

Final Report

Temagami First Nation: Community Economic Development Systems Strategy

March 31, 2009



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1 Introduction

Temagami First Nation has requested the services of Millier Dickinson Blais to create a forward thinking Community Economic Development Strategic Plan that is reflective of the interests of the community and developed by the community. With the completion of a new Strategic Plan, Temagami First Nation will be able to successfully direct its time and money towards business opportunities that lead to results.

With clear direction on a path to take for economic prosperity comes the ability to use different tools and techniques to realize those objectives. With an approved Economic Development Strategy in hand, the Temagami First Nation can then properly establish a Decision Making Model, Community Economic Development Corporation and policies for its small business programs, which will move the community towards success. At the same time, customized training can be delivered for staff, Council and the public which helps develop an understanding of the opportunities available to it and how the community can work together to achieve them.

This document offers a detailed community economic development strategy that has aggressive but achievable development targets, builds on the community's unique advantages while working to resolve disadvantages. It identifies the business opportunities that make sense for the community to pursue and has client-focussed proactive action plans.

“Community-based planning can be a powerful and transformative tool leading to greater community confidence and empowerment in First Nation communities.”
L. Mannell & H. Ternoway, Plan Canada

2 Background Context

Temagami First Nation is primarily located on Bear Island, which is approximately 90 kilometres northwest of the City of North Bay. Bear Island is situated on Lake Temagami and encompasses 293.4 hectares of land. According to the Indian Land Registration System, Temagami First Nation operates under the following reserve number: 06154. It is located in the middle of Lake Temagami and is accessible via ice road in the winter or water taxi from a dock that is 18 kilometres from Highway 11 at the end of Lake Temagami Access Road. Highway 11, the Trans-Canada Highway, runs north – south and provides direct access to major centres such as North Bay (1 hour drive) and Toronto (5 hour drive).

2.1 Introduction to the Principles of Community Economic Development

Community Economic Development (CED) is a comprehensive approach in the economic development of a specific locality. CED initiatives are most effective when a strategy or development system is in place as opposed to an individual project that is meant to improve the community, but done outside the frame of any strategy. There are a tremendous number of initiatives that can be used, but the key idea is that they connect economic, social, cultural and environmental values to economic goals. The strategy also encourages community organizations, government and the private sector to work together to produce a strong and successful community. CED encourages self-help, local leadership and local capacity building to promote sustainable communities that are also economically viable.

The recommended approach through this document is a holistic view that encourages local organizations to promote partnerships between business, associations, government and with the local skill set of the community. The CED process focuses on the involvement of the entire community and encourages business investment to continue the accumulation of wealth by the community as a whole.

The CED process is unique in that it promotes the following functions:

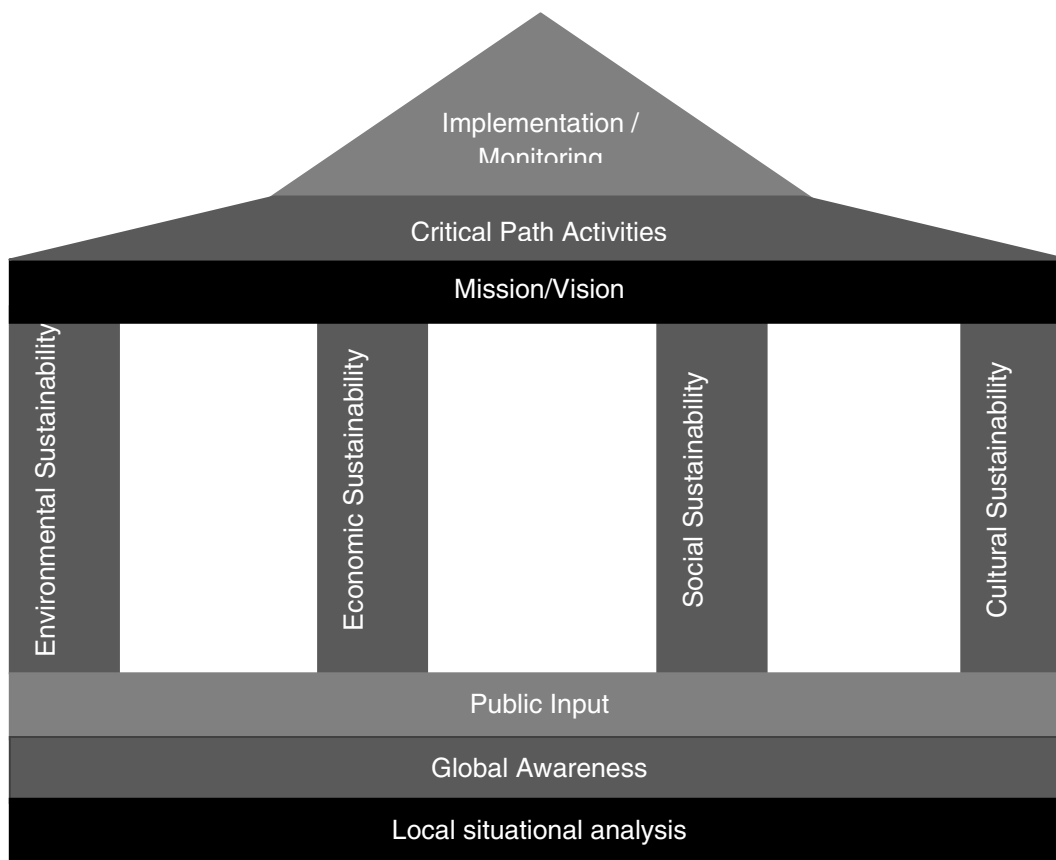
- To develop a comprehensive strategy, this includes a set of long term/on-going activities, which is in stark contrast to an individual approach to community betterment through only a specific economic development project
- To promote the integration of economic and social goals in the attempts to achieve community revitalization
- To provide a set of principles, which local communities can utilize during the operation of local development organizations
- To operate a CED institution that operates as a business-led financial manager of businesses and also encourages the ownership of assets and the linkages between a diverse range of financial and other partners and supporters
- To encourage an organizational format that is non-profit, independent, and non-governmental, while partnering with for-profit or governmental entities¹

¹ Centre for Community Enterprise, retrieved from <http://www.cedworks.com>

2.2 How is the Strategy Structured?

The diagram below describes the structure of the strategy developed in this Report. Starting at the bottom, there are three broad categories of input that fed into the shaping of the strategy: 1) an understanding of the local socio-economic situation, 2) an understanding of the broad global dynamics within which Temagami First Nation must compete and function, and 3) community input (from a variety of sources such as interviews, community meetings, surveys, vision sessions, etc.). Based upon this input, a strategy was developed consisting of a number of initiatives grouped into four main areas, or pillars, of the strategy. These are the four cornerstones of sustainability: environmental, economic, social and cultural. Together, action in these four areas enables the community to realize its vision for the kind of society it wants to be in the future. Finally, at the top of the diagram, lies the implementation plan, with its respective critical path activities identified.

Figure 1 - Visually Structuring the Strategy



2.3 Public Involvement

The overall purpose of CED is to provide a sense of empowerment for the community and to promote both economic and social change, for the betterment of its local residents. With that in mind, the Millier Dickinson Blais Inc. consulting team has taken measures to apply the principles of CED throughout the Economic Development Systems Planning Project. As a central focus to the establishment of a Community Economic Development Strategy for Temagami First Nation, the consulting team has integrated the interests of the community into the overall CED procedure. The integration of the community's participation during various events has been marked by the methodology described below.

