinabek Nation;
- To promote First Nations economic development; and,
- To increase wealth and quality of life in a manner that will protect, preserve, and nurture the Anishinabek cultural, spiritual, and traditional values.

ANMGI oversees the due diligence required for emerging opportunities that the Anishinabek Nation is considering and manages economic development projects approved by the Board of Directors. ANMGI maintains a balanced relationship with the political Anishinabek Nation/UOI by being established as a separate corporate entity controlled by a Board of Directors that has one representative from each of the Anishinabek Nation’s four regions.

Although it has employed as many as 10 staff and consultants in the past, the ANMGI currently has only one full time staff person, the Executive Director. During the development of this Economic Blueprint ANMGI, with the full support of the Anishinabek Nation, had just entered into another large economic venture. The Sequin Valley Property is a 2,000 acre real estate and development opportunity involving an



established golf course, the development of a hotel/resort, and a proposed 200 lot/900 acre residential housing development. This property is located two hours north of Toronto and 10 minutes from Parry Sound in the Ontario's Muskoka holiday region. The \$27.5 million Sequin Valley Resort is projected to cost \$13 million to acquire the land and \$14.5 million for additional developments. Profits/Return on Investment expected from the sale of residential and commercial properties is valued at \$46 million (of which \$19 million would be profit). This is the first major economic venture for ANMGI/UOI in recent years and the anticipated success of this current project will have a significant impact on this strategy. As this Economic Blueprint is being finalized, ANMGI has reported that despite securing \$10 million in financing and \$3 million in investment capital, they are unable to proceed with the project as a result of not being able to secure sufficient development funding or loan guarantees.

*“Our best efforts to build our economy will not always succeed, but the efforts we don't make will never produce results” (Greg Plain, ANMGI)*

The Anishinabek Nation also has an official charitable organization, the Anishinabek Nation Seventh Generation Charities (AN7GC), that serves as its fundraising mechanism. The AN7GC work supports nation building efforts and strives to improve the quality of life in First Nation communities. It provides member First Nations funding to assist families, children, youth, elders, and veterans in the areas of:

- Health;
- Education;
- Cultural appreciation;
- Social services;
- Emergency situations; and,
- Disaster relief.

### ***Economic Capacity – Regional***

Regional economic capacity is largely within the First Nations development corporations (e.g. Waubetek Business Development Corporations, Tecumseh), existing economic projects that involve more than one First Nation community (e.g. Credit Union) and to some degree at the Tribal Council level (e.g. Southern First Nations Secretariat, United Chiefs and Councils of Manitoulin, North Shore Tribal Council, Ogemawahj Tribal Council and Waabnoong Bemjiwaang Association of First Nations). As well some Anishinabek communities and individual business people have accessed other Aboriginal Financial Institutes such as the Owista Corporation based on the Akwesasne Mohawk Territory.

### ***Economic Capacity – Community***

At the community level economic capacity is comprised of a mix of full or part time Economic Development Officers, in some cases an Economic Development 'Department' within the Band Office program structure, a few Band established Development Corporations, and a collection of band operated and private small businesses. There is a growing support network for Band EDOs at the province wide level and indications are that INAC is looking to involve EDOs in more strategic and comprehensive community planning.



The case can be made that the economic development programs, supports and projects currently being pursued within the Anishinabek Nation are focused on internal development opportunities within each First Nation (e.g. small business development) and some more regional based activities (e.g. business development corporations, Anishinabek Credit Union, and participation in some large scale mainstream development projects such as hydro-electric development).

### **Capital**

In order to initiate economic development, First Nations need to have capital, or funding to invest into businesses. For the purposes of this exercise we looked at how much capital is available to First Nations to invest in community, regional or Anishinabek Nation economic development opportunities. Information that was available indicate that the funding available to the 42 First Nations is largely restricted to federal and provincial programs and services and for the most part can not be used for economic development investments. There was also limited response to efforts to identify what other forms of capital may be available to First nations, such as revenue from existing businesses. This gap in the data is noted as an area requiring immediate attention in the recommendations that follow.

### **The Ontario Economy in brief**

According to information from the Conference Board of Canada key factors about the Ontario Economy include:

- Northern Ontario's economy is still highly dependent on natural resources.
- Southern Ontario, with its proximity to the enormous U.S. market, is heavily industrialized.
- There is relatively high employment in manufacturing and financial and business services, and relatively less employment in agriculture, forestry and mining.
- Manufacturing has contributed significantly to the province's job creation in the past ten years. Examples of Ontario's key manufacturing industries include autos, food processing and computer and electronic products.
  - Ontario is part of the North American manufacturing heartland and is well situated to serve major Canadian and U.S. markets. The U.S. is Ontario's biggest trading partner accounting for more than 90 per cent of all exports. Ontario's manufacturing sector employs 1.1 million, the second highest level in North America, after California.
- Most people are employed in the Ontario's diversified service industries which includes a wide variety of industries serving businesses, individuals and governments.
  - Examples of Ontario's major services sector include business and financial services, professional and scientific technical services, arts and culture. Toronto's financial services sector is the 3rd largest among leading Canadian and US cities, based on employment. It has the premier stock exchange in Canada, the Toronto Stock Exchange. Kitchener-Waterloo, Ottawa and the Greater Toronto Area (GTA) are home to Ontario's largest technology industries. Canada's largest cluster of communications and culture media industries is located in Toronto. It includes TV and radio broadcasting, publishing, TV and film production, sound recording, performing and visual arts, design and advertising.



- The fastest-growing sectors within the economy which are taking on a growing importance are Information and Communications Technology, Financial and business services, and the Entertainment and creative cluster.

The Economic Developers Council of Ontario has this to say about the overall Ontario economy on their website ([www.edco.leti.com](http://www.edco.leti.com))

“Major economic restructuring is taking place across North America and globally. As a result of increased global competition, a stronger Canadian dollar and the commoditization of manufactured goods, Ontario's manufacturers are experiencing unprecedented competitive challenges. Regional and local economies across the province are experiencing economic slowdown and related job losses in manufacturing and in other sectors. The majority of EDCO members work in communities that are dealing with these losses and require some assistance to help stimulate a "new" economy in their communities. Mobilizing resources for a more coordinated, collective response remains a challenge for all levels of government.”

### **Strengths, Weakness, Opportunities and Threats (SWOT) Analysis**

During the development of the ANEB the committee was asked to provide guidance on the opportunities and challenges that this environment presented to the Anishinabek Nation and communities. The following table sets out the points identified. The recommendations identified in the ANEB have attempted to respond them. As well, these tables could also support the efforts involved in developing community based economic strategies (see recommendation # 11). Your task is to understand as best you can all these aspects in relation to your work. Do you own SWOT analysis and keep track of the issues because they can change over time. With the table below, see how many pertain to your community or region. Are there more that you can think of?

*Table4: SWOT Analysis*

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> <li>• Access to workforce at prime age</li> <li>• Growing # of young aboriginal professionals (Finance/legal sources)</li> <li>• Membership wants to come home</li> <li>• Every band member has the opportunity to pursue post-secondary education</li> <li>• Unity unprecedented levels of support /trust</li> <li>• Strong leadership politically</li> <li>• Political will to make change</li> <li>• Relationship building between AN &amp; Canadian and Ontario government</li> <li>• Obligations to consult /crown lands</li> <li>• Most First Nations have Economic Development Officers and Education Counsellors</li> <li>• Anishinabek Education Institutes</li> <li>• New sources of capital (First Nations Financial Authority, Aboriginal Financial Institutes, Businesses, Casino Rama, etc)</li> <li>• Tax Exemption</li> <li>• Credit Union</li> <li>• Land resources</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of experience/leadership, economically</li> <li>• Political stability, 2 year terms</li> <li>• Short term Councils</li> <li>• Attitude of failure endemic</li> <li>• Mindset – refusal/ unwillingness to change</li> <li>• Lack of an educated workforce</li> <li>• Lack of infrastructure</li> <li>• Lack of resources/access to capital</li> <li>• Lack of access to capital and loan security on reserve</li> <li>• Land tied up into claims</li> <li>• No Official Community Plan (OCP) or community investment profiles (online)Lack of communication at all levels</li> <li>• Relationships with neighbours / industry</li> </ul>



External Opportunities	External Threats
<ul style="list-style-type: none"> <li>• Opportunity to develop a very practical strategy to economic development within Anishinabek territory, setting out practical steps we can take to facilitate economic development</li> <li>• Special rights</li> <li>• More court decisions recognizing legal duty and more opportunities for partnerships with traditional territories as a result</li> <li>• New Ontario Ministry (perhaps ec dev focus)</li> <li>• Tourism</li> <li>• Housing</li> <li>• Resource based economy</li> <li>• Renewable energy</li> <li>• Power capacity shortage projected in Ontario and lots of lakes /rivers within AN traditional territories</li> <li>• Technology /networking/ communication</li> <li>• Clustering</li> <li>• Develop skilled workforce</li> <li>• Worldwide contacts</li> <li>• Engaging youth in economic development opportunities/ project</li> <li>• Strategic partnerships/joint ventures</li> <li>• Investment group</li> <li>• Economic Indian Reserves</li> <li>• Urban communities/ 60% of reserve offices</li> <li>• Working with surrounding communities</li> <li>• Share land lease best practices</li> <li>• Capitalize on existing case studies/success projects</li> </ul>	<ul style="list-style-type: none"> <li>• Investors lack of confidence</li> <li>• “own source revenue” /claw back</li> <li>• Still under the Indian act</li> <li>• Systematic barriers</li> <li>• Court precedents</li> <li>• NIMBY-ism</li> <li>• Defeatist attitudes</li> <li>• The health of our communities, i.e. drugs, alcohol, HIV &amp; Aids</li> <li>• Time required to build educational strategy</li> </ul>

## *IV) Recommendations*

The recommendations in this Blueprint are organized around the First Nations Progression Model that has been used successfully by the Membertou First Nation to create economic development success. That model focuses on the three stages of building capacity, planning effectively and then engaging successfully in economic development. The recommendations in this Blueprint put a process in place that supports a more strategic and long term approach to economic development, and guide the work that needs to be undertaken at the First Nations, regional and Anishinabek Nation levels. This Blueprint is intended to support and strengthen the work of individual First Nations, existing organizations and structures, First Nations entrepreneurs/businesses, and the Anishinabek Nation as a whole to build on economic development efforts throughout the Anishinabek Nation.

“I look at this strategy like a board business model. It sets the broad strategies and policies, and the details will be developed by the senior managers and the actual economic development work will happen at the grass roots level.”  
(Rodney Nelson, Conference Board of Canada)



Rodney Nelson & Jason Calla, Think Tank 1 – September, 2007

***Recommendation 1: Utilize the First Nation Progression Model as developed by the Membertou First Nation as a guide in preparing for economic development.***

The Membertou First Nation has become a nationally recognized economic success story. Bernd Christmas, who served as Chief Executive Officer and led the effort on behalf of the band emphasized that their strategy was not about jumping into the first available opportunity. Instead they took a strategic approach to development which he described as the First Nations Progression Model. Adapted to the particular circumstances of First Nations communities and organizations this model can serve as a useful



tool for those First Nations that are looking to get started on an economic journey, and to those First Nations that are already actively involved and want to move to the next level.

## **THE FIRST NATIONS PROGRESSION MODEL**

Throughout this strategy, whether we are talking about lessons learned, considering what are the priority issues and core strategies, or looking at how to structure recommendations at the Anishinabek Nation, Regional or First Nations level, every effort has been made to organize this strategy around the three stages of the First Nations Progression Model:

### **1. Capacity Building in financial and quality management**

At this stage First Nations organizations such as the Union of Ontario Indians and/or individual First Nation communities are encouraged to focus on developing their capacities to manage an economic development process, particularly the financial & quality management aspects. In Membertou's case this included addressing issues related to leadership, accountability, policies, procedures and required systems.

### **2. Preparing (planning) for economic development**

After capacity is developed, preparation for economic development is the second step in the progression model. This is where you would determine the level of planning needed at each level of the organization and determine how to link with community plans and strategies. Of special consideration in this stage are Strategic Planning, Resource Allocation, Investment and Implementation planning.

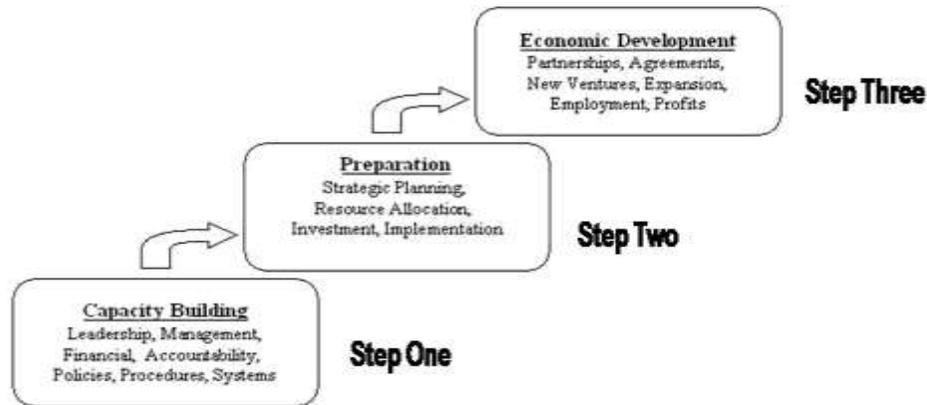
### **3. Pursuing Economic Development opportunities**

The third step in the progression model is entitled Pursuing Economic Development opportunities. It is only after First Nations, Anishinabek Nation, and/or UOI have developed capacity and have done the necessary planning that economic development projects should be pursued. It is at this stage that specific economic partnerships are developed, agreements are negotiated, new ventures are undertaken, or expansion is considered.

Figure 2: The First Nations Progression Model

# First Nations Progression Model

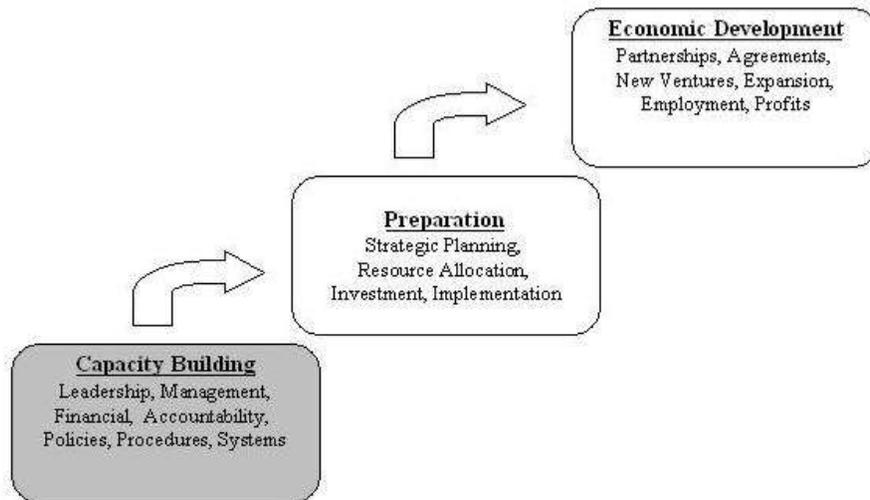
as incorporated from: H&K Aboriginal Affairs - Band Christmas



The realities of economic development mean that we cannot achieve our objectives without looking to the world beyond the reserve. To properly capitalize on emerging opportunities First Nations will require an intensive analysis of the three key factors in the model. Its success is dependent on the commitment of various stakeholders at the community, regional and Anishinabek Nation/Union of Ontario Indians levels. Whether we are talking about lessons learned, considering the stages of the progression model as core strategies, or looking at how to structure recommendations at the Anishinabek Nation, regional or First Nations level, every effort has been made to organize this Blueprint around the First Nations Progression Model.

“We have to have diverse strategies to reflect diversity of economic circumstances. If you’re ready to implement it means you’ve have the capacity (people and infrastructure) in place to carry out the project.” (Chief Pat Madahbee, Aundeck Omni Kaning)

*Step One - Building local capacity in financial and quality management*



At this stage First Nations organizations such as the Union of Ontario Indians and/or individual First Nation communities are encouraged to focus on developing their capacities to manage an economic development process, particularly the financial & quality management aspects. In Membertou’s case this included addressing issues related to Leadership, Accountability, Policies, Procedures and Systems.

***Recommendation 2: All First Nations within the Anishinabek Nation need to make economic development a priority***

First Nation leadership at all levels must find ways to demonstrate that Economic Development is a priority. It is important for the leadership to gain a good understanding of both the concepts and the processes involved in successful economic development. It is equally important that First Nations recognize how focusing on economic development can significantly help to address social challenges faced by First Nation people.

- It is recommended that the First Nation leadership ensure that Economic Development Circles, whether they are corporations, advisory groups or committees, etc. are in place. These circles should be mandated to concentrate on strengthening the economy by developing an economic strategy that addresses the 3 stages of the First Nations Progression model, seeking and researching economic development opportunities, and reporting back to the community on a regular basis. These Economic Development Circles must include business expertise.



- It is recommended that all First Nations complete detailed Community Investment Profiles as a tool for attracting investment. These profiles can be posted on line and may be linked to provincial or other relevant websites where investors search for potential business locations. Community profiles, accessible on line, are indicators of investment readiness. The Economic Developers Councils of Ontario website contains online readiness assessment tools that can be used as a guide to assist First Nations to become prepared for investors. In addition to EDCO's mainstream tool, groups like Waubetek and others are partnering with EDCO to develop a First Nations specific on-line readiness checklist.
- To get this type of investment information online as soon as possible it is recommended that four regional-based websites be developed inclusive of all Anishinabek First Nations in each region, and consistent with the guidelines in the EDCO-LETI process. Currently only 25 Anishinabek communities have websites and those with economic development content often don't contain the information an investor would be looking for. Over time as more detailed information is developed, for example from the community profiles or the recommendation relating to data development) each member First Nation should have their own website. This is a more focused way to begin developing the 'investment readiness' information that would be required to update the 25 existing websites and create the remaining 17 websites. The result of this recommendation would be four websites that supported what EDCO rates as a 'Basic Readiness' content and would provide a platform for development to what EDCO describes as the content for 'Better Readiness' and 'Best of Class Readiness. Basic Readiness content includes the following minimum information:
  - Website dedicated to economic development;
  - Almost all publications available electronically;
  - Contact information;
  - Demographic or community profile;
  - Key labour force characteristics of jurisdiction and 'commuting area';
  - Labour force by industry and occupation;
  - Education levels;
  - Listing of major public and private employers;
  - Education and training facilities;
  - Local, provincial, federal tax information;
  - Local utilities: service availability and rates;
  - Local business services;
  - Local and regional transportation networks;
  - Telecommunications infrastructure (including internet);
  - Use web traffic analyzer like Google Analytics; and
  - A Google search on the name of your community plus the words "economic development" returns the correct web page within the first 2 pages of results.

*“Make sure there is meaningful buy in by bands to two concepts: putting up money and providing employees.” (Bernd Christmas)*



- It is recommended that First Nation leadership commit sufficient resources to economic development. A community economic development budget of at least \$100,000 per year is recommended to cover operating costs, salaries, travel, seed money for studies, professional development, and the costs of maintaining the Economic Development Circles mentioned above. This is a minimum budget requirement, regardless of community size, but can and should be increased for the larger communities or organizations based on real needs. First Nations are also encouraged to consider partnering with neighbouring First Nations to consolidate economic development resources and expertise where possible.
- It is recommended that the Anishinabek Nation assign the economic portfolio to each of the Regional Deputy Chiefs as a way to encourage regional economic coordination amongst First Nations, ensure that economic development is at the forefront of meeting agendas and provide reports on progress in implementing the economic Blueprint at the regional level.

***Recommendation 3: Build on existing First Nation economic foundations and successes***

While the specific economic circumstances First Nations within the Anishinabek Nation are dealing with vary between communities and regions, no one needs to feel that there is no foundation to build upon. There are many existing organizations and initiatives at the community level, within the regions and throughout the Anishinabek territory that support aspects of economic and business development. Examples include development corporations at the band level, regionally based business/community development organizations such as Waubetek and Tecumseh, and the UOI's Aboriginal Human Resource Development Agreement. There are also other First Nations/Aboriginal organizations such as the Ontario First Nations Technical Services Corporation and the Aboriginal Land Managers Associations that operate at the Ontario and national levels. At present it appears that there is a lack of communication, coordination and shared strategies between these organizations, the communities and the Union of Ontario Indians.