The project was divided into five major "sub-projects". These sub-projects were based on the objectives as outlined by Temagami First Nations in the Request for Proposals. They included:

1. Develop a Community Outreach and Decision Making Model
2. Complete a Community Economic Development Strategic Plan
3. Establish the Principles of a Community Economic Development Corporation
4. Provide recommendations on Small Business Programs
5. Deliver Community Economic Development Skills Training

An integral aspect of the objectives listed above was community consultation, which played a critical role in the completion of each objective. As discussed in the principles of CED listed above, we identified the importance of local leadership and a community voice and made an effort to effectively use the resources at hand including Council, staff of the First Nation's administration, business leaders, representatives of education and social organizations as well as the public at-large.

Each of the five individual objectives (sub-project) has been completed through the use of the following community inclusion tools:

- Early stage of the sub-project
 - One-on-one interviews were held with a number of business representatives and band staff.
 - Both an on-line and hard-copy survey was made available to the community on July 15th and was open for community input until August 26th, which at that time the survey was closed.
 - In order to hear staff input, brain-storming sessions were held with Band Office staff members and Council in May, June and August.
- Mid-stage of the sub-project
 - A presentation of draft findings/results of the Community Economic Development Systems Strategy to the community as a whole and Council/staff was conducted during a visit in August. During this time, the community meeting/dinner allowed members of the Temagami First Nation an opportunity to voice their opinion on strategy direction also provided an opportunity to generate feedback.
- Final-stage of the sub-project
 - It is also anticipated that a presentation of final findings to Council and/or community as a whole, will also integrate the voice of the community into the strategy.

The consulting team took on a comprehensive approach to developing an inclusive Community Economic Development Systems Strategy. This was achieved through the integration of the principles that are integral to Temagami First Nation society, which include:

- Community participation in decision making
- Democracy
- Full disclosure of activities and intentions

The consulting team has worked towards providing Temagami First Nation with an inclusive Strategy. At the centre of each step throughout the process, has been the integration of local values and principles, which is integral to producing a document that is community-oriented.

2.4 “Form Follows Function”

Another key element to this project plan is the concept of “Form Follows Function”. In other words, organizations and policies that are established to pursue economic growth in the community should only be established once we have a thorough understanding of what it is exactly we want them to accomplish. As such, we place critical importance on developing the Community Economic Development Strategy first.

The Strategy provides the community with the specific initiatives that will maximize the chances of achieving its goals including creation of jobs, creation of wealth, improving living conditions, protecting the natural environment, enhancing pride through the development of culture and raising the community’s profile.

Once the strategy is determined and what needs to be done to meet the community’s economic development goals is identified (the Function), then the tools that will help to achieve those goals are established (the Form). For Temagami First Nation these tools include an Economic Development Corporation, Resource Development Protocol, Skills Training and Small Business Funding Program.