Also there have been many advances in First Nation economic development over the past decade. We can learn from and build on those successes from within the Anishinabek communities, and from other First Nations across the country.

- It is recommended that First Nations find ways to involve the best available expertise within their economic development initiatives. At present there is a core of skilled economic development practitioners working within many First Nations. Building their capacity to support the planning step in the First Nations Progression model can be accomplished by ensuring that they possess the skills and knowledge in the areas that the bands want to develop in, or have access to expert advice in those areas. While the preference is to hire from within First Nations, where expertise is growing, there are times when it is necessary to hire expert advice regardless of whether the individual is of First Nations background or not. In the event where this is necessary it is equally important to ensure that a mentoring type arrangement is in place so that the community gains knowledge, skills and experience from the 'outside' experts.
- The Anishinabek community must be actively engaged in supporting Economic Development. First Nations, and their organizations can do this by:

- Hosting guest speaker presentations;
  - Seeking participation from community members in economic strategic planning;
  - Actively pursuing the advice of the community business leaders;
  - Providing updates and financial information on community-owned business enterprises;
  - Reporting on a community economic scorecard (see recommendation #6 below); and
  - Providing regular monthly updates in the *Anishinabek News* “Open for Business” section, local newsletters, and other communications tools.
- All Anishinabek organizations should highlight Aboriginal business success stories on a regular basis to inspire others, particularly Aboriginal youth. It is important to encourage awareness and recognize the efforts of the business leaders who take financial risks to provide needed goods, services and jobs in First Nations and surrounding communities.
  - An inventory be completed at a community, regional and/or Anishinabek Nation level to document groups that support aspects of economic and business development. The identified groups can then be engaged in the development of a shared strategy for supporting economic development in the Anishinabek communities, regions and throughout the territory.
  - Seek Mentorship from fellow First Nations that have demonstrated success (e.g. industrial parks). Other First Nations with experience in projects similar to those being pursued through this strategy can be approached for mentoring or to assist in making the decision about which direction to go in. The Province of Ontario is also poised to launch a mentoring program designed to have First Nations with experience in a project offer mentorship to other First Nations interested in doing a similar project. This new program is part of the the INAC Ontario Regional Office efforts to work with a Community Economic Advisory Team of Ontario (CEATO) as an economic advisory body. It would be a very good program for the Anishinabek Nations to utilize once the individual community economic strategic plans are completed and a course of action is being taken.



Tom Maness, Carole Delion, Aamjiwnaang First Nation  
Presentation to Anishinabek Nation Economic Summit – June 2007

**Recommendation 4: Develop a communication strategy to consistently promote the Anishinabek Nation Economic Blueprint both internally within the Anishinabek Nation and externally.**

- The Anishinabek Nation should develop a communications and marketing strategy to promote all economic development initiatives. The Nation as a whole needs a communications strategy that targets multiple audiences (communities, governments, business community, youth, etc.), promotes economic development and directly addresses resistance to change within the community.

Generally communications strategies contain the following content:

- Objectives that reflect the priorities of the organization;
- Target efforts to well defined audiences;
- Consistent focus on a few clear, brief, memorable and positive messages;
- Describe the communication opportunities available;
- Specific time frames and end dates;
- Resources available to produce materials and conduct activities; and Methods to evaluate/assess the overall communications effort undertaken.

Key objectives and messages within this communication strategy that could relate to both internal Anishinabek and external audiences (e.g. government, industry, public, etc.) could include:

- Demonstrating how successful economic development benefits everyone;
- Dispelling myths about Aboriginal/First Nations economic development;
- Demonstrating how individuals and businesses are included within the strategy; and
- Sharing success stories from within the territory/communities.

A change management component should be apart of the communications strategy. A change management strategy generally involves a combination of principles, strategies and communication/engagement activities that:

- Establish a sense of urgency;
- Create a guiding coalition;
- Address key obstacles;
- Empower broad based action;
- Generate short term wins;
- Consolidate gains and produce more change; and
- Anchor new approaches in the way the organization operates.

The Anishinabek Nation should increase web-based communication about economic development by establishing an Economic Development Portal at the Anishinabek.ca website.



***Recommendation 5: Seek ISO Certification to demonstrate good governance***

All First Nations governments and Aboriginal organizations will seek ISO certification of their band offices/economic development programs. The internal policies, procedures and systems for good governance established during the ISO certification process provides global recognition that the First Nation has proper management systems in place, and that those systems are equal to or exceed those of many municipal and other external agencies.

***Recommendation 6: Establish and report on Community Economic Scorecard***

- Each First Nation must establish a community Economic Scorecard to measure their economic growth. The community economic scorecard will help to measure economic progress and can serve as another example of how the community is making economic development a priority. Key areas to measure include employment rates, the level of own-source revenues (i.e. money derived from sources other than government contribution agreements), graduation rates, infrastructure improvements, member of business in the community, etc. Once the initial data is developed, benchmarks can be set in the first year. In each following year the First Nation leadership must report back to the community on the progress made in these target areas.

Sample Community Economic Scorecard can be found in Appendix 4, page 94.

***Recommendation 7: Foster a successful business environment amongst all Anishinabek people***

- First Nation leaders will support their community's Economic Development Officers (EDO) involvement in EDO networks. This allows EDOs the opportunity to gain knowledge of new initiatives in community economic development and to allow them to share best practices.
- The Anishinabek Nation will support the expansion efforts of existing Aboriginal businesses in the First Nations. These businesses have developed the experience and expertise to create more employment and services in the community. First Nation leadership must recognize that it is important to retain and support those Aboriginal businesses that already exist.
- All Anishinabek organizations should practice protocols that promote a business mind-set. This can include ensuring that business etiquette about meeting start times, business casual dress, professional demeanour and problem solving approaches (i.e. focusing on positive, win-win resolutions with negativity resolved outside of open meetings) are a part of general practices.
- All Anishinabek organizations should demonstrate accountability by showing First Nation citizens where profits will be expended (i.e. re-investment into business, support to culture, and language programs). If First Nations utilize basic accounting spreadsheets, and work to educate members about profit –loss, and then receive a dividend, citizens will be interested in tracking profits of First Nation owned businesses.
- First Nations should find ways to distribute profits to both on and off-reserve citizens.



Greg Plain, Anishinabek Nation Management Group Incorporated

***Recommendation 8: Establish an Anishinabek Nation Economic Secretariat***

- Establish the Anishinabek Economic Secretariat to act as an arm of the Anishinabek Nation Management Group Incorporated. The Economic Secretariat would serve as a resource centre/clearinghouse to collect economic, demographic data and best practices for the Nation and member First Nations. Considerable attention was given to this type of recommendation in the March 2003 report “Creating a Viable Economy for the Anishinabek Nation: The Role of the UOI” prepared by Stan McRoberts and Ron Crowley and the terms of reference proposed in that report can easily be adapted to today’s circumstances.
- The Anishinabek Nation Economic Secretariat should use available and emerging data (e.g. 2006 Census) to update and maintain the Anishinabek Nation demographic profile. The material contained in the Socio-Demographic Profile of the Anishinabek First Nation completed in 2003 by Jeremy Hull and Stewart Clatworthy should serve as the baseline for this effort.
  - a) Following the completion of the recommended updates and the 2006 census data for the Anishinabek communities becoming available (sometime in 2008) the Union of Ontario Indians should commission a consultant to provide an updated demographic profile of the Anishinabek people.
  - b) The Union of Ontario Indians should establish a process through which the demographic profile in (a) above can be updated on a yearly or every two years. This information can assist the Union of Ontario Indians, and First Nation when addressing
- The Anishinabek Nation Economic Secretariat can collect best practices, information and share them with each community so that they can be continuously built upon and improved. Examples of materials include items such as:
  - Templates;
  - Sample laws and by-laws;
  - Tracking of new economic initiatives;



- Successfully negotiated resource benefit agreements;
- Joint venture partnership agreements;
- Corporate business models;
- Industrial park lease agreements;
- Economic policies and procedures; and
- Other materials as determined.

***Recommendation 9: Develop an Economic Institutional Capacity throughout the Anishinabek Nation***

- The Anishinabek Nation Management Group Incorporated (ANMGI) will be re-instituted as an investment arm of the Anishinabek Nation and will be guided by a corporate board comprised of business and investment expertise. The purpose of the ANMGI will be to generate revenue. These revenues will allow the Anishinabek Nation to both reinvest and to expand programs and services. An investment policy will be developed for adoption by the Chiefs-in-Assembly.
- The Anishinabek Nation should create an Aboriginal Business Association for the purpose of: 1) Promoting a network among Aboriginal business leaders; 2) Having a source for business input on economic initiatives; 3) Promoting procurement by the First Nations in the purchase of Aboriginal goods and services; and 4) Marketing of the businesses in general.
- First Nations can contact existing First Nation organizations that are in place to assist with specific supports and with initiatives in specific sectors. Examples of such organizations are: Ontario First Nations Technical Services Corporation, First Nation Taxation Commission, and First Nations Energy Alliance. The following excerpt from the FNEA mandate demonstrates the importance of this type of working relationship:

First Nations Energy Alliance which is dedicated to working to develop energy as "...a component in achieving overall economic sustainability, while maintaining our independence..." The First Nations Alliance is "working to find meaningful benefits from Ontario's 20 year Power System Plan" as well as "finding a common voice to government and industry in the energy sector."

- The Anishinabek Nation should establish a Dispute Resolution Mechanism within the Anishinabek Nation. This mechanism would address conflicts that may arise in terms of business or economic issues. A third party review can be brought into the process to mediate issues. This mechanism can be regarded as both an economic and judiciary tool to encourage fairness and compliance to traditional laws.



***Recommendation 10: The Anishinabek Nation Chiefs Council on the Economy will be mandated to develop positions and undertake lobbying efforts to stimulate the Anishinabek economy***

- Consistent with Resolution 2006/20 the Chiefs Council on the Economy will be instituted to serve as advisors in the implementation of the Anishinabek Nation Economic Blueprint, as outlined in a terms of reference contained in Appendix 5, page 96.
- It is recommended that the Chiefs Council on the Economy, seek the support of the member First Nations to develop an advocacy agenda in the following areas:
  - Lobby the Provincial Government to provide funding to establish an endowment fund, business loan program for First Nations people in Ontario. The First Citizens Fund Model from British Columbia, a \$72 million endowment fund, in which only the interest is used annually for business loans should be researched and utilized as a model. The First Citizen's loan program in BC can receive up to \$75,000 and the incentive for applications is the 40% forgivable portion.
  - Funding for a community infrastructure program for economic purposes in every First Nation. This will allow for serviced commercial lands, paved roads, safe public walk-ways, lighting, and other features such as broadband and cellular connectivity for every business and household for economic purposes.
  - The development of a consultation policy that must be adhered to by companies and governments in relation to resource development projects within the vicinity of Anishinabek First Nation lands and traditional territories.
  - Facilitate discussions internally, and if mandated externally with other Governments, to consider the possibility of setting aside of current land claims in exchange for a comprehensive economic development package. This is suggested where small parcels of land are being negotiated.
  - The development of a new concept of "Economic Indian Reserves." This approach contemplates a shorter term approach for having land set aside for First Nation economic development purposes (instead of having to go through the current lengthy processes for Additions to Reserve, the creation of new reserves, or the establishment of 'Urban Reserves' (see recommendation 14).

Building on such practices as the creation of business development incentive zones these "Economic Indian Reserves" would be intended as shorter term approaches to secure recognition that Crown/non-reserve lands be made available to First Nations for economic development purposes. Incentives could be attached to these lands through such measures as the deferral of property and other taxes for a specified period of time (for example 25 years). Once a predetermined level of economic success has been achieved these incentives could be



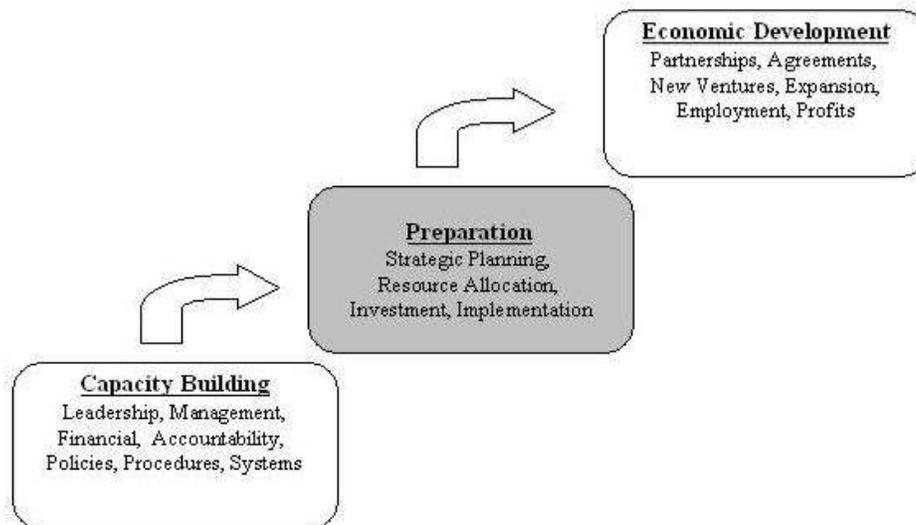
restructured to support a sharing of the tax revenues between the First Nation and other governments. Depending on the achievement of preselected success factors or at a pre-determined date in the future the property in question could either be phased back to its original status or be added/adhered to the First Nation reserve utilizing available policies.

### ***Support for the Chiefs Council on the Economy***

The planning committee has found the approach taken in the development of this strategy to be an effective model involving the Chiefs as advisors to ensure the strategy is consistent with the needs and aspirations of the Anishinabek, providing technical support through the Economic Committee, and ensuring access to expert advice through the use of think tanks. In addition to establishing the Chiefs Council on the Economy the following additional support is recommended:

- It is recommended that The Planning Committee continue to serve as the technical working group to the Chiefs Council on the Economy.
- It is further recommended that a First Nations Economic Development Experts Advisory group be convened once per year in conjunction with a meeting of the Chiefs Council on the Economy. The expert advisors involved in the thinks tanks will be invited along with any additional expertise identified or required from time to time.

## *Step Two - Preparing for Economic Development*



After capacity is developed, preparation for economic development is the second step in the progression model. This is where you would determine the level of planning needed at each level of the organization and determine how to link with community plans and strategies. Of special consideration in this stage are Strategic Planning, Resource Allocation, Investment and Implementation planning.

### ***Recommendation 11: Develop and implement an Economic Development Strategy in each Anishinabek First Nation community***

- All First Nations will have an Economic Development Strategy which will incorporate the community investment profile; the community economic scorecard; the human resource development strategy and demographic profile; business listing and descriptions; infrastructure plans; and the identification of business opportunities and strategies for economic growth. See Appendix 6 (page 99) for a description of the strategic planning process and the table of contents for applying the First Nations Progression Model to community based economic strategies.
- First Nations should also look to include regional districts, municipalities, and private industry in strategic planning First Nations often carry out planning (i.e. strategic, comprehensive, land use) without communicating with regional districts, municipalities, or private industry that surrounds them. However there are a number of areas where communication and collaboration with regional districts, municipalities and industry could be beneficial in such areas as sharing costs, infrastructure and other possible services etc.



When First Nations look to implement their economic development strategy they need to utilize innovative approaches. For example, Some First Nations would like to develop commercial lands to lease, but do not have the capital to install necessary infrastructure (e.g. waterlines, roads, internet, three phase power). Current infrastructure funding available through INAC does not support infrastructure for economic development purposes.

First Nations can look at a few approaches to get required infrastructure in place on reserve:

- a) Look for businesses that want to locate on reserve that can assist in investing of capital to install required infrastructure. Businesses may invest capital if they have a contract to maintain the infrastructure, or have a tax incentive.
- b) Approach the newly created First Nations Financial Authority to determine what this organization can do to support access to capital to develop infrastructure (e.g. sewer systems) for economic development purposes.
- c) Work with the Ontario First Nations Technical Services Corporation (OFNTSC – [www.ofntsc.org](http://www.ofntsc.org)) to develop an Anishinabek Nation wide strategy for securing economic development infrastructure on reserve.

Within its current mandate OFNTSC responds to First Nation requests and according to individual community needs, levels of individual capacity, technical proficiency, management expertise and availability of funding provides a variety of services including:

- Architectural Support Services;
- Building Inspector Certification Program;
- Communications;
- Environmental Services;
- Fire Safety and Protection;
- Housing;
- Infrastructure Specialist Program;
- Operation and Maintenance;
- Project Planning and Development;
- Quality Assurance;
- Training and Certification;
- Unaffiliated Technical Advisory Services; and
- Water and Wastewater Quality.



***Recommendation 12: Develop and implement Anishinabek Human Resource Strategy***

“If kids and young adults don’t feel that there is something to aspire to than a labour force strategy doesn’t matter.” (Michael Mendleson, Caledon Institute for Social Policy)

- All First Nations will undertake a Human Resource Development Strategy whereby a skill and education inventory will be completed identifying the skill base of all First Nation citizens located on and off reserve. This strategy will also identify possible ways or incentives to attract off-reserve citizens with specific skills to return home to help build the economy.
- First Nations should ensure that EDOs participate in mainstream, accredited training for the purpose of learning how best to adapt mainstream concepts and to secure recognized accreditation for economic development personnel working within the First Nation.
- The Anishinabek Nation should guarantee jobs to all post-secondary graduates for at least one year following graduation. This can be done through internship positions with the businesses, companies, corporations and organizations in the community or working with the community. Ideally these mentorships would be in the fields that are identified as needed in the Human Resource Development Strategy.

***Recommendation 13: Develop and implement Land Use Plans to foster new development***

- First Nations should undertake land use planning, as a part of their comprehensive planning initiatives in their respective communities. A land use plan will determine available lands for future development.

“What an investor wants to know is what land is available to build business on, what uses are permitted on and around that land, and how am I going to get services like roads, water and sewage, and how will those services be kept up.”

(Jason Calla, Economist, Fiscal Realities)

- The Anishinabek Nation should design a template for on-reserve business regulations that may be adopted or customized to suit community needs. These regulations can be adapted in a process similar to Ontario Municipal Plans that set out business zoning and requirements. This will also help to attract investment in the community.

***Recommendation 14: Utilize Anishinabek traditional territorial lands for economic purposes***

- First Nations should determine if their community members are open to the opportunity to lease reserve land. Some First Nations in Canada lease reserve land to other parties for commercial purposes. The same First Nations typically have taxation bylaws, and thus receive funds from leasing land and secondly from taxing the land leasers. Other First Nations do not know about the



process to lease reserve land, and thus may not recognize the opportunities for “seed capital” to invest into other economic development opportunities.

- First Nations should determine if their community members are open to the concept of leasing land to non Band Members for a price. Indian and Northern Affairs Canada, Land and Trust Services can assist a First Nation in getting registered leases negotiated. Steps to lease land can be found on the INAC website: [http://www.ainc-inac.gc.ca/ps/lts/lmm\\_e.html](http://www.ainc-inac.gc.ca/ps/lts/lmm_e.html)
- The Anishinabek Nation should negotiate urban reserves in local towns and cities based on the Saskatchewan model. Individual First Nations located close to urban centres can establish centres outside of their communities to safeguard the communities as residential areas and to take advantage of larger markets in the urban centres.
- First Nations should undertake a traditional land use study to document the traditional land use information. This information is important to land claim negotiations, particularly in determining economic uses. The traditional use studies can be used as a negotiating tool with Governments, Municipalities, and Private Industry. Having a record of traditional use can be utilized to prove pre-contact occupancy of Anishinabek people. This information in combination with legal decisions which stated that Government, and proponents must consult with First Nations can be used to negotiate inclusion in future developments.
- Consideration should be given to creating a First Nations company to carry out and collect traditional use studies for the entire Anishinabek territory. In order to find an economical way of starting this company, university students can be recruited to assist in carrying out research, and turn this into a business that provides service for Anishinabek people.