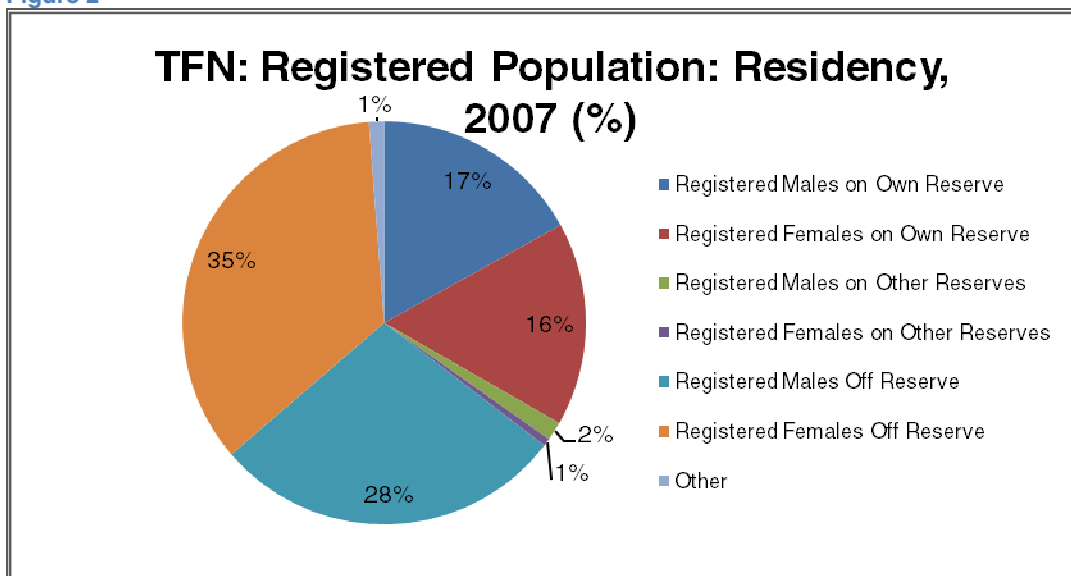
3 Community Profile

An integral aspect of an economic development plan is the process of understanding and promoting a community’s strengths – demographic make-up, business base, labour force, quality of life, etc. The discussion to follow reviews both the historical and present economic performance of Temagami First Nation’s community on Bear Island.

Population Growth

As of 2007, the number of registered Temagami First Nation members residing on Bear Island was 220 residents or 27.5 percent.

Figure 2



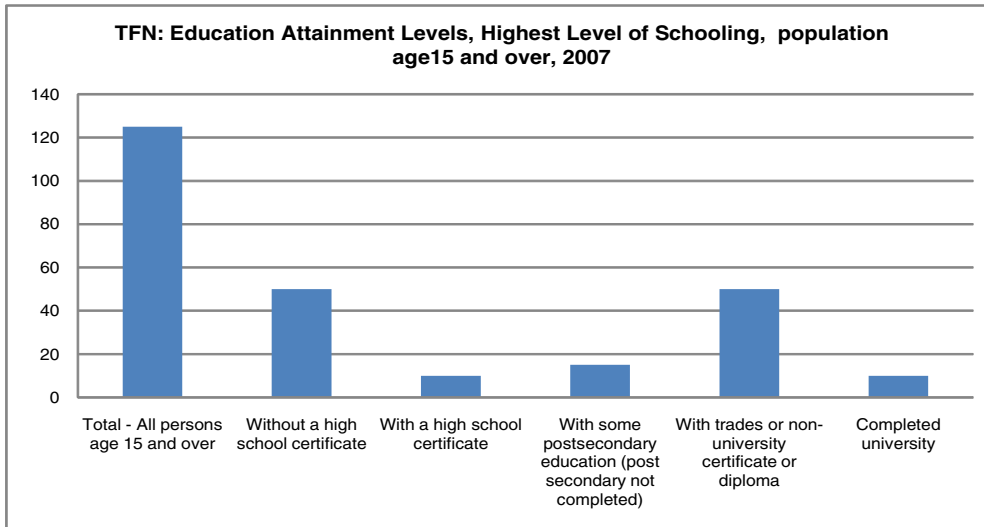
Source: Temagami First Nation: Community Profile, 2007

There is a relatively even distribution of males and females currently residing on Bear Island. As of 2007, there were 112 males (14.0%) and 108 females (13.5%) that were registered as members on the Temagami First Nation reserve of Bear Island.

Education

The educational levels attained by the resident population have implications for the growth of the local economy.

Figure 3



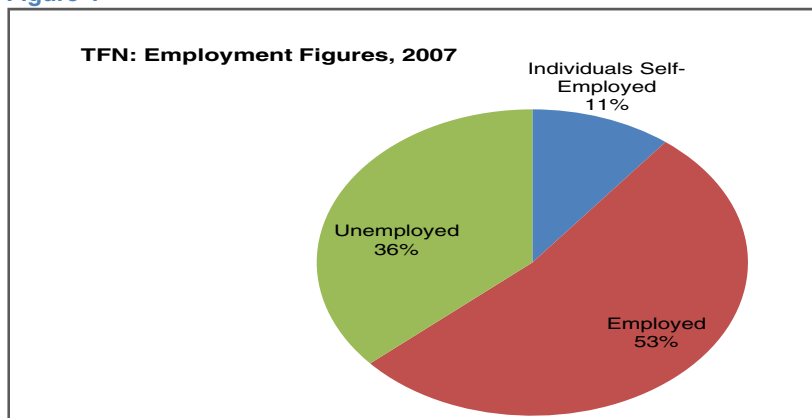
Source: Temagami First Nation: Community Profile, 2007

Approximately 18.5% of the total persons aged 15 and over in Temagami First Nation have either had some post-secondary education or have completed university. Nearly double the number of those with post-secondary education, have either a trades or non-university certificate or diploma.

Employment

Figure 10 illustrates the employment figures among Temagami First Nation residents. The data illustrated in the graph below indicates more than half of Temagami First Nation's residents are employed, while 11% are self-employed.

Figure 4

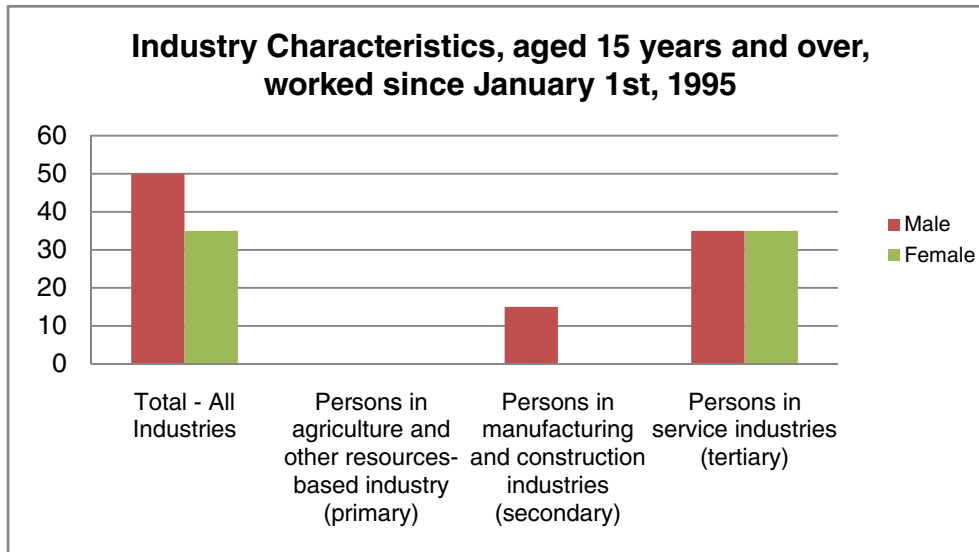


Source: Temagami First Nations: Community Profile, 2007

Labour Force by Industry

The graph below suggests a local economy that relies heavily on the service oriented industry. Anecdotal evidence suggests an increasing reliance on construction occupations that service the local cottage industry.