### ***Recommendation 15: Develop and Implement Anishinabek tax policies***

Presently 14 of the 42 (1/3rd) of the Anishinabek Nation communities have taxation bylaws while the others do not exercise their jurisdiction of taxation on reserve land. In some First Nation communities there is commercial development on reserve. If a First Nation does not have a taxation bylaw, the Province is most likely collecting this tax, and not providing any services to reserve land. Out of the 14 First Nations that have a taxation bylaw, most are only taxing telephone lines that cross the reserve land. There is one community that undertakes property taxation, which is a tax for commercial development for non-members of the First Nation.

- First Nations should develop taxation policies with respect to leased lands, tobacco sales, non-Aboriginal commercial operations on-reserve, and Goods and Services Tax (GST) rebates, etc. Taxes levied will be a form of revenue generation to augment community services and programming.
- In order to develop tax policies First Nations should work with the First Nations Tax Commission (formerly Indian Taxation Advisory Board) to find out the facts about Taxation on reserve. Finding out the facts about taxation on reserve, is a way for communities to begin the discussion about



whether they want to begin exercising their jurisdiction over taxation on reserve lands. Some of the areas that First Nations can consider are as follows:

- The Anishinabek Nation, with the support of the member First Nations, will advocate for tax incentives for companies that partner with First Nations and/or for corporations that invest in Aboriginal business.
- The Anishinabek Nation, with the support of the member First Nations, will advocate for tax exemptions for First Nation wholly-owned corporations.
- The Anishinabek Nation, with the support of the member First Nations, will advocate for allowing Anishinabek people working off-reserve to re-direct their income taxes to their First Nation community.
- The Anishinabek Nation, with the support of the member First Nations, will advocate to have the option for lands returned to the First Nations through land claims to be tax exempt.

***Recommendation 16: Carry out feasibility and market studies prior to investment***

- All Anishinabek Nation organizations should ensure that each business opportunity is properly assessed through market and feasibility studies, and the involvement of experts from the particular business field being assessed. If the studies support the project, proper business plans should be completed and due diligence activities undertaken to ensure the viability of the economic opportunity.

***Recommendation 17: Develop and utilize tools to access capital***

- Anishinabek Aboriginal Financial Institutions such as Tecumseh Development Corporation and the Waubetek Business Development Corporation currently provide access to significant investments for business development projects within the Anishinabek First Nations, and could do more if additional capital was available. It will be important to support the efforts of the Aboriginal Financial Institutions within the Anishinabek territory to obtain or generate additional investment capital as deliverers of business programming and services to Aboriginal entrepreneurs within the Anishinabek Nation.
- All Anishinabek organizations should recognize and support the Anishinabek Nation Credit Union (ANCU) as an economic development tool by providing deposits of \$500,000 per community and organization. With an increased asset base, the ANCU will be in the position to provide an increased number of housing mortgages and increased lines of credit for people within the Anishinabek Nation.
- The Anishinabek Nation should consider developing a Trust Company as an economic tool to generate business capital. A Trust Company has a trust agreement that defines purpose for which



the interest on the fund is used (e.g. major business investment projects, housing, etc) and is structured to mitigate the risks.

- The Anishinabek Nation should assist Anishinabek contractors that require a line of credit to secure Contract Guarantee Instruments. These instruments function like a line of credit and enable the contractor to give performance assurances without unduly risking capital and cash flow. The Anishinabek should work to foster relationships between large contractors throughout Ontario and Anishinabek Contractors.

#### ***Recommendation 18: Develop Investment Policies***

- Each First Nation and the Anishinabek Nation Management Group Incorporated will establish their own respective investment policies to guide their Economic Development Circles as to the types and levels of investments they will consider. The policy will ensure that all councils include a report/update to the community on own-source revenues generated (i.e. revenues that do not include government program funding). The policy will also include a description on where revenues will be distributed (e.g. community programming, business investments, and dividends). It is recommended that any revenue-sharing through dividends include off-reserve citizens.

*“We have to learn to believe in ourselves and that there’s nothing wrong with making money and providing benefits back to our people.”  
(Ruth Williams, All Nations Trust Company)*

#### ***Recommendation 19: Plan to participate in the regional, Anishinabek Nation and global economy***

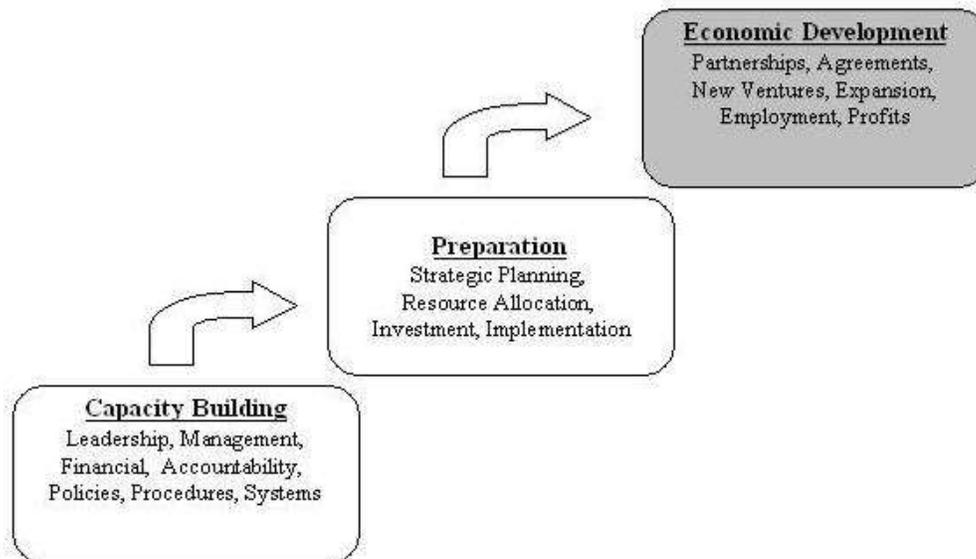
- First Nations should establish a positive working relationship with nearby communities (i.e. First Nations and municipalities/cities). It is advisable to work with their economic departments or personnel. There are business opportunities and common goals that may be worked on together to develop the regional economy. This also facilitates access to a larger market/customer base for businesses. It is also important to learn about the economic plans of nearby communities to determine local spin off opportunities. There is also a possibility to share costs and infrastructure through positive working relationships.
- First Nations should actively identify corporations and companies working within the Anishinabek territories and seek out positive working relationships with them. In addition to providing an avenue for business partnerships/joint ventures, these companies can be encouraged to adopt Anishinabek Procurement Policies relating to who they employ (e.g. an Aboriginal employment target), and where they buy their goods and services.



“We often tie ourselves to the reserves, but we have to look at economic development as including both our on and off reserve people and markets throughout the territory.” (John Burrows, Professor)

- The Anishinabek Nation should organize networking opportunities between Anishinabek Nation businesses and non-First Nation businesses and investors. Suggested ways that this could be done are:
  - Working in cooperation with organizations such as the Conference Board of Canada’s Corporate/Aboriginal Round Table to secure introductions to corporations and potential partners;
  - Convening and attending business opportunity conferences to introduce the Anishinabek Nation, promote the Economic Blueprint and encourage potential investors to work with the member First Nations; and
  - Communicating with, and seeking assistance from, other First Nation companies that have successfully partnered with non-First Nation businesses. (e.g., Dave Tuccarro is partnering with Syncrude in Fort MacMurray, Alberta).

### Step Three - Pursuing Economic Development



The third step in the progression model is entitled Pursuing Economic Development opportunities. It is only after First Nations, Anishinabek Nation, and/or UOI have developed capacity and have done the necessary planning that economic development projects should be pursued. It is at this stage that specific economic partnerships are developed, agreements are negotiated, new ventures are undertaken, and expansion is considered.

#### **Recommendation 20: First Nations should seek out business opportunities throughout the Anishinabek Nation territory**

- The Anishinabek can determine how to coordinate economic activities within diverse sectors, communities and regions by looking at the forecasts for Ontario's Economy, identifying the top four businesses within each region (e.g. car manufacturing and warehousing in the southeast and southwest, and energy in Robinson Huron and Robinson Superior regions) and then seeking business partners to invest.
- The Anishinabek Nation should consider business opportunities in major market centres as a means to generate revenues. Do not limit business development to within the First Nation community.



- First Nations should recognize housing development as an economic indicator. It is important for the First Nations to utilize all avenues to address both market and social housing needs. As more First Nation citizens become employed, they are more inclined to seek financing to build their own homes and, as such, they need access to mortgage financing. There are various solutions for market housing available through the Canada Mortgage and Housing Corporation and through a capitalized Anishinabek Nation Credit Union. Supporting market housing initiatives would free up subsidized funding for social housing needs. Addressing these housing needs will also boost those Aboriginal businesses that cater to building construction.
- First Nations should seek out the business opportunities in the following sectors which are consistent with First Nation objectives: 1) Tourism; 2) Renewable Energy; 3) Housing; 4) Natural Resource Development; 5) Green Industries; and 6) New and emerging trends in technology.

***Recommendation 21: Take advantage of the Federal Aboriginal Procurement Strategy***

The Federal Government's Procurement Strategy for Aboriginal Businesses is designed to increase the number of suppliers bidding for and winning federal contracts to provide goods and services required by the federal departments and agencies. Not many First Nations take advantage of the Federal Government Procurement Strategy for Aboriginal Businesses program, although First Nations have quality and goods and services for sale. Aboriginal people that do take advantage of this Federal program have been successful. Unfortunately there are not many First Nations that live on reserve that have been able to benefit from the program. For more information, First Nations can see the PSAB website: [http://www.ainc-inac.gc.ca/SAEA-PSAB/bt/guid\\_e.pdf](http://www.ainc-inac.gc.ca/SAEA-PSAB/bt/guid_e.pdf)

- Anishinabek First Nations should develop a specific strategy for how they and businesses in their communities can use the federal Aboriginal Procurement Strategy to increase their participation in business opportunities with the federal public service.

## V) Implementation

“Put must do targets for groups to develop within a timeline, such as investment in something, and if it doesn’t work, blow up the plan and start over.”  
(Bob Dixon, Canadian Executive Services Organization)

The following are the key activities that will need to be undertaken in the next 16 months (to the end of fiscal year 2008/2009):

### Anishinabek Nation Economic Action Plan

Timeline	Activity	Lead Person(s)
November 2007	<ul style="list-style-type: none"> <li>• Adopt the Blueprint</li> <li>• Promote this Blueprint and business relationships at the Conference Board of Canada Aboriginal Corporate Round table</li> </ul>	Anishinabek Chiefs, UOI
January 2008	<ul style="list-style-type: none"> <li>• Develop the Communications Strategy</li> <li>• Publish the Economic Blueprint</li> <li>• Identify funding for the Anishinabek Economic Secretariat</li> </ul>	UOI Communications Dept
February / March 2008	<ul style="list-style-type: none"> <li>• Create the Chiefs Council on the Economy (i.e. advocacy/policy agenda, experts advisory committee, and technical committee)</li> </ul>	UOI Chiefs
April 2008	<ul style="list-style-type: none"> <li>• Establish the Anishinabek Economic Secretariat to support implementation of the strategy (distinct from ANMGI)</li> </ul>	UOI Chiefs Council on the Economy
May 2008	<ul style="list-style-type: none"> <li>• Begin research improvements:               <ol style="list-style-type: none"> <li>a) Contract with Waubetek/Tecumseh contract to survey member communities for benchmark data</li> <li>b) Develop 4 regional websites</li> <li>c) research corporations active within Anishinabek Territory</li> </ol> </li> </ul>	Anishinabek Economic Secretariat
June 2008	<ul style="list-style-type: none"> <li>• Convene a Chiefs Economic Circle/Gathering the day prior to each Grand Council (with a focus on intersectoral / interdepartmental participation)</li> </ul>	
August / September 2008	<ul style="list-style-type: none"> <li>• Convene an Economic Development Caucus with Anishinabek EDOs in conjunction with CEATO 3rd annual conference</li> </ul>	



Timeline	Activity	Lead Person(s)
October / November 2008	<ul style="list-style-type: none"> <li>Engage EDO's in adaptation of Blueprint to communities and regions (e.g. begin developing/adapting community economic strategies)</li> </ul>	
January / February 2009	<ul style="list-style-type: none"> <li>Develop work plan/budget for implementing Blueprint in Fiscal Year 2009-2010</li> </ul>	
March 2009	<ul style="list-style-type: none"> <li>Prepare Secretariat Annual report on progress made in implementing the economic Blueprint</li> <li>Use Annual Report to develop an annual update on the "State of the Anishinabek Nation Economy"</li> </ul>	Anishinabek Economic Secretariat

“One way to get people to commit is to have them do something, like develop a land use plan, as a way of acknowledging that you are signing on to the strategy.”  
 (Jason Calla, Fiscal Realities)

### First Nations Action Plan

Timeframe	Activity	Lead Person(s)
December 2007	<ul style="list-style-type: none"> <li>Pass a Band Council Resolution to:               <ol style="list-style-type: none"> <li>support adoption of the Blueprint</li> <li>establish economic development as a standing agenda item for each council and community meeting</li> </ol> </li> </ul>	Chief Band Administrator, Manager
January 2008	<ul style="list-style-type: none"> <li>Convene a meeting of all band programs to discuss a community wide/multi-program economic development strategy/plan</li> <li>If funding is required for this apply prior to beginning of next fiscal year</li> </ul>	
March – May 2008	<ul style="list-style-type: none"> <li>Invite existing Aboriginal economic development organizations and institutions to host information sessions in your community (e.g. CANDO, AFOA, First Nations Statistics Institute, First Nations Land Management Advisory Board, First Nations Tax Commission, etc.)</li> </ul>	
August 2008	<ul style="list-style-type: none"> <li>Commit to sending your Economic Development Officer to the UOI Economic Caucus to be convened during the 3rd annual CEATO conference</li> </ul>	

**Regional Level Action Plan**

<b>Timeframe</b>	<b>Activity</b>	<b>Lead Person(s)</b>
January 2008	Begin discussions with existing business development groups (e.g., Waubetek, Tecumseh) on the development of a coordinated labour force training and business development strategy	Economic Development Officers  Chiefs
April 2008	Develop a position/paper on how the Blueprint can be adapted to each region	Chiefs Committee

“Medicine doesn’t always taste good, but we know it’s good for us. We know we have to take it if we are to heal ourselves” (John Beaucage, Grand Council Chief)



Grand Chief John Beaucage

As the Anishinabek Nation Economic Blueprint is shared throughout Anishinabek communities and across Canada, people will be asking how we implement the plan. In the following section a table outlining a sample of the ways to implement each recommendation is provided. In the tables the key people and organizations currently in place are listed. They are the Economic Development Officer (EDO); Chief and Council; Tribal Council; Aboriginal Financial Institution; Anishinabek Nation Management Group Incorporated (ANMGI); and the Anishinabek Nation. In each case the reader is reminded to align the implementation table with the specific wording in each recommendation.

Undoubtedly there are other innovative ways that people and organizations can implement the recommendations within the Blueprint, and it is hoped that the following will contribute to that level of engagement, consideration, and creativity needed for effective implementation.



**Recommendation 2: All First Nations within the Anishinabek Nation need to make economic development a priority**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Develop Marketing information on economic development,</li> <li>• Prepare Community Economic Development Plans with community involvement</li> <li>• Support Economic Development Circle</li> <li>• Complete Community Investment Profile, on line, and in hard copy</li> <li>• Post/Link profiles on relevant websites</li> <li>• Each First Nation to have mechanism to ensure data is regularly updated</li> <li>• Develop Community Economic Scorecard</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Create/re-establish Community Economic development Circle</li> <li>• Assign a budget to support Economic Development Officers work sufficient to support approximately 1 Full Time Employee, Administrative Support, Travel, Seed Money for community involvement, circle, business plans - studies, \$100,000</li> <li>• Adopt CED Plan, including benchmarks, Report Card</li> <li>• Mandate requirement to have community investment profiles in place</li> </ul>
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Funding to support FN developing marketing efforts</li> <li>• Coordinate economic development training meetings, within respective regions</li> <li>• Coordinate regional networking opportunities</li> <li>• Provide community investment profile templates</li> <li>• Contribute information to the "State of the Nation" Report</li> <li>• Data Base should include Impact Benefit Agreements, other templates etc.</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Disseminate and promote ANEB &amp; Implementation plan</li> <li>• Host on line profiles for Anishinabek Nation</li> <li>• Develop the 4 regionally based websites</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Collect data, statistics for use in the State of the Nation Report</li> <li>• Data base should include impact benefit agreements</li> <li>• Identify a budget for a Economic Development Secretariat, Convene gatherings (Chiefs Circle, Committee)</li> </ul>



**Recommendation 3: Build on existing First Nation economic foundations and successes**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Establish a Professional Development Plan</li> <li>• Hire Interns to work along with EDO, to build interest with the hopes that individual will seek formal training</li> <li>• Research and review on existing models</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Provide resources for Full Time Qualified Economic Development Officer</li> <li>• Establish required qualifications</li> <li>• Consider opportunities to pool resources with neighbouring First Nations to serve Full Time Qualified First Nations</li> <li>• Become informed about First Nation Economic Success Stories</li> <li>• Examine and adopt models to their communities ( See Appendix 4)</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Work in partnership to bring in guest speakers to community economic forums</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Identify accredited training opportunities</li> <li>• Continue to establish partnerships to provide certified training to EDO's</li> <li>• Disseminate more information on existing models</li> <li>• Work in partnership to bring in guest speakers to community economic forums</li> </ul>
ANMGI	
Anishinabek	<ul style="list-style-type: none"> <li>• Bring guest speakers at the Annual General Meeting</li> <li>• Develop How to Manual and Templates to assist First Nations that wish to get into business</li> </ul>

**Recommendation 4: Develop a communication strategy to consistently promote the Anishinabek Nation Economic Blueprint both internally within the Anishinabek Nation and externally.**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Share Anishinabek Nation Economic Blueprint with Staff, Economic Development Circle</li> <li>• Provide recommendations to UOI, Economic Secretariat</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Share Anishinabek Nation Economic Blueprint with membership</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Circulate summary of Anishinabek Nation Economic Blueprint with staff, and membership</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Circulate summary of Anishinabek Nation Economic Blueprint with staff, and clients</li> </ul>

Person, Organization	Ways to implement recommendation
ANMGI	
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Develop Communication Strategy on Anishinabek Nation Economic Blueprint</li> <li>• When Anishinabek Nation Economic Blueprint is ratified, prepare and send out press release throughout Nation</li> <li>• Have copies of the Economic Blueprint available for internal and external purposes</li> </ul>

**Recommendation 5: Seek ISO Certification to demonstrate good governance**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Develop ISO Certified draft policies, procedures suitable to the First Nations needs</li> <li>• Share policies with other First Nations</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Mandate, ratify policies and follow</li> <li>• Mandate, ratify and implement Economic Development Structure</li> <li>• Make a Commitment to become ISO Certified</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Become ISO Certified</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Become ISO Certified</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Act as an clearing house for all policies, structures developed</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Have Economic Development Secretariat become ISO Certified</li> <li>• Share policies, procedures</li> </ul>

**Recommendation 6: Establish and report on Community Scorecard**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Regular Updates the community about Economic Development</li> <li>• Prepare Community Score Cards to gauge progress Community Economic</li> <li>• Organize, host presentation of keynote speaker</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Support community economic development annual scorecard report</li> <li>• Share results with youth, through schools</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Organize and host Guest Speaker Presentations</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Organize and host Guest Speaker Presentations</li> </ul>



Person, Organization	Ways to implement recommendation
ANMGI	<ul style="list-style-type: none"> <li>• Collect data to consolidate First Nation Economic Development Scorecard results into the State of the Nation</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Utilize State of the Nation reports to monitor, evaluate progress across the Anishinabek Nation</li> </ul>

***Recommendation 7: Foster a successful business environment amongst all Anishinabek people***

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Educate Chief and Council about economic development networks</li> <li>• Invite Chief and Council member to accompany EDO to conferences etc, to learn more about economic development</li> <li>• Attend CEATO and other Conferences as determined by available budget, time</li> <li>• Practise business protocols</li> <li>• Support local businesses</li> <li>• Provide incentives to youth to start up businesses</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Provide budget for EDO</li> <li>• Encourage EDOs to participate in networks, e.g. CEATO</li> <li>• Support local businesses</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Practise business protocols</li> <li>• Support local businesses</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• On AN, or Regional website have opportunity for EDOs to communicate, .e.g. Blackboard, BLOG, etc.</li> <li>• Sponsor business development case study challenges in schools to promote business development</li> <li>• Practise business protocols</li> <li>• Share best practises</li> <li>• Support local businesses</li> </ul>



Person, Organization	Ways to implement recommendation
ANMGI	<ul style="list-style-type: none"> <li>• On AN, or Regional website have opportunity for EDOs to communicate, .e.g. Blackboard, BLOG, etc.</li> <li>• Sponsor business development case study challenges in schools to promote business development</li> <li>• Practise business protocols</li> <li>• Publish success stories in the Anishinabek News “Open for Business” Section</li> <li>• Share best practises</li> <li>• Support local businesses</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• On AN, or Regional website have opportunity for EDOs to communicate, .e.g. Blackboard, BLOG, etc.</li> <li>• Sponsor business development case study challenges in schools to promote business development</li> <li>• Practise business protocols</li> <li>• Share best practises</li> <li>• Support local businesses</li> </ul>

***Recommendation 8: Establish Anishinabek Economic Secretariat***

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Provide sample documents to Secretariat</li> <li>• Provide local updates to Secretariat, e.g. contact information for EDO</li> <li>• Support the Anishinabek Economic Secretariat, share contacts, assist in establishing network</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Support the Anishinabek Economic Secretariat</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Provide sample documents to</li> <li>• Secretariat</li> <li>• Support the Anishinabek Economic Secretariat, share contacts, assist in establishing network</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Provide sample documents to Secretariat</li> <li>• Support the Anishinabek Economic Secretariat, share contacts, assist in establishing network</li> </ul>
ANMGI	
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Identify funds to hire individuals to manage, operate AN Economic Secretariat</li> </ul>



**Recommendation 9: Develop Economic Institutional Capacity throughout the Anishinabek Nation**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Advise Tecumseh/ Waubetek of new businesses</li> <li>• Contact existing FN support organizations to learn more about networks, best practises, available supports in place</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Join forces with neighbouring First Nation to consolidate economic resources</li> <li>• Deposit \$500,000 to AN Credit Union</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Deposit \$500,000 to AN Credit Union</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Assist to establish regional Websites (4 Regions)</li> <li>• Create Aboriginal Business Association</li> <li>• Deposit \$500,000 to AN Credit Union</li> <li>• Work in cooperation with AN/UOI to market the Anishinabek Nation Credit Union</li> <li>• Circulate Regional Directory of Aboriginal Businesses</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Regionally based Websites (4 Regions)</li> <li>• Reinstigate ANGMI role as an investment group, e.g. Learn about Tribal Investment Group Model and other organizations that see shares (Class A,B, C Shares)</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Recruit Board of Directors comprised of business and investment expertise</li> <li>• Develop Investment policy for adoption by Chiefs in Assembly</li> <li>• Develop Dispute Resolution Mechanism</li> </ul>

**Recommendation 10: The Anishinabek Nation Chiefs Council on the Economy will undertake lobbying efforts with the goal of stimulating the Anishinabek economy**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Work with municipalities, regions to advocate for support to get broadband, and cellular connectivity</li> <li>• Campaign with businesses to express need for broadband, cellular connectivity</li> <li>• Provide data to support advocacy agenda</li> <li>• Research cost to get broadband, cellular towers</li> </ul>

Person, Organization	Ways to implement recommendation
Chief and Council	<ul style="list-style-type: none"> <li>• Work in cooperation with Anishinabek Nation, UOI to lobby Government to get broadband, cellular infrastructure</li> <li>• Support advocacy agenda</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Support Advocacy Agenda</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Contribute to design and administration of Endowment Fund/Investment Pool</li> </ul>
ANMGI	
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Chiefs Council on the Economy will be instituted to serve as advisors in the implementation of the Anishinabek Nation Economic Blueprint.</li> <li>• Strengthen the Anishinabek advocacy efforts by beginning a dialogue on the following 'policy issues' within the Anishinabek structures and lobbying appropriate external government <ul style="list-style-type: none"> <li>○ Lobby to get Government to get broadband, cellular infrastructure in place</li> <li>○ An endowment fund, business loan program for First Nations People</li> <li>○ Alternative land claim settlement based on economic benefits and land returned having tax free/tax exempt status</li> <li>○ Explore the concept of 'Economic Indian Reserves'</li> </ul> </li> <li>• Carry out research to compliment land claim negotiations and support Anishinabek Nation citizen awareness about economic development needs in land settlement agreements</li> <li>• Develop Consultation policy for Anishinabek Territory</li> </ul>

***Recommendation 11: Develop and implement Economic Development Strategy in each Anishinabek First Nation community***

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Develop strategic and /or comprehensive community plans.</li> <li>• Consult with community, incorporate economic development in all First Nation programs (Integration)</li> <li>• Ensure community economic scorecard (Benchmarks &amp; Measurement Targets) is completed</li> <li>• Ensure community investment profile completed</li> <li>• Develop Annual Operating Plans</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Share plan with internally and externally region</li> <li>• Support Plan with Resources</li> </ul>



Person, Organization	Ways to implement recommendation
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Provide Strategy Templates</li> <li>• 4 Regional Websites, investment readiness online</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Have Economic Secretariat provide templates</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Have community economic and land use plans recognized as official community plans in Ontario</li> </ul>

**Recommendation 12: Develop and implement Anishinabek Human Resource Strategy**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Compile Human Resource Data Base</li> <li>• Train people in areas of skill gaps</li> <li>• EDO participate in mainstream accredited training</li> <li>• Establish a Professional Development Plan Hire Interns to work along with EDO, to build interest with the hopes that individual will seek formal training to build interest with the hopes that individual will seek formal training</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Incentives to bring skilled community members home ( i.e. Housing Jobs)</li> <li>• Provide resources for Full Time Qualified Economic Development Officer</li> <li>• Establish required qualifications</li> <li>• Consider opportunities to pool resources with neighbouring First Nations to serve Full Time Qualified First Nations</li> <li>• Hire individual to undertake Human Resource Strategy</li> <li>• Hire qualified Anishinabek Citizens to work throughout the Nation to assist in implementing of Blueprint</li> <li>• Share Blueprint /marketing material with school, students, website</li> </ul>
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Identify accredited training opportunities</li> <li>• Continue to establish partnerships to provide certified training to EDO's</li> </ul>
ANMGI	
Anishinabek	<ul style="list-style-type: none"> <li>• Share Blueprint with Aboriginal Human Resource Development Agreement holders (ARHDA), and the Anishinabek Educational Institute</li> </ul>



**Recommendation 13: Develop and Implement Land Use Plans to foster new development**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Work in cooperation with Lands Department , Chief and Council</li> <li>• Learn more about land designation of reserve lands</li> <li>• Look for and share success stories</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Carry out land use planning, as a part of their comprehensive planning initiatives</li> <li>• Identify land to set aside for economic development</li> <li>• If community does not want to develop on reserve, look to purchase land off reserve</li> <li>• Determine if land designation is required, and work with Lands Department to coordinate land designation. Also contact INAC for more information</li> </ul>
Tribal Council	
Aboriginal Financial Institution	
ANMGI	<ul style="list-style-type: none"> <li>• Economic Secretariat to develop on reserve business regulations that may be adopted</li> <li>• Secretariat could research and have best practises available</li> </ul>
Anishinabek Nation	

**Recommendation 14: Utilize Anishinabek traditional territorial lands for economic purposes**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Learn about urban reserves, share information</li> <li>• Encourage businesses to start up on urban reserves</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Resolve any competing claims to “shared territory” with neighbouring First Nations.</li> <li>• Carry out traditional use studies</li> <li>• Utilize traditional use information in negotiation Impact Benefit Agreements, Land Claims, Partnership development</li> <li>• Determine best locations for urban reserves</li> <li>• Work with municipalities, regional districts to assist in lobbying government to get governments</li> </ul>
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Encourage businesses to start up on urban reserves</li> </ul>
ANMGI	
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Undertake traditional use studies for the Anishinabek Nation</li> <li>• Lobby, negotiate the Federal and Provincial government for land on which to establish First Nation economic reserves</li> </ul>



**Recommendation 15: Develop and Implement Anishinabek taxation policies**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Invite First Nation Tax Commission to make presentation on taxation bylaw, GST, property taxes</li> <li>• Invite First Nations to speak about taxation bylaws</li> <li>• Seek, share existing policies that are currently in use in First Nation communities.</li> <li>• Carry out assessment to determine amount of taxation dollars that is presently collected by the Province of Ontario. Utilize information as an educational tool to share with Chief and Council, and community</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• If determined that First Nations is interested in pursuing development, develop Tax policy on reserve, tobacco tax, GST</li> <li>• Support Anishinabek Nation development of taxation policy that apply to Anishinabek Nation</li> <li>• Participate on Committees, Working Groups to develop Anishinabek Nation taxation policy</li> <li>•</li> </ul>
Tribal Council	
Aboriginal Financial Institution	
ANMGI	<ul style="list-style-type: none"> <li>• Economic Secretariat – research, develop Anishinabek Tax Strategy; covering following areas:</li> <li>• Personal income tax from Anishinabek people – come to the First Nation, moratorium on capital gains taxes</li> <li>• Tax incentives for investing in Aboriginal businesses</li> <li>• Tax exemptions for wholly owned aboriginal corporations</li> <li>• Prioritize tax areas that are most important</li> <li>• If deemed necessary develop Anishinabek Tax Commission</li> </ul>
Anishinabek Nation	



**Recommendation 16: Carry out feasibility, market studies prior to investment**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Follow, implement projects that have been identified in Strategic Economic Plan</li> <li>• Carry out feasibility studies for potential projects</li> <li>• If feasibility studies look favourable, develop business plans</li> <li>• Hire industry/sectoral experts to prepare carry out feasibility business plans</li> </ul>
Chief and Council	
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Provide templates for First Nations to utilize</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Carry out feasibility studies for potential projects</li> <li>• If feasibility studies look favourable, develop business plans</li> <li>• Hire industry/sectoral experts to prepare carry out feasibility business plans</li> </ul>
Anishinabek Nation	

**Recommendation 17: Develop and utilize tools to access capital**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Work to foster relationships between large contractors throughout Ontario and Anishinabek Contractors.</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Become Depositors at the Anishinabek Nation Credit Union</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Become Depositors at the Anishinabek Nation Credit Union</li> </ul>
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Get copy of Trust Agreement</li> <li>• Become Depositors at the Anishinabek Nation Credit Union</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Become Depositors at the Anishinabek Nation Credit Union</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Work to foster relationships between large contractors throughout Ontario and Anishinabek Contractors.</li> <li>• Become Depositors at the Anishinabek Nation Credit Union</li> </ul>



**Recommendation 18: Development of Investment Policies**

Person, Organization	Ways to implement recommendation
EDO	
Chief and Council	<ul style="list-style-type: none"> <li>• Chief and Council to work with community to develop investment policy to guide economic development circle to identify types /levels of investment.</li> <li>• Ensure benchmarks collected; own sourced revenue.</li> <li>• Identify where revenues will be distributed</li> </ul>
Tribal Council	
Aboriginal Financial Institution	
ANMGI	<ul style="list-style-type: none"> <li>• Chief's Council on the Economy to work with community to develop investment policy to guide economic development circle to identify types /levels of investment</li> </ul>
Anishinabek Nation	

**Recommendation 19: Plan to participate in the regional, Anishinabek Nation and global economy**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Encourage Band businesses to join Chamber of Conferences</li> <li>• Contact nearby First Nations, Municipalities to introduce First Nations, discuss opportunities to work in cooperation</li> <li>• Share community profile with neighbouring municipalities</li> <li>• Develop agenda for , common issues between First Nations an neighbouring municipalities</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Report on own source revenues</li> </ul>
Tribal Council	<ul style="list-style-type: none"> <li>• Contact nearby First Nations, Municipalities to introduce First Nations, discuss opportunities to work in cooperation</li> </ul>
Aboriginal Financial Institution	
ANMGI	
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Organize networking opportunities throughout Nation and Regions</li> <li>• Work in cooperation with organizations like the Conference Board of Canada to seek potential partners for Anishinabek Nation</li> </ul>



**Recommendation 20: First Nations should seek out business opportunities throughout the Anishinabek Nation territory**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Carry out analysis of economic sectors for respective region, and Province</li> <li>• Read learn from Business Articles, e.g. Globe and Mail, etc</li> <li>• Build partnerships with Corporations, existing businesses</li> <li>• Learn about innovative housing programs – CMHC, Banking Institutions</li> </ul>
Chief and Council	<ul style="list-style-type: none"> <li>• Support Economic Development Officer, Annual Operating Plan</li> <li>• Ensure Strategy Economic Plans are implemented</li> <li>• Market community to potential investors, distribute Marketing materials</li> </ul>
Tribal Council	
Aboriginal Financial Institution	<ul style="list-style-type: none"> <li>• Support First Nation businesses in start up</li> </ul>
ANMGI	<ul style="list-style-type: none"> <li>• Carry out assessment of all businesses</li> <li>• Explore investment in stock market, real estate</li> </ul>
Anishinabek Nation	<ul style="list-style-type: none"> <li>• Allow ANMGI to carry out business development on behalf of the Anishinabek Nation</li> <li>• Support ANMGI politically when required</li> </ul>

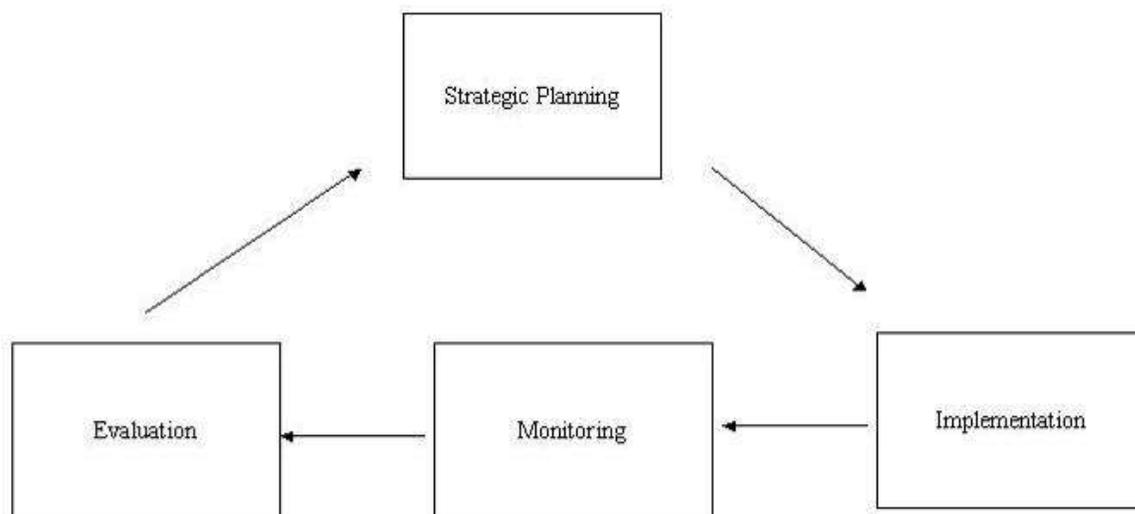
**Recommendation 21: Take advantage of the Federal Aboriginal Procurement Strategy**

Person, Organization	Ways to implement recommendation
EDO	<ul style="list-style-type: none"> <li>• Visit the Federal Procurement website, and learn more about the program</li> <li>• Determine if there are existing goods or services that can be provided.</li> <li>• Keep the program in mind when developing new businesses, partnerships, joint ventures.</li> </ul>
Chief and Council	
Tribal Council	
Aboriginal Financial Institution	
ANMGI	
Anishinabek Nation	

### *V) Measuring Progress (Monitoring and Evaluation)*

Ultimately, the actions taken to implement the Blueprint and the resulting improvements in economic development will be the measure of its success. Together the strategy and the action/operating plans will enable us to clearly assess the contribution the Anishinabek Nation is making to the targets established by this strategy.

The primary purpose of the Anishinabek Nation Economic Action Plan is frame the most significant activities that will need to be undertaken in relation to the priorities identified. In the table below the Anishinabek Nation Economic Action Plan for implementation summarizes the key activities that will need to be carried out by the Union of Ontario Indians/Anishinabek Nation to ensure the Blueprint is implemented, and that positive change begins to take place within the Anishinabek Nation’s economy.



As the figure above shows, the economic development process consists of four phases: strategic planning, implementation, evaluation and monitoring. Strategic planning looks at the big picture and helps you decide what is important. During implementation, tasks are carried out in a way that will accomplish success, these include: detailed operational plan, budgeting, timelines, targets, rates and indicators, and resources needed. Upon the implementation activities, constant evaluation is carried out to assess and measure success. Improvements in the strategic plan will be based on lessons learned from evaluation and monitoring.



The approach involves gathering, collating and analyzing data at the local level. Critically, we will also maintain an eye on the neighboring communities and the provincial/ national economic trends. We will ensure that Anishinabek Nation’s performance and targets reflect the Anishinabek Nation’s nation building initiatives and provincial and national trends. The monitoring framework will encapsulate a series of key indicators and targets that reflect the ongoing monitoring through the use of the Community Economic Scorecard, Appendix 4, page 94.

The Anishinabek Nations monitoring and evaluation framework will include Secretariat Annual reports presented to the Anishinabek Nation and key stakeholder groups (including partner organizations). These annual reports will assess the progress that has been made against each of the targeted actions. The framework will be updated regularly in order to determine additional work that is required to ensure the future competitiveness of the Anishinabek economy and to ensure that the strategy is being implemented.

**Long Term Goals**

<b>Capacity Building in Financial and Quality Management</b>	<b>3-5 years</b>	<b>5-10 years</b>	<b>10-20 years</b>
Anishinabek Nation Development Corporation			
Community level Economic Development Strategy			
25% communities are investment ready			
Training strategy and network			
More skilled First Nation Managers			
100% Investment Ready			
100% Certified First Nation Economic Development staff			
<b>Preparation for Economic Development</b>	<b>3-5 years</b>	<b>5-10 years</b>	<b>10-20 years</b>
Preparation and implementation of Feasibility, Business Plans general practice			
Sound Data – Community Scorecard, Anishinabek Nation Scorecard			
Increased Revenue			
Increased Employment			
Coordinated businesses within local, regional, National and global economies			
<b>Pursuing Economic Development</b>	<b>3-5 years</b>	<b>5-10 years</b>	<b>10-20 years</b>
Partnerships			
Success Stories			
First Nation Institutions in place supporting economic development			
Full Employment			
Band and private enterprises			
First Nations are participants within the regional economy			
Economic Development not dependant on federal funding			

## *VII) Conclusion*

There is no doubt that this Blueprint will provide direction for the Anishinabek Nation, Union of Ontario Indians and the member communities on how to participate in the economic development taking place throughout the Anishinabek Territories. This draft Blueprint is intended to provide the Chiefs and those engaged within the economic development sector a focus point for discussion on how to best go about 'Building an Anishinabek Nation Economy.'

The First Nations Progression model on which this Blueprint is based is designed to be responsive to the needs and directions of the communities in a planned way, rather than just being the result of benefiting from unexpected opportunities that emerge. Whether a First Nation is just starting out in economic development or has a track record of success and an established capacity this Blueprint supports taking development to the next level for the communities, within the regions, and by the Anishinabek Nation.

The Anishinabek Nation Economic Blueprint can also function as a framework for the planning and resource allocation efforts of potential partners the Anishinabek seek to involve as they become active players with in the local, regional, Anishinabek Nation and global economies.

As is the case with a lot of strategies, the worst things that could happen is for this Blueprint to be considered just another complicated document that someone else should read and do something about. While we are committed to putting in place the Chiefs Council on the Economy and a technical committee to see that this Blueprint gets implemented, it is equally important that elected officials, those responsible for economic development, and those working in other sectors, particularly employment, training, and education, be involved in the review of this Blueprint and encouraged to find ways to adapt these recommendations within their work.