Figure 5

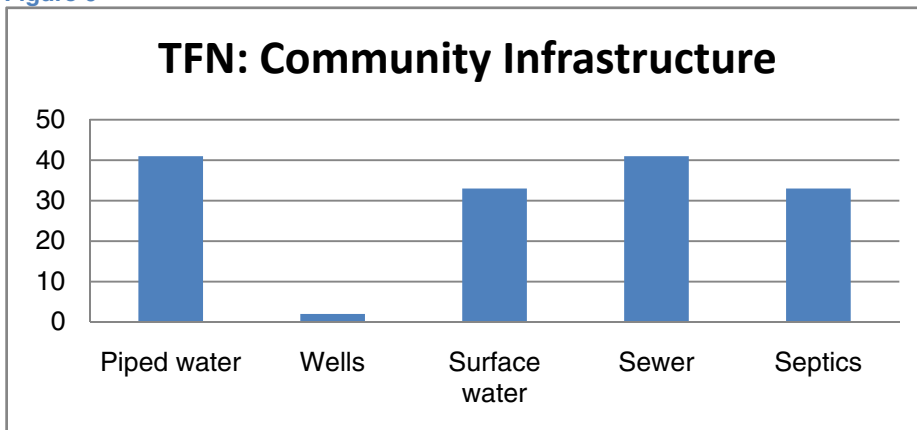


Source: Temagami First Nation: Community Profile, 2007

Community Infrastructure

In order to maintain a clean water system, Temagami First Nation primarily relies on the local sewer system. Over 40 serviced housing lots utilize the sewer system, followed by either the use of piped water (40), surface water (33) or septic tanks (33). The least utilized means of local infrastructure is the use of wells, in which only 2 households use this system.

Figure 6



Source: Temagami First Nation: Community Profile, 2007

Technological Infrastructure

Temagami First Nation's local technological infrastructure is well serviced with excellent internet connectivity. The presence of internet connectivity will help stimulate Temagami First Nation's ability to satisfy the needs of existing and future businesses as well as offer effective communications tools to its members.

Figure 7

GENERAL INTERNET CONNECTIVITY

Residential Internet Access Availability	High-Speed
Percentage of Households that Subscribe to the Internet	26-50
Percentage of Households that Subscribe to Satellite TV	51-75
Expected Internet Availability by the end of 2007	High-Speed

Source: Connectivity Profile: Aboriginal Canada Profile

Residential use of the internet and satellite TV is also high. The percentage of households that subscribe to the internet ranges between 26 to 50 percent. This figure increases to 51 to 75 percent when one examines the percentage of households that subscribe to satellite TV.

4 Local Findings

Public engagement has played a critical role in the identification of emerging themes that have proven to be important to the people of Temagami First Nation.

- Many one-on-one interviews were conducted with Council members, reserve staff and local business leaders.
- Several Meetings with the public-at-large, elders group and Council/staff helped to bring out the priorities, dreams and wants of the community.
- A survey of Temagami First Nation members.

4.1 Temagami First Nation Survey

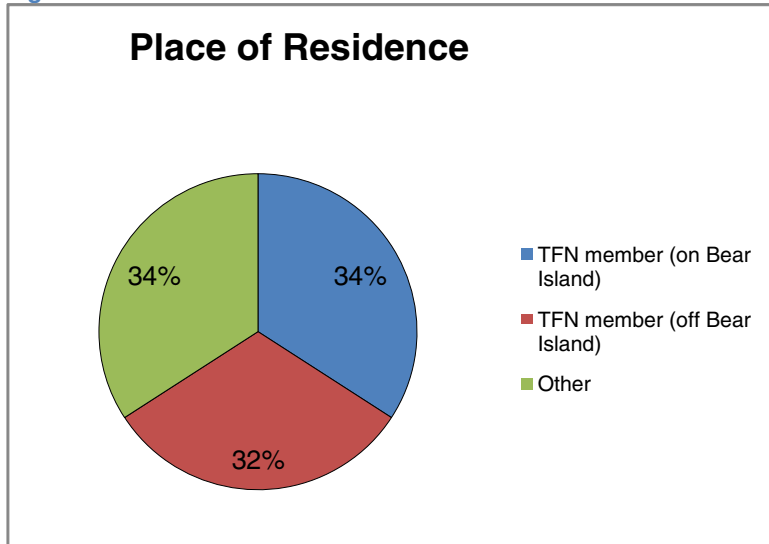
The following findings are from an online survey. The survey was posted on July 15th, 2008, was easily accessible to the participants and was confidential. For participants unable to access the internet, paper copies of the survey were available at the Band Office. The survey closed on August 26th, 2008, by which time 44 people had participated. The responses that follow represent the findings. Note that the data provided is representative of the responses and does not necessarily indicate that all respondents answered all questions.