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## *Appendix 1 – Anishinabek Socio-Economic Data*

The February 2003 report entitled “Socio-Demographic Profile of the Anishinabek First Nation - DRAFT – FOR DISCUSSION ONLY” was prepared by Jeremy Hull, Prologica Research Inc., Winnipeg and Stewart Clatworthy, Four Directions Project Consultants, Winnipeg. This 133 page document is available as a separate electronic document. Pending the release of the 2006 Census data this document can serve as the baseline data for the updated socio-economic data that will be required in recommendations #2 (community investment profiles), #6 (community economic scorecard), and # 8 (Anishinabek economic secretariat).

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## *Appendix 2 – UOI 2003 Economic Strategy - Excerpts*

*Creating a Viable Economy for the Anishinabek Nation: The Role of the UOI, By Stan McRoberts and Ron Crowley, March 31, 2003*

### **I. INTRODUCTION**

The Union of Ontario Indians commissioned this study to help them develop an effective role in Anishinabek economic development. As self-government evolves it will require both individual First Nation communities and the Anishinabek Nation as a whole to assume greater responsibilities for economic development. This in turn will require the assumption of new tasks, a sorting-out of responsibility for these tasks and quite probably some organizational changes.

Within the resources available and based on our extensive experience in this area, we sought to make this report comprehensive and useful. As the first study to contemplate this new situation, however, it no doubt has limitations that can only be worked out with the benefit of time and further discussion. We are aware, for example, that our findings would have benefited from more discussions and the collection of more statistical data of the type we undertook with individual First Nations to inform our conclusions. These and related limitations have been recognized from project inception, but we believe that they do not detract fundamentally from the conclusions that we draw. This document is exploratory and hopefully informative, but we do not claim that it is definitive. We should make one other important point. Economic development does not occur in a vacuum. It is a shared responsibility between individual First Nations, the Anishinabek Nation and other governments *as well as the individuals and Businesses that will actually create wealth*. A clear role for the UOI can contribute to overall clarity and success, as can a clear role for others involved in these processes.

It may be worthwhile at this point to state (in part) the agreed terms of reference for this study:

1. Outline basic propositions concerning how to maximize economic growth in developing communities, noting in particular the role that governments, including First Nation institutions, should play in the process.
2. Describe the state of economic development of UOI member communities, including to the extent possible an enumeration of important economic assets such as businesses, natural resources, social and physical infrastructure, locational advantages, human capital.
3. Identify and assess existing economic development/planning activities, instruments, and processes within individual communities, the UOI, the province of Ontario, and the federal government.
4. Determine the state of economic data relevant for planning purposes and its current use.



5. Determine the availability of information about government programs in support of economic development and the extent to which these programs are being used.
6. Identify selected examples of successful economic growth initiatives by First Nations communities in Canada and the US.
7. Identify significant impediments to growth in First Nation communities.
8. Make recommendations regarding the role that the UOI could play in enhancing economic growth in First Nation communities.

The report begins with a selected review of some relevant studies and a brief discussion of the factors that contribute to economic growth. Section II then concludes with a discussion of the types of programs and policies that have had some degree of success in a variety of circumstances.

The review and summary of existing programs and policies in Canada (Section III) involved extensive reviews of published works as well as the web sites of many different organizations. A reasonable conclusion is that there are a great many programs available but they sometimes present a real challenge of accessibility. Section IV reviews economic planning and community bodies in First Nations.

Our main on-the-ground approach for this study involved interviews with Chiefs and those charged with economic development in some nine First Nations. We posed common questions on each reserve and then attempted to draw general conclusions based on these interviews. This provided the basis of Section V of our document and ultimately inspired the conclusions and recommendations.

The final four sections of the report are (VI) conclusions; (VII) recommendations; (VIII) a suggested role for the UOI; and (IX) a plan for next steps to begin implementing recommended changes.

Briefly, our recommendations are as follows:

- More strategic planning to develop consensual priorities for dealings with governments and outside economic interests.
- Enhanced role for the UOI with respect to advocacy on behalf of First Nations, including interaction with businesses, chambers of commerce, trade associations, community colleges/universities and most importantly, governments.
- Development by the UOI of a centre of expertise for skills that are in short supply in individual First Nation communities.
- Centralized economic analysis and data collection.
- Encouragement of entrepreneurs.
- More sharing experiences about what works and what does not.
- More training.
- Greater availability of Information about economic activity and about government programs.
- More collective economic action on behalf of all or some First Nations.



As next steps (Section IX), we suggest the establishment of a new Department of Economic Development at the UOI headquarters and the immediate negotiation with the federal government to establish economic development as a head of jurisdiction in ongoing negotiations for self-government.

## **VI. CONCLUSIONS**

Notwithstanding the importance of economic and regional development in Canada, most articles on the subject are not helpful as guides to action. Much of this writing is focussed on reasons why economic development programs to alter business location decisions have not worked. They do not focus on the relatively more successful programs to encourage small business start-ups, a type of program that is more relevant to First Nations.

- Grant money alone is not likely to guarantee successful regional development. Studies of federal government grants to Atlantic Canada, for example, have repeatedly shown this. Even some Atlantic Canada advocacy groups now argue that grants can often be the problem and seldom offer long term permanent solutions.
- Economic well being is critically dependent on the availability of resources in the community. More important by far than money is finding ways to tap into the reservoir of physical and people resources that exists in all communities. Using money strategically to mobilize community resources is likely to have the biggest payoff.
- For people resources, there are two widely accepted winning strategies. The first is to invest in people through education and training. The second is to build a framework within which entrepreneurs can flourish. Neither is likely to involve large amounts of capital.
- Investment in infrastructure facilitates access to and use of physical resources. This includes roads, bridges, sewers, and so on. It also includes social and public capital such as schools and local offices.
- In general, there are too many government programs targeted on economic development. Moreover, their small-time nature often makes it difficult to access them effectively. There is too little knowledge of program availability and ways to obtain funds vary considerable among program agencies. In writings on the subject, it is often said that their nature puts a premium on “grantsmanship”, viz; finding out about programs and effectively accessing them requires specialized skills. The process takes a great deal of effort and often means frustration.
- With respect to government involvement in economic development, there are many “players”, i.e., departments and agencies, and even levels of government. Some of this variety reflects different dimensions of economic development that is grass roots, community and supra-community or national development. Too often, however, a lack of agreement among players results in overlap.
- On the recipient side, in the case of First Nations there are similarly too many individuals and agencies usually involved. Tribal Councils, Economic Development Offices, Economic or Business Development Corporations, and others all play on the ‘front line’ of economic development. And this does not take account of the political leadership that often also finds the need to be involved. (This has been true at least in the past, though we heard evidence that some distancing may be taking place between business development and the political leadership).

- With respect to the design and administration of government programs:
  - A few communities make good use of such programs; many do not. The fault is often not with recipient communities but with faulty program design.
  - A major issue is the way that programs can be accessed and used.
  - Some communities appear not always well equipped to take advantage of particular services and available funding. This may be due to:
    - lack of well organized program delivery mechanisms, i.e., passive program delivery on the part of governments;
    - a lack of specific attributes necessary to qualify, including resources or non-remote location;
    - deficiencies in organization within First Nation communities.
- It is generally accepted (and we agree) that there is insufficient economic planning capacity at all levels in the Indian community. Planning in this context means the ability to identify needs and opportunities (as well as identify likely impediments) coupled with the strategic skills to marshal necessary resources.
- The problem is particularly acute for individual First Nations where better capacity in this regard could be most beneficial. This is not a criticism of individual officers but of their lack of access to resources to do their jobs better.
- The problem with planning capacity may manifest itself as a lack of
  - capacity to identify local opportunities and entrepreneurial initiatives;
  - knowledge of sources of available support;
  - ability to mobilize support for First Nation economic activities at the community level;
  - encouragement for “fertilization” activities, such as business mentoring, promotion of entrepreneurship in schools, local seed capital, and so on; and
  - development of private business initiatives and hence models for further economic development
- Economic development requires vision, risk-taking and the ability to seize opportunities as they arise. It usually also requires political support but not political control. People charged with encouraging economic development initiatives can often play a pivotal role. On the other hand, a heavily bureaucratic approach can stifle independent initiatives and thwart economic development.
- While money capital was not widely cited during our interviews as a constraint, such a position runs counter to common wisdom and requires further validation. Capital is virtually always in insufficient supply relative to needs and the vast majority of surveys of businesses confirm this as a high priority to be addressed. Possibly the opportunities to use capital are not fully appreciated or there are legitimately few opportunities to make fruitful investments, especially in remote areas.
- Some First Nations, such as (relatively isolated) Pic Lake, have been innovative in identifying and seizing opportunities that build on their assets, location and existing opportunities. While these have produced some spectacular successes, they do not appear to have seeded themselves in other First Nations. The reasons are unclear since at least in some cases the experiences are well known and there is willingness to share knowledge.



- For its part, Waubetek appears to have been successful and innovative in ensuring that some capital is available based on business criteria. In member communities it is judged successful but in others it is not always well known.

## **VIII. RECOMMENDATIONS FOR A UOI ROLE IN ECONOMIC DEVELOPMENT**

We established above the need to broaden as well as intensify the economic development function within the Union of Ontario Indians. In fact, based on our interviews with individual First Nations, there is even a degree of consensus on specifically what needs to be done and, more particularly, what needs to be done at the Union level.

1. There appears to be a near-total absence of strategic planning. Anishinabek priorities seem often to be decided on an ad hoc basis and without the benefit of consensus among First Nations. A strategic planning capacity at the Union level would involve convening meetings to develop consensual priorities for dealings with governments and outside economic interests. It would also help to identify emerging issues early on and ensure the meshing of community and Nation issues.
2. The voice of advocacy on behalf of Ontario First Nations should be strengthened. This should involve representing the full range of First Nation interests to the broader community of economic interests, including interaction with businesses, chambers of commerce, trade associations, community colleges/universities. Most importantly, it needs to involve representation of First Nation interests to governments, including all of federal, provincial and municipal governments. This could involve proposals for changes in government legislation, taxation or procurement policies. We find it surprising, for example, that there has not been more concerted effort to ensure the priority hiring of Indians in firms that are located in close proximity to reserves. Similarly, government projects such as road building or forest development should represent secure employment development opportunities to at least some reserves. Early action is needed to renew "Condition 77".
3. The Union should provide a centre of expertise for skills that are in short supply in First Nation communities, such as economic and social planning at the community level, in support of individual communities. Planning exercises can help individual First Nations to establish priorities that enable the achievement of their objectives as well as those of the collective interest. One other such area may be increased negotiation of contracts with community colleges and outside interests to provide services to First Nation communities. (In many situations, there is a need for high-level negotiation skills and the absence results in substantial specialization, e.g., wage and labour matters. While everyone likes to think he/she is a skilled negotiator, it should be recognized that this is not the case. Negotiation skills need careful nurturing.)
4. Centralized economic analysis and data collection could substantiate the needs of First Nations and provide a factual basis for the advocacy role noted above. There is no better way to make a case than with data and sound analysis.
5. We observed a deficiency, and hence a need to encourage entrepreneurs in First Nation communities. This could be accomplished through encouragement of economic independence and the development of business criteria in deciding collective courses of action. Awards, speakers, conferences all might be

used to promote and celebrate entrepreneurs. These approaches sometimes occur but not systematically across all UOI First Nations.

6. The Union should be a catalyst for the cross-fertilization of ideas on economic issues. Sharing experiences about what works and what does not is one useful avenue; several economic development officers expressed support for regular meetings to exchange ideas.
7. The UOI should make available training to ensure effective First Nation governance in matters related to economic development. This includes the respective roles of chiefs, councils, economic development officers, economic development councils, and independent economic development boards. It might also include clear agreements on the respective roles of individual First Nations and the UOI.
8. Several interviewees told us that they would like to access a credit union sponsored by the Union. Credit unions have been very successful in agriculture in Ontario and the West, in a variety of small businesses in Quebec and in fisheries in Atlantic Canada. The Union should explore an expansion of its current efforts in this area.
9. There is a need to ensure the availability of Information about economic activity in the UOI community, as well as information about government programs. This might take the form of a brief newsletter, or a regular column in an established publication, as well as a liaison officer familiar with government programs (admittedly a tall task).
10. Finally, there is scope for the UOI to organize collective economic action on behalf of all or some First Nations, such as identification of joint venture opportunities or common initiatives.

## **1. Department of Economic Development**

In our findings outlined earlier in this report, we identified areas where the UOI can play a stronger economic development role. A new department would be the primary vehicle for achieving this role. To create a small Department of Economic Development requires a plan that describes:

- the objectives of the department
- its functions
- quantifiable performance targets
- a strategy and initiatives for achieving the objectives/targets
- resources required by the department

### **Functions**

#### **1. Economic Analysis**

The department should be responsible for undertaking economic analyses to further UOI objectives. There is a critical need for 'base line' economic studies of Anishinabek communities to determine the current state of their economic performance, the availability of human, physical, natural, and financial resources.

These studies would form the foundation for economic planning throughout the communities and by the UOI itself. Such analysis would include assessments of, for example:

- aggregate economic performance by UOI First Nations
- economic strengths and weaknesses of UOI communities generally and
- individually
- specific industry studies
- explorations of successful community initiatives
- evaluation of the usefulness and accessibility of government programs

These studies would support UOI initiatives in areas such as:

- intervention to improve government programs
- economic planning collectively and by communities individually
- setting economic objectives and measuring performance
- UOI-government fiscal relations and negotiations
- UOI promotional activity (speech writing, etc.)
- economic activity and performance reports for the UOI community

## **2. Data Collection and Archiving**

The department should be the repository for economic (and social) data required for economic and social planning in Anishinabek communities. It should identify UOI data requirements and participate with data collection agencies, such as the First Nations Statistical Agency, to identify the key data to be collected. The department should liaise with member communities to reflect the interests of members in the data to be collected. It should also facilitate access to and use of data by individual communities for their planning activities or for the promotion of projects in the interest of First Nations.

## **3. Publication of an Anishinabek Economic Monitor**

The Department should publish an economics 'monitor' reporting on economic activity and issues in Anishinabek communities, including recent new economic development initiatives of common interest.

## **4. Co-ordination and Collective Action**

We established earlier in this report that Anishinabek communities would clearly benefit by working together on issues of joint interest. The department should identify and bring key economic opportunities to the attention of First Nation governments.

This might also include recommending projects where there are likely economies of scale. One example is bulk purchasing in which communities jointly purchase certain goods and services. Another is joint marketing. For example, based on work of the department, the UOI could spearhead the development of a fish marketing cooperative as an alternative to the existing quasi monopoly in some parts of Ontario. Another example is expansion of the recently established Anishinabek Credit Union.

The Department should liaise with the four national fiscal agencies recently established to serve Canadian native communities and with individual First Nations to identify opportunities for collaboration.



### **5. Information About Government Economic Support**

The department of economic development should not directly provide services (other than economic analysis) and programs to Anishinabek communities. It will likely be too small to function effectively in this capacity, and other focused Indian agencies (e.g., Waubetek and Gezhtoojig) can fulfil these functions when necessary. However, the economic development department should maintain knowledge about available programs and support for economic development.

### **6. Support for Anishinabek Communities**

The department of economic development should provide a “centre of expertise” reflecting the skills of its head and staff. This includes not only economic analysis in support of other departments of the UOI but also support for community initiatives, following invitations from individual communities to assist in their planning activities.

### **7. Intervention with Off-Reserve Employers**

The economic development department should evaluate skill development programs and identify opportunities for improvement. One area of apparent significance for the UOI is in negotiating improvements to training programs. For example, apprenticeship programs often make it difficult for people in small remote communities to fulfil work experience requirements.

The department could assist the UOI in securing a larger, and fairer, Anishinabek share of employment with major employers. Both private sector companies and the provincial government could improve their record in employing native citizens. The economic development department could begin to assess the extent of the problem and develop strategies for rectification. A statistical study of current employment patterns would be an appropriate first step.

### **8. Analytical Support for Other Departments**

Other departments, such as Education, Health, and Finance will require data and analysis to support their activities. The Economics department would serve these requirements.

#### **Resources Required**

The skills and abilities of its staff will very much determine what the Department of Economic Development can do. Ideally, it will require well-honed skills in three areas:

1. communications (public presentations)
2. economic analysis
3. statistics

A department of two or three people could satisfy these requirements. The department head would be a key individual. This person should be a good communicator and knowledgeable about economic analysis. Negotiating skills would be a plus, though they might be represented in one of the other employees of the department. The department, and hence its head, will need to communicate with First Nation communities, other economic agencies, governments, and major non-Indian employers. It will need to work with UOI political leaders and in some cases be involved in negotiations outside the UOI.



The other employee(s) of the department should be hired to complement the skills of the head. If there were two, a senior economic analyst could have primary responsibility for economic analyses and a statistical/information support officer could be responsible for maintaining the department's information resources and providing general support. If resource constraints did not permit an operation of this size, the two positions could be combined.

A small Advisory Group of (say, two or three) outside trained economists should be available to advise and comment on the work of the department. The Advisory Group would be particularly beneficial because of the proposed small size of the department and the need for a range of skills.

Creating an economic development department will require the support of member communities, and of course appropriate financing. A long term strategic plan describing UOI economic objectives and an initial operational plan for the department would form the basis for community consultations and negotiations with the government for funding.



## *Appendix 3 – Anishinabek Economic Gathering Discussion Paper*

### DRAFT DISCUSSION PAPER CREATING AN ANISHINABEK NATION ECONOMIC STRATEGY June 2007

#### **INTRODUCTION**

The Anishinabek Chiefs in Assembly have put before themselves the task of developing an Anishinabek Nation Economic Strategy. A strategy that:

- responds to the needs of, and provides benefits to, the communities, regions and the nation as a whole;
- addresses the many possible areas of economic activity in practical and achievable ways;
- enables all parts of the nation to focus on the economic opportunities most likely to succeed, and
- can be resourced and implemented by the Anishinabek member communities, regions and the Anishinabek Nation themselves as well as through government and private sector supports.

This discussion paper is intended to begin the process of engaging the Chiefs in the development of the Anishinabek Nation Economic Strategy.

#### **BACKGROUND**

In June 2006 Anishinabek Nation Grand Council passed Resolution #2006/20 to create an Anishinabek Nation Economic Strategy. The development of an Anishinabek Nation-wide strategy was described as a means to capitalize on two key opportunities: the Chiefs expressed desire to see economic development as a priority; and a federal and provincial environment supportive of the development of regional-based strategic frameworks that would facilitate economic opportunities and partnerships. As a result the Anishinabek Chiefs in Assembly directed that an Anishinabek Nation Economic Development Strategy be developed to support the Anishinabek Nation, community and individual participation in local, regional, national and international economies to generate revenue, support the creation and expansion of businesses, and to create jobs.

This strategy is intended to be relevant to individual First Nations and regions within the Anishinabek Nation with the goal to build on and strengthen the economies of the member First Nations. This will be accomplished by providing specific action steps for the member First Nations, the Union of Ontario Indians, and the Nation owned corporation. It is recognized that it is important that the strategy address not only participation in the local economy but also the regional, provincial, national, international and global economy as well.



The resolution identified a wide range of areas where this economic development strategy could concentrate its activities including a mix of the following:

- Economic infrastructure
- Community infrastructure
- Skilled human resources
- Training and skills development
- Connectivity
- Improving the regulatory environment
- Resource development
- Business investment and development
- Access to capital;
- Implementation of Aboriginal and Treaty rights and land claims agreements
- Revenue generation
- Resource development benefit agreements
- Access to local, regional, national, and global markets (resolution)
- Employment opportunities
- Organizational capacity

Over the last year a planning group has been put in place, a preliminary environmental scan undertaken and work plans developed and adjusted (See Appendix A for an overview of the development process). The initial work plan called for extensive research and drafting of a strategy prior to convening a think tank of experts. However, the preliminary environmental scan indicated that there was extensive Anishinabek specific and First Nations focused economic development literature and activity and that a lot of economic strategies and plans exist but not many of them are structured to provide a regional level approach. Here are a few examples of the available materials directly relevant to the work of the planning group:

**Anishinabek Specific:**

- Union Of Ontario Indians Backgrounder October 2006
- The Socio- Economic Profile of the Anishinabek Nation
- Creating a Viable Economy for the Anishinabek Nation<sup>3</sup>
- Waubetek Economic Leakage Study
- Ending the cycle of dependence/ending the fiduciary relationship – Grand Council Chief John Beaucage
- Chiefs Committee on Governance paper

**First Nations Specific:**

- Economic Development in First Nations -An Overview of Current Issues
- Review of First Nation Resource Revenue Sharing -AFN
- A solution to Aboriginal Poverty - Chief Clarence Louie

As a result the decision was made to secure the advice of expert economists and economic development practitioners on how to most effectively develop and implement an Anishinabek Nation Economic Strategy. This would be supported by the development of a discussion paper and subsequent strategy and an

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<sup>3</sup> The recommendations from the 2003 UOI study “*Creating a Viable Economy for the Anishinabek Nation 2003*” can be found in *Appendix B*.



engagement process with Anishinabek Chiefs and economic practitioners (e.g. Economic Development Officers, Band operated businesses, and the First Nations private sector).

## THE THINK TANK PROCESS

On June 6 and 7, 2007 Think Tank #1 took place in Vancouver, BC, in which seven Aboriginal experts were in attendance to lend their knowledge, experience and innovative recommendations to the development of the Anishinabek Economic Strategy. This included:

- Chief Clarence Louie, Osoyoos First Nation
- Bernd Christmas, Membertou First Nation, Hill and Knowlton
- Professor John Borrows, Cape Croker First Nation, University of Victoria
- Jason Calla, Squamish First Nation, Fiscal Realities
- Rodney Nelson, Lakota Sioux, Conference Board of Canada
- Robert Dickson, Lac Seul First Nation, Canadian Executive Services Organization

Other experts invited to participate in the process are Stephen Cornell (Harvard Study on Indian Economic Development), Michael Mendelson (Caledon Institute) and Frank Palermo (Dalhousie University). A follow-up meeting will be held to enlist their feedback on the think tank process and second session which is anticipated for the fall of 2007.

As an introduction to the Think Tank, information about the Anishinabek socioeconomic demographics was shared, as well previous research about economic development in First Nation communities in Canada and USA, and finally, an overview of Ontario's economy, forecasted trends (Summary of information found in Appendix C ). The remainder of the session had the invited experts, and representatives of the Anishinabek Nation engage in open forthright discussion about starting points, and essential ingredients to make this strategy "real" and clear so that Anishinabek communities would be open to create change to move forward in the area of economic development.

Some of the main outcomes of Think Tank 1 that the representatives of the Anishinabek Nation, Union of Ontario Indians, have heard to date include:

- **Make sure the strategy means something at the community level**
- **Capitalize on lessons learned from successful First Nations**
  - Osoyoos Indian Band, Membertou First Nation, Squamish Nation, and others that have success in different sectors of development.
- **Build on existing foundations of business and economic development throughout the territory** (including both First Nations and non-First Nations structures and initiatives)
- **Build capacity and organize the community's or region's ability to respond to opportunities through processes and procedures (putting your "house in order"), undertake the analysis needed to determine what economic sectors to concentrate on** – recognizing that this will be diverse within the regions and communities, and that this will require consideration of issues relating to land use and taxation.

- **Bringing in the expertise necessary (both Aboriginal and/or Non-Aboriginal) to be successful and establishing a plan to develop the skills of the First Nation people (labour market).**
- **In order to make progress with an economic strategy it will be necessary to address attitudes, resistance and fears.** This will require that the strategy include a 'change management' component. At times this will also mean finding ways to proceed with coalitions of the willing.
- **Make sure you are investing in both the Process (planning) and the Product (economic development projects):**
  - Anishinabek representatives were reminded that a delicate balance between process and product must be found so that all resources are not spent in continuous planning, and not implementation.
- **The Progression Model used by several First Nations can be adopted as a structure for developing the Anishinabek economic strategy and economy (see below)**

## PROGRESSION MODEL

The Think Tank participants agreed that all starting points, recommendations, and lessons learned could be adopted under the Progression Model that is utilized by Membertou First Nation and other successful First Nation communities. The progression model has three steps:

### 1. Capacity Building (Getting our house in order)

The UOI and/or individual Anishinabek First Nation communities need to focus resources in developing capacities in financial & quality management

Areas to address include: leadership, accountability, policies, procedures and required systems. Some of the recommendations from the experts' that can be included in this step are:

- The Leadership needs to make economic development a priority, by providing the resources needed to 'put legs' on the strategy (e.g. actively supporting actions identified in the economic strategy).
- Accountability can be carried in different forms, with a recommended strategy being the development of "benchmarks" that compare key economic indicators in each community. Benchmarks that can be considered include comparisons of the amount of money provided by the federal government vs. self generated funds, the number of employees at the Band Council, Band Businesses and private business within the community, and the percentage of funds dedicated to economic development initiatives.
- The goal of educating leadership and membership alike is to create a change in mindset so that Anishinabek Nation will become proactive in harnessing opportunities to develop their economy at a Nation level. Sharing the information mentioned above amongst membership is one way to demonstrate accountability and provide an educational tool that emphasizes moving away from current levels of dependency on federal transfer dollars.
- Finally, the development of required policies, procedures and systems for good governance is essential if the UOI and /or Anishinabek Nation is to develop capacity and create an environment that supports economic development.

## **2. Preparation:**

After capacity is developed, preparation for economic development is the second step in the progression model. This is where you would determine the level of planning needed at each level of the organization and determine how to link with community plans and strategies. Of special consideration in this stage are Strategic, Resource Allocation, Investment and Implementation planning. Some of the recommendations from the experts' that can be included in this step are:

- Strategic Planning not only means internally, but also this may include communicating and working in cooperation with regional districts, municipalities, private industry to see if there are areas for potential partnership.
- First Nations, Anishinabek Nation and /or UOI will have to support the strategic plan with a budget for implementation
- First Nations, Anishinabek Nation and /or UOI will need to determine how resources (financial, human) resources will be allocated in terms of projects, communities.
- Investment Strategy and implementation will need to be developed and initiated. These can be sourced from private industry and individuals (Anishinabek Nation members and otherwise)
- First Nations, Anishinabek Nation and/ or UOI need to show viability to potential investors, partners.

## **3. Economic Development projects:**

The third step in the progression model is entitled Economic Development. It is only after First Nations, Anishinabek Nation, and/or UOI have developed capacity and are prepared to undertake economic initiatives, that they undertake economic development. It is at this stage that specific partnerships are developed, agreements are negotiated, new Ventures are undertaken, or expansion is considered. The underlying reasons for economic development are employment of Anishinabek and profits produced. Some of the recommendations from the experts' that can be included in this step are:

- Partnerships with industry should be pursued, as the Anishinabek spans a vast area, and industry would welcome a unified effort in the development of resources such as energy development
- Education and awareness should be developed to show First Nation members where profits will be expended, (i.e. re-investment into business, support to culture, and language programs).

The group also agreed that the analysis that needs to be done in each stage of the progression model involves consideration of Land, Labour, and Capital. Another suggestion was to look at the "Issues", "Individuals", "Institutions", and "Ideas" that could be addressed within each of these categories during that analysis.



## **THE CHIEFS ECONOMIC SUMMIT**

As noted, the Chiefs Economic Summit of June 25-26, 2007 is an early opportunity to secure input from the Anishinabek Nation leadership into the development of an Anishinabek Nation Economic Strategy that contributes to the elimination of poverty, the generation of wealth, supports community development and increases self sufficiency.

Initially, discussions at the Summit will focus on securing input that contributes to:

- Clarifying the purpose and benefits of the strategy
- Examining roles at the First Nation, Regional and Nation levels
- Exploring the economic potential/priorities throughout the Anishinabek Territory

## **NEXT STEPS**

All of the input and suggestions, including those that have been put forward in the Chiefs Committee on Governance Report 2007, and those brought forward during and following the Chiefs Economic Summit, will be coupled with the advice from the experts to create an economic development strategy or Blueprint. That strategy or Blueprint will speak to a collective strategy to develop an Anishinabek Nation economy that operates throughout the entire territory and is linked to regional, national, international and global economic opportunities. The work plan calls for the following next steps:

### July 2007

- Further analysis of existing research
- Additional consultations with Chiefs and Anishinabek Economic Development advocates at community and regional levels
- Follow-up meeting with non-First Nations experts/economists

### August 2007

- Develop a refined Discussion Paper/Strategy Framework incorporating the above input

### September 2007

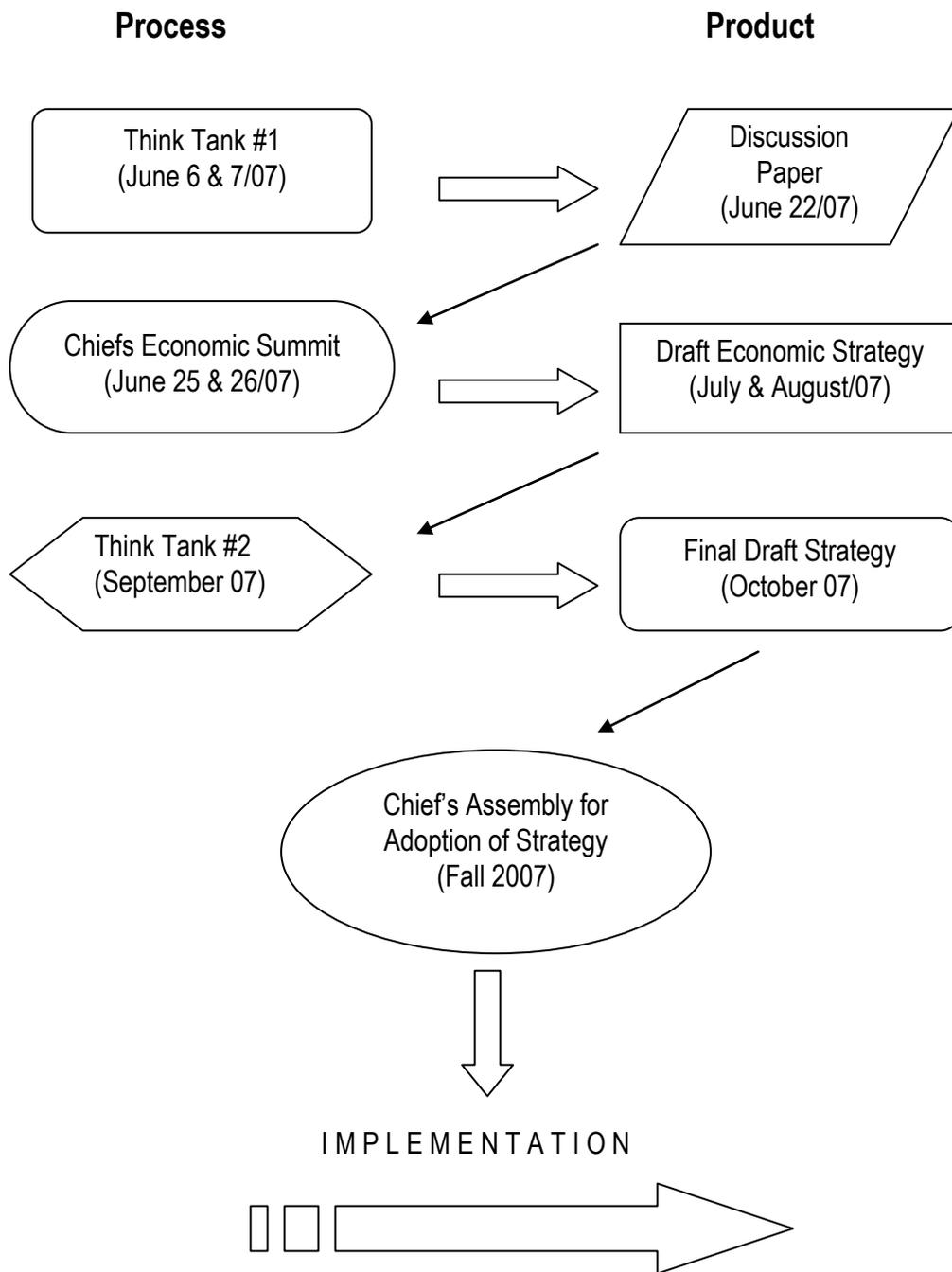
- Think Tank #2
- Circulation of draft strategy for input (i.e. by mail and at available Anishinabek forums)

### Fall 2007

- Chiefs Assembly for approval of the strategy
- Implementation of the Chiefs Council on Economics which will work to ensure the implementation of the Anishinabek Nation Economic Strategy including the development and facilitation of economic development opportunities in First Nation communities (as mandated by Resolution #2006/20)



## Appendix A – Anishinabek Nation Economic Strategy Development Process and Products





## **Appendix B – 2003 Recommendations Creating a Viable Economy for the Anishinabek Nation**

- More strategic planning to develop consensual priorities for dealings with governments and outside economic interests.
- Enhanced role for the UOI with respect to advocacy on behalf of First Nations, including interaction with businesses, chambers of commerce, trade associations, community colleges/universities and most importantly, governments.
- Development by the UOI of a centre of expertise for skills that are in short supply in individual First Nation communities.
- Centralized economic analysis and data collection.
- Encouragement of entrepreneurs.
- More sharing experiences about what works and what does not.
- More training.
- Greater availability of Information about economic activity and about government programs.
- More collective economic action on behalf of all or some First Nations.
- The establishment of a new Department of Economic Development at the UOI headquarters and the immediate negotiation with the federal government to establish economic development as a head of jurisdiction in ongoing negotiations for self-government.



## **Appendix C – Summary of Information Reports provided to the Think Tank**

### **Ontario's Economy**

- Northern Ontario's economy is still highly dependent on natural resources
- Southern Ontario, with its proximity to the enormous U.S. market, is heavily industrialized.
- More Ontarians are employed in service industries
- Ontario has relatively high employment in manufacturing and financial and business services, and relatively less employment in agriculture, forestry and mining The fastest-growing sectors/growing importance:
  - Information and Communications Technology,
  - Financial and business services, Entertainment and creative cluster

### **Manufacturing Sector**

- Ontario is part of the North American manufacturing heartland and is well situated to serve major Canadian and U.S. markets. The U.S. is Ontario's biggest trading partner: more than 90 per cent of exports are sent there. Ontario's manufacturing sector employs 1.1 million, the second highest level in North America, after California.
- Manufacturing has contributed significantly to the province's job creation in the past ten years. Examples of Ontario's key manufacturing industries include autos, food processing, and computer and electronic products

### **Service Sector**

- Modern and diversified services sector, which includes a wide variety of industries serving businesses, individuals and governments. Examples of Ontario's major services sector include business and financial services, professional and scientific technical services, arts and culture.
- Toronto's financial services sector is the 3rd largest among leading Canadian and US cities, based on employment. It has the premier stock exchange in Canada, the Toronto Stock Exchange.
- Kitchener-Waterloo, Ottawa and the Greater Toronto Area (GTA) are home to Ontario's largest technology industries.
- Canada's largest cluster of communications and culture media industries is located in Toronto. It includes TV and radio broadcasting, publishing, TV and film production, sound recording, performing and visual arts, design and advertising.



## *Appendix 4 – Anishinabek Community Economic Scorecard*

A community scorecard is one of a series of tools that can be developed as part of a strategic approach. Community scorecards are a measurement tool intended to help you determine where you are at and whether you are making any progress towards where you want to be (vision). By identifying those features that your community determines are the most important indicators of current status and progress, scorecards help communities and leadership stay focused on the desired change, and identify areas where actions need to be taken or adjustments made in the plans and activities already underway in order to improve performance. Community Scorecards can be developed on a comprehensive community wide basis, or for any particular sector such as health, education or economic development. When applied effectively they support success, contribute to community pride of accomplishment and sense of accountability for implementing a community's vision and plans. They can also serve as a sound reporting tool to government or as a basis for healthy comparison and competition between communities.

The first step in developing a community economic scorecard is to determine what is important to benchmark and measure as you pursue your economic strategy. The table below provides a list of 21 indicators in the key economic areas of Finances, Businesses, Education, Employment, Technology, Infrastructure, and the Anishinabek Nation Economic Blueprint. These areas and questions are provided as examples for consideration.

Once the community has identified its key areas and indicators, the baseline or benchmark data is compiled, generally from a variety of available sources and work to develop new data. More often than not the band administrator and the economic development officer will need to determine the current status and complete that column.

The target is based on the goals you establish for what you feel can be accomplished for that indicator within the time period being measured.

The score for each area being measured is a combination of the percentages of change and the value or priority the community places on a particular area.

From year to year (or the chosen time frame between measurements/benchmarking) trends will emerge between the results that indicate the degree of change or degree of progress/lack of progress. These trends will then suggest activities that need to be undertaken or adjustments that need to be made within the strategic approach.



**Anishinabek Nation Economic Scorecard**

Indicators to be measured	Current	Target	Actual
<b>Financial</b>			
1. Amount of revenue from “own source”			
<b>Community Businesses</b>			
2. Number of Band owned businesses			
3. Profitability (or revenue) of Band owned businesses			
<b>Education</b>			
3. Number of members with minimum grade 12			
4. Number of members with more than grade 12			
5. Number of members attending retraining			
6. Number of members currently attending Post Secondary School			
<b>Employment</b>			
7. Number of employed (age 15 and over – labour force)			
8. Number unemployed			
9. Number of Band Employees that are Band Members			
10. Number of Band employees that are non-band members			
11. Number of members employed in other businesses in community			
12. Number of non-members employed in other businesses in community			
<b>Technology</b>			
13. Number of homes with internet access			
14. Number of business businesses with internet access			
15. Presence of a website with economic content			
<b>Infrastructure</b>			
16. Kilometres of roads paved in community			
17. Number of homes with electricity, water and sewage			
<b>Anishinabek Nation Economic Blueprint</b>			
18. Complete Community Investment Profile (yes/no)			
19. ISO Certification received (yes or no)			
20. Comprehensive, Economic Strategy, Infrastructure plan (yes or no)			
21. Taxation, Financial Administration policy (Y/N)			



## *Appendix 5 – Terms of Reference – Chiefs Council on the Economy*

**- DRAFT -**

As determined in the onset of the exercise of the development of The Anishinabek Nation Economic Strategy - Our Strategy and Blueprint, a Chiefs Council on the Economy is required.

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### **Background**

In June 2006 Anishinabek Nation Grand Council passed Resolution #2006/20 to create an Anishinabek Nation Economic Strategy and a Chiefs Council on the Economy. The development of an Anishinabek Nation-wide strategy was described as a means to support the Chiefs' expressed desire to see economic development as a priority; and to develop a regional-based strategic framework to facilitate economic opportunities and partnerships. As a result the Anishinabek Chiefs in Assembly directed that a strategy be developed to support the Anishinabek Nation, community and individual participation in local, regional, national and international economies, to support the creation and expansion of businesses, to create jobs and to generate revenue.

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### **Mandate**

The Anishinabek Chiefs Council on the Economy is to provide guidance and direction to the technical committee for the implementation, monitoring, and evaluation of the Anishinabek Nation Economic Strategy, Our Strategy and Blueprint.

The Anishinabek Chiefs Council on the Economy will ensure effective and appropriate communication with all stakeholders throughout the Anishinabek Nation and territory.

The Anishinabek Chiefs Council on the Economy will identify and support linkages with other programs both within and outside the Anishinabek Nation,

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### **Accountability**

The Anishinabek Chiefs Council on the Economy operates under the authority and accountability of the Anishinabek Nation Grand Council and must report to them on its activities.

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### **Council Composition**

The Anishinabek Chiefs Council on the Economy will be comprised of the Deputy Grand Chief and one Chief from each of the four regions within the Union of Ontario Indians



One alternate will also be identified for each region. Council members will be responsible for keeping alternate members up to date in order to make informed decisions.

Council members should have an economic development background, good working knowledge of the area or related program development experience. This Council will be co-chaired by the Grand Council Chief and one co-chairs appointed by the regional representatives. Council composition will be reviewed on an annual basis and any modifications will be made as necessary.

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### **Term**

The Anishinabek Chiefs Council on the Economy will exist until 2017 and review its mandate annually thereafter.

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### **Decision Making**

Decisions will be by consensus.

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### **Role of the Anishinabek Chiefs Council on the Economy**

The Council will:

- provide leadership for the Secretariat
- facilitate Anishinabek Nation and regional discussion and feedback on the implementation of the Anishinabek Nation Economic Strategy, Our Strategy, Our Blueprint ;
- communicate the message about the economic strategy Blueprint, at all levels, both internally and externally
- undertake advocacy of economic development and the strategy, Blueprint.

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### **Responsibilities**

The Council will:

- Continue to support economic development at an Anishinabek Nation level
- Identify a co-chair
- Advocate for the establishment of the Anishinabek Economic Development Secretariat
- Provide a forum for exchange of information
- Liaise with technical committee and Experts Panel, National and regional stakeholders and support them in their discussion and feedback activities
- Appoint and direct sub-committees as necessary
- Ensure that a Chiefs Circle on the Economy is convened prior to each annual Grand Council Assembly



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### **Conflict of Interest**

Where Council members find themselves or another Council member in a potential conflict of interest position regarding any item of business, those members will make this known to the Council and subsequently withdraw from participation in the discussion, decision making on the said business item.

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### **Meetings**

A quorum shall be achieved when 75% of each party is present. This translates into: 3 representatives.

The Anishinabek Chiefs Council on the Economy will meet both in person and via teleconference at the call of the chair(s). The Council will meet three times in the first year.

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### **Budget**

Costs for accomplishing the goals for this Council will be the responsibility of the Union of Ontario Indians. Travel related costs for the Council representatives on this Council will be the responsibility of the Union of Ontario Indians



## *Appendix 6 – Developing Community Economic Strategies*

The following materials are intended to support the efforts of Anishinabek Nation communities to develop or modify their community based economic development strategies in response to the Anishinabek Nation Economic Blueprint and Recommendation #11 in particular. The intent of the Anishinabek Nation Economic Blueprint is to serve as both an immediate practical tool and a long term strategic framework for Anishinabek Nation member First Nations, whether they are just starting out on their economic journey, or are looking to take their economic development efforts to another level. The Blueprint and its recommendations are intended to be adapted and applied by the communities as needed to address their distinct needs and circumstances. As such the full draft of the Blueprint, and especially the “case studies” included in its appendices, has been prepared so that it can serve as a reference guide, and the basis for developing ‘how to’ materials that build on the current foundation of First Nations economic development expertise and success.

There are many models and templates for what an economic strategy could look like but in some respects the strategic planning/comprehensive community planning models would seem most relevant for applying the First Nations Progression Model and the Recommendations within the Anishinabek Nation Economic Blueprint to efforts at the community level.

Strategic Planning is a management tool to help an organization do a better job. It is a systematic process through which an organization agrees on, and builds commitment among key stakeholders to priorities that are essential to its mission and responsive to changes in its operating environment. It is a way to ensure that all members are working together toward the same goal. Being strategic is about making conscious choices as to how you are going to use your limited resources to achieve your purpose in response to a dynamic and changing environment. It includes making decisions regarding what you will do, and will not do, where you should focus your energies and what your overall priorities should be.

A strategic planning process can be conducted in a number of ways but generally involves 7 stages. The process used to develop the Anishinabek Nation Economic Blueprint followed these stages with modifications to respond to the needs and circumstances within the Anishinabek Nation:

- 1) **Getting ready** involves determining if the organization is ready or able to commit the time and resources to looking at the ‘big picture’. If it is ready, the organization needs to:
  - determine the specific choices that should be addressed (5-7 issues) in the strategic plan;
  - determine who will do what in the planning process;
  - create a group/committee to guide the planning;
  - develop a written organizational profile; and
  - identify any additional information that would help the organization make sound decisions on the identified choices/issues.



Depending on the intensity of the strategic planning process, and the technique(s) used, much of the work is often addressed during a 'strategic planning retreat.' However it is important to recognize that significant thought and analysis could/should be undertaken prior to such a retreat.

- 2) **Developing a Vision and Mission** so that the organization knows what it is doing, why it is doing it and what it hopes the effort will achieve.
- 3) **Assessing the environment** involves taking an objective and critical look at the current situation the organization finds itself in. The environmental scanning or Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis often done at this point should help to refine or alter the specific choices or issues that the organization needs to address, respond to or deal with in the strategic planning process.
- 4) **Agreeing on priorities** is when the organization figures out what broad approaches (strategies) it will take and the specific results it is seeking. In many respects this is the most important and most underutilized part of the process. Strategies are broad directions that require many actions to implement and create multiple impacts.
- 5) **Writing the Strategic plan** involves putting all the pieces into one coherent document that answers the key questions in enough detail to serve as a guide that the organization can use when it is making more detailed operational plans. A strategic plan summarizes why an organization exists, what it is trying to accomplish, and how it will do so. It informs the reader about the organization's most important ideas, issues and priorities and provides the best possible explanation of the organization's plan for the future.

The length (average of 3 to 40 pages) of the plan depends on the intensity of the planning process itself.

A strategic plan contains a combination of these elements:

- An introduction by the President/CEO (describes the planning process, why doing strategic planning, and how to use report)
- Executive summary
- Organization's profile/history (who/what you are)
- Vision/Mission statements (where going and why)
- Critical Strategic issues (the specific issues or choices facing the organization that need to be addressed during the strategic planning process)
- Core Strategies (main directions, emphasis)
- Program and Management goals and objectives (how this will be done in next 3-5 years)
- Conclusion (thanks, what's next)

You will no doubt have noticed that there are differences between this general table of contents and the content of the Anishinabek Nation Economic Blueprint. As noted these differences are based on the unique needs and goals of the Anishinabek Nation itself as they were identified within the planning process and the need to establish a strategy that gave everyone a chance for a good start and looked one generation/20 years into the future. In particular the ANEB utilized the three steps in the First Nations Progression as its core strategies, focused on recommendations for supporting those three stages rather than program and



management goals, and gave considerable attention to the initial implementation targets and longer term implementation and monitoring goals.

Consistent with recommendation #11 the following is a table of contents for a First Nations specific economic strategy that seeks to incorporate the content of the Anishinabek Nation Economic Blueprint.

- An introduction by the Chief (and Council) or Band Administrator (describes the planning process, why doing strategic planning, and how to use report)
- Executive summary
- Organization's profile/history (who/what you are)
- Vision/Mission statements (where going and why)
- Core Strategies: Applying the First Nations Progression Model
  - Capacity Building in financial and quality management
    - Building on existing initiatives
    - Incorporating recommendations #2-10 from the ANEB
    - Other strategies and opportunities in this area
  - Preparing (planning) for economic development
    - Building on existing initiatives
    - Incorporating recommendations #11-19 from the ANEB
    - Other strategies and opportunities in this area
  - Pursuing Economic Development opportunities
    - Building on existing initiatives
    - Incorporating recommendations #20-21 from the ANEB
    - Other strategies and opportunities in this area
- Implementation goals and objectives (how this will be done in next 3-5 years)
- Conclusion (thanks, what's next)
- Attachments
  - Community investment profile (recommendation #2)
  - Community investment policy (recommendation #18)
  - Community Economic Scorecard (recommendation #6 and attachment #5)
  - Human Resource Development Strategy and demographic profile (recommendation #12)
  - Business listings and descriptions (recommendation #1)
  - Inventory of potential external partners (recommendation #3 and 19)
  - Infrastructure development plans (Recommendation #2, 6, 10, 11 and 19)
  - Land use plans (recommendation #13)
  - Tax policies/incentives as appropriate (recommendation #15)
  - Communications Strategy, including a community engagement strategy (recommendation #4)

6) **Implementing the Strategic Plan** is how the organization will align its day to day work with the content of the strategic plan. In general the strategic plan is used as a guide to the choices that will make the



organization's annual operating plan and budget supportive of the mission and vision. In other words, there are more often than not, a lot of ideas about what could be done so the plan should help the organization make the difficult choices by identify the activities that best fit with the strategic plan.

- 7) **Monitor and evaluate the plan** involves both a quarterly review to ensure that the strategic plan is being incorporated into the day to day activities of the organization. An annual review is also conducted to make sure that assumptions about the working environment remain accurate, and that the organization continues to support the directions set out in the plan.



## *Appendix 7 – Aboriginal Stories of Success*

### **a) WASWANAPI CREE, QUEBEC**

Waswanipi Cree leaders realized that given their young and growing population, there was a strong need to create jobs for young people who were just entering the labour force. They decided that their community economic development strategic plan, based on existing forestry, silviculture and traditional economic activities, would not be sufficient to sustain their communities over the long run. They were originally interested in building a lumber mill, but the cost of establishing one was beyond the community's means. In addition, funding sources demanded a demonstration of technical expertise and management experience in running a commercially viable mill. The Waswanipi Cree came up with a creative and successful solution: to expand their forestry operations by entering into a joint venture with Domtar Inc., a large forestry company based in Montréal. The Waswanipi Mishtuk Corporation is the forestry business arm of the Waswanipi community. It is responsible for forest management, silviculture and timber harvesting. The corporation's activities attempt to strike a balance between the need to create jobs and the need to maintain the Cree's relationship with the land and traditional activities such as trapping. The Waswanipi Mishtuk Corporation's joint venture with Domtar is called "Nabakatuk Forest Products." Nabakatuk's board of directors includes three directors from Domtar and four from Waswanipi.

The joint venture with Domtar has provided much needed equity capital, management expertise and access to markets. Funding came from the Waswanipi Band, Domtar and Industry Canada. The venture operates to generate profit while addressing the needs and expectations of the community: employment and training, and respect for trapping and burial sites. As part of their strategic community economic development plan, the Waswanipi Cree are selling some community owned businesses to individual entrepreneurs in the community. They want to generate the equity needed to enable the community to pursue economic development through community-owned businesses that cater to tourists.  
(Loizides 2005, pg 10)

### **b) PRINCE ALBERT GRAND COUNCIL, SASKATCHEWAN**

The Prince Albert Grand Council represents eight First Nation communities in northern Saskatchewan. The Prince Albert Grand Council follows a strategic planning approach that accommodates internally generated ideas and external opportunities to promote economic self-sufficiency. To improve the socio-economic situation significantly in these communities, the Council hopes to create 585 jobs per year for 10 years, guaranteeing 50 per cent employment. It took the Prince Albert Grand Council more than 24 years to establish a business culture. It has taken the past decade to establish real trust among the various community stakeholders, as well as a track record of successful partnerships and the training and retention of professional management. There has been continuity in board leadership; a long record of re-election has translated into consistency in the approach to investment and business development. The board includes chiefs from each of the First Nations that makes up the Council. The grand chief acts as the chair and works with the chief executive officer of the development corporation to identify and cultivate investment opportunities. Investment guidelines and policies guide the work of the development corporation. The Prince Albert Grand Council is currently focusing on youth and education. It targets



industries with high employment needs, such as hotels, and fast-tracks interested youth into suitable educational opportunities. Today, more than 400 band members are employed in community-owned businesses.

(Loizides, 2005, pg 10)

### **c) DOGRIB NATION GROUP OF COMPANIES, NORTHWEST TERRITORIES**

The Dogrib Nation Group of Companies was established to create wealth and employment for Aboriginal people and to develop business partnerships with corporations. The Group works for, and on behalf of, the communities of the Dogrib Nation. Proximity to natural resource development sites is a considerable advantage on which the Dogrib Nation is capitalizing. In particular, the Dogrib Nation Group of Companies is tapping into the business opportunities created by diamond mines, the oil and gas industry, and pipeline development in the region. The Group is involved in hydroelectric generation, forestry, heavy equipment supply, aviation, and construction and catering in the Northwest Territories. It has used impact and benefit agreements as mechanisms to build relationships with industry players. The Group's accomplishments are prime examples of what can be done to establish and operate businesses successfully. These businesses employ top-quality managers and operate at arm's length from political leaders. In addition, the board of directors representing the Dogrib Nation communities provides governance oversight, ensuring accountability to the communities.

The Nishi-Khon/SNC-Lavalin joint venture provides access to capital, technology and management know-how. In 2002, this joint venture and Diavik Diamond Mines Inc. were awarded the Canadian Council of Professional Engineers' National Award for Engineering Achievement for the design and construction of a 3.9- kilometre dike.

The Dogrib Nation Group of Companies has been responsible for significant wealth and employment creation in the Dogrib communities. Profits made by the Group are reinvested either to improve or expand their business operations or to address community needs.

(Loizides, 2005, pg 11)

### **d) MOOSE DEER POINT FIRST NATION, ONTARIO**

Niigon Technologies Inc. was the result of a vision and plan developed by the chief and Council of the Moose Deer Point First Nation. With the encouragement and financial support of Robert Schad, chairman of Husky Injection Molding Systems Ltd., the Nation decided on a business in which community members could work year-round instead of being seasonally unemployed and dependent on welfare. (Most of the other employment opportunities were seasonal, such as small businesses that serve cottages.) Niigon produces quality injection molded products. The manufacturing facility is state-of-the-art, with minimum impact on the environment. Over time, the firm has specialized in fewer products in order to exploit economies of scale. Niigon has five directors on its board who have business experience and expertise but who are not part of the Moose Deer Point First Nation community. The other two directors are the chief and the president of the community trust fund, both elected by members of the Moose Deer Point community. Niigon's general manager and production supervisor are also from outside of the community, only because the technical expertise and business management knowledge required for the job did not exist within the community. Niigon has been in operation for two and a half years, and is still running at a loss. However, the company expects to break even next year. Management is trying to convince workers that if their wages increase too much, Niigon will not be as competitive as other suppliers. Niigon's main challenge is



training employees in the technical aspects of the operation as well as building employees' self-confidence in their abilities to run and manage the business.

(Loizides, 2005, pg 11)

**e) KAKIVAK ASSOCIATION, NUNAVUT**

The Kakivak Association is the community economic development division of the Qikiqtani Inuit Association, representing the interests of the Inuit of the Baffin Region, High Arctic and Belcher Islands. Despite the remoteness of these communities, Kakivak staff visit communities to find out what their needs and expectations are and to establish programs to meet those needs. Kakivak provides financial, technical and marketing assistance to help Inuit people establish businesses. In addition, Kakivak helps to train the Inuit to own, manage and expand their businesses. Kakivak has established a skilled technical team, good management and political leadership, and strong community support. The Kakivak board of directors is diverse and reflects the community's expectations, values and needs. Kakivak has contributed to small-business entrepreneurs business skills, preparing them to make sound investment decisions. These entrepreneurs are using capitalist management principles that are compatible with Inuit values and culture. Many of these business people need help gaining access to markets beyond their communities. Art businesses require marketing support, while tourist sector businesses need an improved infrastructure that will enable tourists to visit their communities.

(Loizides, 2005, pg 11)

**f) WHITECAP DAKOTA FIRST NATION, SASKATCHEWAN**

Chief Darcy Bear of the Whitecap Dakota First Nation described the rationale for creating wealth and employment in his community when he explained that "without hope and opportunity, you can have all the social programming you want, but if people don't have a job at the end of the day, how are you going to create a healthy lifestyle?...We are opening our borders and saying, 'we want to be part of that economy, we want to be part of that solution, and we are going to be part of that solution.' I think that is what it's going to take in order for us to move ahead as First Nations." This First Nation community is forging ahead to get things done. It consulted community members and drew up a strategic plan designating land for residential and commercial development. The community then pushed ahead on large projects, including a golf course, a casino, RV parks, a hotel and a training centre. These projects produced a total of 600 jobs and were made possible through partner investments and lease opportunities. Whitecap's recent economic success is the result of a long period of reconstruction coming after the community experienced serious financial difficulties. Through wealth and employment creation, the basic needs of the community are now being met. Because Whitecap members have access to good careers, they can provide comfortably for their families. Whitecap continues to charge a goods and services tax on fuels, cigarettes and alcohol in order to maintain the tax base it requires to address community needs.

(Loizides, 2005, pg 12)

**g) TRIBAL COUNCIL INVESTMENT GROUP, MANITOBA**

The Tribal Council Investment Group (TCIG) is owned by the seven tribal councils of Manitoba (representing their First Nation communities) and is dedicated to the economic development of its member communities. It invests in businesses that provide a reasonable return, generate wealth and employment, and create a capital pool for community economic development. These businesses include food and beverage services, health benefits and health management services, financial services, and food and dry goods distribution and retailing. The TCIG is a tightly run, lean management company with an intimate knowledge of community needs, a stable



board and a dynamic management team. It acts as a vehicle to gain access to larger investment projects through joint ventures. Each tribal council appoints a member responsible for economic development to the TCIG's board. The board and management team work together to achieve unity of purpose. The TCIG's efforts have generated a solid foundation of wealth and employment and created a capital pool of more than \$40 million for community economic development. Among its most successful investments is a Pepsi franchise that has grown across northern Canada. It has expanded the product lines to include water and juice, as well as diversified into frozen dairy products. Philip Dorion, chairman of TCIG, comments on the performance of his organization: "Is it making a big profit? Is it providing adequate returns to shareholders? Is it achieving financial independence? Is it generating wealth? Is it doing all of those? I think we have done all of those. We want to continue doing all of those things in order to be successful in working with our First Nations. We want to build on our respect in the business community and be recognizable, too. We are proud when we say Tribal Council Investment Group."

(Loizides, 2005, pg 12)

#### **h) MILLBROOK MI'KMAQ FIRST NATION, NOVA SCOTIA**

The Millbrook Mi'kmaq First Nation is located in four reserve areas in and around Truro, Nova Scotia. Millbrook is the largest of the four communities. The nation has been very successful in pursuing economic independence and has established a number of enterprises that create wealth and employment. Millbrook's biggest business initiative is the Truro Power Centre, a commercial development in the middle of the Halifax–Moncton growth corridor. This centre has been highly successful in attracting a number of businesses and jobs to the area. As Millbrook Chief Lawrence Paul said, "We are going forward in the field of economic development and free enterprise, and we are going to continue to go forward and expand. I think, in about five years, things are going to look completely different at the Power Centre. There is no doubt in my mind it will be a mini 'Bayers Lake' development. I would predict success after success after success." The Millbrook Council's approach to the management of their economic development is entrepreneurial in nature. The Council has a very impressive record of business development that enables it to attract private sector investors. Millbrook Council members believe that it is important and useful to combine business and politics. Although they are aware of the potential difficulties of this approach, they emphasize good governance and the need to build sustainable business enterprises. The community's faith and trust in the Council's members is reflected in their continued re-election. The combination of good location with the dynamic leadership of the Chief and Council has proved to be the catalyst for the Nation's economic success. Other factors include: being flexible about emerging opportunities; being involved in regional business networks; taking risks; hiring people who have the right skills; and building business management capacity. Millbrook has created more jobs than needed for the size of the available labour force. The community is closing the socio-economic gap between itself and other Canadian communities. Recently, the Council distributed the profits from band-owned enterprises to members of the community, both on- and off-reserve.

(Loizides, 2005, pg 13)

#### **i) KTUNAXA/KINBASKET TRIBAL COUNCIL, BRITISH COLUMBIA**

The Ktunaxa/Kinbasket Tribal Council represents the five Ktunaxa bands and their respective First Nation communities. Chief Sophie Pierre, leader of the Tribal Council, believes that "self-determination through economic self-reliance works to reduce poverty." Chief Pierre and the five bands of the Tribal Council have undertaken a huge project to convert a residential school into a first-class holiday resort.



The St. Eugene Mission enterprise is a public– private partnership whose stakeholders include: investors (the five Ktunaxa bands, Columbia Basin Trust and the Government of Canada); lenders (Royal Bank of Canada, Western Economic Diversification Canada, Delta Hotels and Peace Hills Trust); and operators (Delta Hotels and the BC Lottery Corporation). The enterprise is owned by the five Ktunaxa bands through two trust corporations of which the bands are the sole beneficiaries. The resort is managed by Delta.

The resort's board of directors includes an equal number of members from each Ktunaxa Band. To promote consistency in decision making, each band shares rights and obligations, has an equal share (20 per cent interest) in the resort, and has a voice in how it is run and managed. The resort's ownership and management principles encourage the separation of business and politics. The St. Eugene Mission enterprise has generated up to 240 direct and 240 indirect jobs—and a stream of cash flows from the business. However, the enterprise faces financial difficulties due to its inability to service its debt. The board is now discussing an equity partnership with two other organizations. They point to several lessons learned: investment in a business carries risk, so it is important to know the industry and your comfort level with risk; leadership should have ongoing communication and consultation with the community; and it is crucial to ensure that the enterprise has sufficient working capital for the first few years.

(Loizides, 2005, pg 13)

**Note:** *The Ktunaxa/Kinbasket Tribal Council is now called the Ktunaxa Nation Council. The partnership structure for the resort is now with the Samson Cree First Nation and the Mnjikaning First Nation.*

#### **j) SIKSIKA NATION, ALBERTA**

The Siksika Blackfoot community in Alberta occupies a reserve of 70,985 hectares and is situated 80 kilometres east of Calgary. It is a member of the Blackfoot Confederation, which comprises the Blood, Peigan and Blackfoot First Nations. The Siksika community has nearly 6,000 members, slightly more than half of whom live on the reserve. The 2001 Census data show that the community's unemployment rate was 23.5 per cent, while the provincial rate was just 5.2 per cent. The Siksika Nation has two strategic community goals in relation to wealth and employment creation. First, the Nation hopes to achieve self-government and control over key areas of jurisdiction such as economic development and taxation.

Second, the Nation plans to establish business enterprises that will enable it to become self-reliant. Siksika Resource Development Ltd. (SRDL) was established by the Siksika Nation to manage the band's renewable and non-renewable resources through business and investment strategies, including joint ventures. SRDL has been successful in establishing and managing a number of community-owned business enterprises that create wealth and employment for the community. SRDL has maximized the return on its investment by establishing joint ventures and partnerships with corporations. SRDL management balances stakeholder interests through a representative board of directors. The board's investment and audit committees review select and vet investment opportunities before submitting proposals to the Nation. Various checks and balances relating to business decisions and SRDL's relationship with the Nation are built into the company's organizational structure. It also has a system of internal controls in place to prevent errors, fraud and the inefficient use of resources. SRDL recognizes the importance of community ownership and participation to the success of its business strategy. SRDL has successfully created employment opportunities for the members of the community through its business involvement in the commercial, industrial, tourism and hydrocarbon sectors. It is profitable, and survives



independently of government or other funding sources. SRDL's good working and business relationship with the Siksika Nation ensures the separation of Nation politics from Nation-owned businesses.  
(Loizides, 2005, pg 14)

### **K) AAMJIWNAANG BUSINESS DEVELOPMENT PARK**

Aamjiwnaang First Nation is located within the boundary of the City of Sarnia adjacent to the St. Clair River in South-western Ontario which is heart of an industrial petro-chemical valley that extends between Canada and the USA borders. The community has a population of approximately 2000 members with approximately half residing on the reserves 3000 acres. Its location provides onsite links to highway, rail and water transportation routes.

The Mission of the park is that Aamjiwnaang's movement toward these ends is to enhance the social economic environment of the community and to foster economic growth for our future. The mission is pursued through the following development goals and objectives:

- Employment opportunity for community members;
- Revenues for further development;
- Self sufficiency of the Band;
- An environment for partnerships and joint venture opportunities;
- An environment to enhance Aboriginal Entrepreneurship; and
- Opportunity to participate in the mainstream Economy.

The Chippewa's of Sarnia Industrial Developments (CIDL) is a Band-owned company that oversees the development and management of the Industrial Park on lands owned by Aamjiwnaang First Nation. The Park's location within the major industrial region of the City of Sarnia and adjacent to the St. Clair River, positions the Chippewa's Industrial Park as a prime site to establish business.

The Chippewa Industrial Park was established in 1971, by Chippewa Industrial Developments Limited (CIDL), to create business opportunities and long-term employment for band members. Twenty-six of the park's acres (hectares) of fully developed and serviced land are currently occupied.

The first phase of the industrial park was completed in 1991 and today its 17 tenants provide jobs for band members and other residents of the area. The park includes a gas bar and plaza which accommodates a restaurant and supports native small business and entrepreneurship. With the first phase of the Chippewa Industrial Park now full, development of another 235 acres in Phase 2 is well underway.

CIDL leases land and buildings to industry with rates based on a combination of the land's market value and the value of the buildings. Leases may run for as long as 20 years with increments to the leases every two years. The park appeals to tenants who prefer to lease their buildings and land and channel their investments directly into equipment including highway, water, rail and air routes.

### **Aamjiwnaang Trust**

A Trust Agreement has been entered into between Aamjiwnaang First Nation and Aamjiwnaang Development Corporation. The income flow will be directly forming the company(s) through The Trust and ultimately to the Band Council, who will then decide on where such may be directed.



**Aamjiwnaang's Human Resource Strategy** is driven by a partnership with private and public sector to foster greater social economic growth in First Nation communities and is seen as a key component of the First Nations mission statement to create employment for band members. Tenants within our Industrial Park are encouraged to participate in Human Resource Strategy. This strategy has contributed to a low unemployment rate and participation of other local First Nation in the job opportunities being created by Aamjiwnaang.

The community emphasises that this approach has taken 20 years to arrive at its current state, but is making a significant contribution to:

- Employment opportunity for community members;
- Revenues for further development;
- Self sufficiency of the Band;
- An environment for partnerships and joint venture opportunities;
- An environment to enhance Aboriginal Entrepreneurship; and
- Opportunity to participate in the mainstream economy.

#### **I) OSOYOOS INDIAN BAND, BRITISH COLUMBIA**

The Osoyoos Indian Band is located in the province of British Columbia. It has 567 members (370 of whom live on reserve) on a land base of 32,000 acres in the southern Okanagan Valley. The land of the Osoyoos Indian Band is among the most environmentally sensitive in Canada, containing part of the country's only desert ecosystem. More than 60 per cent of this unique ecosystem has been completely destroyed, and less than 10 per cent remains relatively undisturbed, much of it on Osoyoos land. This ecosystem provides habitat for a third of Canada's endangered species, among them half the vertebrates considered at risk, more than 100 rare plants and 300 rare invertebrates. Yet, it is this land that is the foundation for much of the Osoyoos Indian Band's wine/tourism-related economic development activity. The Osoyoos Indian Band owns and operates a number of profitable businesses and has a highly successful joint venture with Vincor. In 1994, the band had revenues from commercial activities of \$1.3 million. By 2002, revenues from its 10 commercial activities had increased to \$12 million, an almost tenfold increase. In 2003, Osoyoos Indian Band Development Corporation businesses reported a profit of \$1 million. It is expected that these profits will grow by 20 per cent per year. In 1994, the value of payments received from the federal government exceeded self generated commercial revenues. By 2003, self-generated revenues greatly exceeded the \$3.7 million received from the federal government. This success prompted Chief Clarence to say, "If all the federal funding dried up, we could still run programs at the same level of service." This latter statement serves to illustrate how the profits of the Osoyoos Indian Band Development Corporation are used. Fully 60 per cent go to fund community programs of various types; the remaining 40 per cent are reinvested in business operations. Source-of-income data for the Osoyoos Indian Band from the 1986 and 2001 censuses confirm the increasing importance of employment income as a percentage of total household income. In 1986, employment income accounted for only 28.1 per cent of total household income among members of the Osoyoos Indian Band. By 2001, it had increased to 44.5 per cent—not yet self sufficiency, but clear progress toward the goal and a considerable accomplishment.

Success on the employment front has been equally impressive, as confirmed by selected census data. Between 1986 and 2001, the Osoyoos Indian Band's participation rate increased from 34.6 per cent to 46.2



per cent, the unemployment rate fell from 29.6 per cent to 9.3 per cent and the employment rate increased from 25.6 per cent of the potential labour force (those 15 and older) to almost 42 per cent.

A list of band-owned business enterprises and/or business ventures follows:

- Nk'Mip Cellars is a highly successful joint venture between the Osoyoos Indian Band and Vincor International Ltd. (Osoyoos owns 51 per cent of the company while Vincor owns the remaining 49 per cent.) Nk'Mip Cellars include an 18,000 square foot winery and an extensive vineyard. Two-thirds of the winery employees belong to the Osoyoos Indian Band.
- The Nk'Mip Desert and Heritage Interpretive Centre is a band-owned tourism business that attracted 9,000 visitors in 2004. It is projected to attract 20,000 visitors in 2006, when the new complex is opened. The centre celebrates the history and culture of the Okanagan First Nation, and boasts guided walking trails and a traditional Okanagan village.
- Nk'Mip Campground & RV Park is a recreational vehicle park and campground.
- Inkmeep Canyon Desert Golf Course is the band owned golf course located adjacent to the RV park and campground.
- Inkameep Construction is the Osoyoos-owned construction company.
- Oliver Ready Mix, band-owned, is a major supplier of quality concrete and aggregate.
- Nk'Mip Gas and Convenience Store, band-owned, offers gas and diesel fuel, as well as groceries, snacks and Native art.

(Conference Board, 1996, pg. 16)

## **J) ANISHINABEK NATION CREDIT UNION**

The Anishinabek Nation Credit Union has been established to be a sound financial institution that meets the unique needs of the Anishinabek in accordance with the ANCU Spirit and Intent Declaration. That declaration asserts that the ANCU:

- values above all our ability to serve the Anishinabek, with the highest degree of compassion, care and trust, in the language and culture of our members.
- is an organization which lives by its values, led by the quality and diversity of services which best meet the needs of our membership.
- is the financial institution of choice which is committed to seeking out ways of sharing thus maximizing the leverage potential of our membership's trusts.
- is committed to the economic empowerment of Anishinabek communities that matches technology to the needs of our membership.
- is in the business of improving Anishinabek life and all our actions must be measured by our success in achieving this desired end.
- accepts that stemming from these tenets, are our by-laws, code of conduct, policies and procedures and other management instruments we may employ to achieve our objectives.

The Anishinabek Nation Credit Union is the very first on reserve Credit Union ever to be granted a charter by the Province of Ontario. The Anishinabek Nation Credit Union is highly regarded within the Ontario industry and works closely with regulators to ensure compliance with the Act and to maintain deposit



insurance. ANCU currently does not offer small business loans due to its size, but does service many small business accounts.

Since opening in 2001, the Anishinabek Nation Credit Union has grown in assets to just under \$7 million and has churned out loans to members exceeding \$6 million. Its goal over the next year is to increase our assets by an additional \$3 million and we believe this is achievable. Over the next two years ANCU will work to greatly reduce or eliminate the accumulated deficit and be in a position to pay a dividend on its Class A and B shares. This can only be accomplished through continued deposit growth, which will result in positive overall growth.

(Personal Interview with Allan Moffatt, General Manager, Anishinabek Nation Credit Union; 7 Shingwauk Street; Garden River, Ontario P6A 6Z8; Phone (705) 942-7655 ; Toll free: 1-866-775-ANCU; Fax: (705) 942-7613

To learn more about the Anishinabek Nation Credit Union visit their website:

<http://www.ancu.ca/index.aspx?l=,1,2,32>



## *Appendix 8 – Facts about First Nations Taxation – On Reserve*

In Ontario there are 14 First Nations that have taxation bylaws registered under Section 83 of the Indian Act with the majority of them being from the Anishinabek Territory. The First Nations are:

- Chippewas of Kettle and Stoney Point
- Beausoleil First Nation
- Chippewas of Georgina Island First Nation
- Dokis First Nation
- Michipicoten First Nation
- Mississaugas of Scugog Island
- Nipissing First Nation
- Serpent River First Nation
- Whitefish Lake First Nation
- Chippewas of Mnjikaning
- M'Chigeeng First Nation
- Fort Severn Indian Band
- Kasabonika Lake First Nation
- Lac La Croix First Nation
- M'Chigeeng First Nation

The First Nations Tax Commission (FNTC) was established to ensure the integrity of the system of First Nations real property taxation and promotes a common approach to First Nations real property taxation nationwide, having regard to variations in provincial real property taxation systems. The FNTC also ensures that the real property taxation systems of First Nations reconcile the interests of taxpayers with the responsibilities of Chiefs and Councils to govern the affairs of First Nations. Other responsibilities of the FNTC include:

- Preventing, or providing for the timely resolution of, disputes in relation to the application of local revenue laws;
- Assisting First Nations in the exercise of their jurisdiction over real property taxation on reserve lands and build capacity in First Nations to administer their taxation systems;
- Developing training programs for first nation real property tax administrators;
- Assisting First Nations to achieve sustainable economic development through the generation of stable local revenues;
- Promoting a transparent First Nations real property taxation regime that provides certainty to taxpayers;
- Promoting understanding of the real property taxation systems of First Nations; and



- Providing advice to the Minister regarding future development of the framework within which local revenue laws are made.

The FNTC operates in the larger context of First Nation issues which goes beyond property tax. The FNTC is concerned with reducing the barriers to economic development on First Nation lands, increasing investor certainty, and enabling First Nations to be part of their regional economies. The FNTC is working to fill the institutional vacuum that has prevented First Nations from participating in the market economy and creating a national regulatory framework for First Nation tax systems that meets or beats the standards of provinces.

(FNTC website)



## *Appendix 9 – Information about First Nations Market Housing Fund*

### **Housing as an economic driver success story (e.g. market housing)**

#### **The Creation of a First Nations Market Housing Fund Overview of Federal Housing Support on First Nations Reserves**

The need for adequate, affordable housing on-reserves is considerable. According to the 2001 Census, 27.7% of on-reserve households were living in inadequate or unsuitable housing and unable to afford acceptable alternative housing. This situation leads to poorer economic and social outcomes and contributes to the gap in quality of life for First Nations on-reserves compared to the Canadian population in general.

The federal government invests approximately \$261 million per year in on-reserve housing needs, including \$138 million from Indian and Northern Affairs Canada (INAC) and close to \$123 million from Canada Mortgage and Housing Corporation (CMHC).

In addition, \$295 million has been committed over five years to help stabilize current housing conditions on-reserve. First Nations provide housing in their communities, in part by administering these government funds, and by identifying and obtaining additional funding from other sources to support these needs.

In recent years, a number of First Nations have implemented successful housing policies and management regimes, and pioneered financing techniques leading to better housing outcomes and support for market-based housing. First Nations continue to seek innovative approaches to improve housing in their communities.

Canada's New Government announced in Budget 2007 an investment of \$300 million for market housing on-reserve which it is using to establish the First Nations Market Housing Fund. The fund will help families and individuals of First Nations living on-reserve to own their own home – a home they desire based on their housing needs, financial situation and personal tastes.

The fund is an innovative new approach to ensuring that First Nations members' on-reserve can have the opportunity to obtain loans from financial institutions and build, buy or renovate a house on-reserve lands. This will not only increase the housing supply, but will provide families and individuals on-reserve the means to build equity and generate wealth.

People who live off reserve can obtain loans to buy their own homes because lenders receive security in the form of a mortgage on the property.

At present, it is difficult for someone living on-reserve to obtain a housing loan because the land belongs to the community and not the individual. This makes traditional forms of mortgage security inappropriate.



The new First Nations Market Housing Fund will help individuals' on-reserve to obtain loans. The fund will provide financial backing to First Nations that meet certain criteria, such as a demonstrated ability to manage their finances, loans and housing. The First Nation would provide financial backing to members' on-reserve who want to obtain bank loans.

Once the fund is established, housing loans can be provided by lenders to First Nations residents through the following process:

- Once the fund qualifies a First Nation, it will provide financial backing to it. This would be like collateral. The fund's backing will allow the First Nation to negotiate an arrangement with a lender or lenders to allow its members to obtain housing loans.
- Once the First Nation has negotiated the arrangement with the lender or lenders, members of that First Nation will be able to apply for a housing loan, in the same way households do off-reserve, with the same lending terms and conditions. Lenders will review the value of the house, the borrower's income and the borrower's ability to repay a loan when their other expenses are considered. Assuming the borrower meets the lender's criteria, he or she would be approved for a loan.
- The fund will not be touched unless both the borrower and the First Nation default.
- If the borrower continues to make the loan repayments, the First Nation does not have to repay the lender and the fund is not touched.
- If the borrower fails to repay the loan, the First Nation would step in and remedy the default under the terms of its agreement with the lender, using the First Nation's own resources to meet the obligations.
- If both the borrower and the First Nation are unable to meet their obligations to the lender, the lender could then turn to the fund for recourse.
- Not all First Nations will be able to meet the fund's criteria right away. The fund will work with First Nations that do not qualify to help them strengthen the way they manage housing in their communities so that they can meet the fund criteria and obtain loans in the future.

The fund will be run by a Board of Trustees made up of individuals drawn from First Nations, financial institutions, such as banks and other lenders, and the federal government. The fund will provide yearly reports to the Government of Canada addressing its business plans, operations and finances. Canada Mortgage and Housing Corporation (CMHC) will manage the day-to-day activities of the fund in the initial years, under the direction of the Board of Trustees. Canada's New Government expects that the fund will help to provide for up to 25,000 housing units on-reserve over 10 years.

<http://www.ainc-inac.gc.ca/nr/prs/j-a2007/2-2872-bk1-eng.asp>



## *Appendix 10 – Websites*

All Nations Trust Company	<a href="http://www.antco.bc.ca/">http://www.antco.bc.ca/</a>
Anishinabek Nation Credit Union	<a href="http://www.ancu.ca/index.aspx?l=,1,2,32">http://www.ancu.ca/index.aspx?l=,1,2,32</a>
Canada Mortgage and Housing Corporation	<a href="http://www.cmhc-schl.gc.ca/">http://www.cmhc-schl.gc.ca/</a>
Conference Board of Canada	<a href="http://www.conferenceboard.ca/">http://www.conferenceboard.ca/</a>
Canadian Executive Services Organization	<a href="http://www.ceso-saco.com/">http://www.ceso-saco.com/</a>
Council for the Advancement of Native Development Officers (CANDO)	<a href="http://www.edo.ca/home">http://www.edo.ca/home</a>
Economic Develops Council of Ontario	<a href="http://www.edco.leti.com">www.edco.leti.com</a>
First Citizens Fund	<a href="http://www.gov.bc.ca/arr/economic/fcf/">http://www.gov.bc.ca/arr/economic/fcf/</a>
First Nations Finance Authority	<a href="http://www.fnfa.ca/">http://www.fnfa.ca/</a>
First Nation Tax Commission	<a href="http://www.fntc.ca/">http://www.fntc.ca/</a>
Harvard Study on Indian Economic Development	<a href="http://www.ksg.harvard.edu/hpaid/">http://www.ksg.harvard.edu/hpaid/</a>
National Aboriginal Capital Corporation	<a href="http://www.nacca.net/">http://www.nacca.net/</a>
Ontario First Nations Technical Services Corporation (OFNTSC)	<a href="http://www.ofntsc.org">http://www.ofntsc.org</a>
Osoyoos Indian Band	<a href="http://www.oib.ca/gateway.asp">http://www.oib.ca/gateway.asp</a>
Ontario Economy	<a href="http://www.2ontario.com/facts/home.asp">http://www.2ontario.com/facts/home.asp</a>
Province of Ont. – Department of Economic Development	<a href="http://www.2ontario.com/">http://www.2ontario.com/</a>
Statistics Canada-First Nation Community Profiles 2006	<a href="http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E">http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E</a>
Royal Commission on Aboriginal People	<a href="http://www.ainc-inac.gc.ca/ch/rcap/index_e.html">http://www.ainc-inac.gc.ca/ch/rcap/index_e.html</a>



Senate Report on Aboriginal Economic Development	<a href="http://www.parl.gc.ca/39/1/parlbus/commbus/senate/Com-e/abor-e/press-e/20mar07-e.htm">http://www.parl.gc.ca/39/1/parlbus/commbus/senate/Com-e/abor-e/press-e/20mar07-e.htm</a>
Tecumseh Community Development Corporation	<a href="http://www.tcdc.on.ca/about.html">http://www.tcdc.on.ca/about.html</a>
Tribal Council Investment Group	<a href="http://tcig.biz/07/main.php?subcat=about_tcig">http://tcig.biz/07/main.php?subcat=about_tcig</a>
Union of Ontario Indians	<a href="http://www.anishinabek.ca/">http://www.anishinabek.ca/</a>
Waubetek Business Development Corporation	<a href="http://www.waubetek.com/">http://www.waubetek.com/</a>