Demographic Profile of Respondents

Approximately one third of the respondents indicated they were participating as a Temagami First Nation member who currently lives on Bear Island. Another one third were responding as a Temagami First Nation member who lives off of Bear Island, and a final third live elsewhere and may not be a Temagami First Nation member. Of the participants who categorized themselves in the 'other' option, the specific list given includes "non-member residents", "residents who are married to Temagami First Nation members on Bear Island", "other First Nation members", "employees in the area", "extended family to band members" and "current or previous visitors".

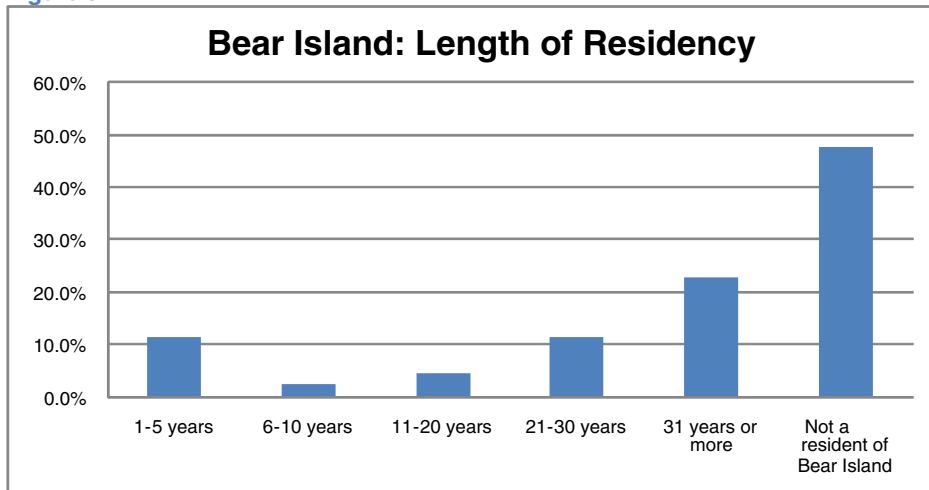


Figure 8



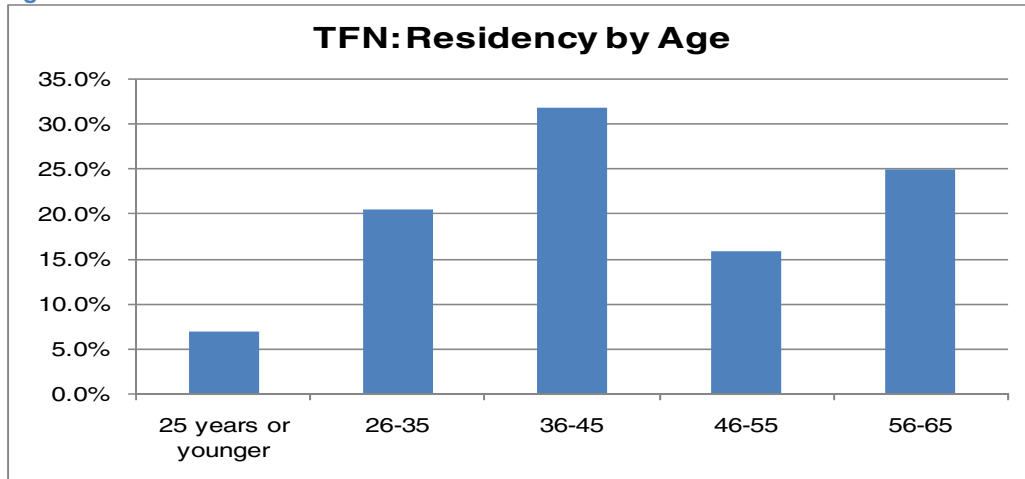
Close to half of the respondents are not residents on Bear Island, but of those that are, 11.4% have lived on Bear Island between 1-5 years; 2.3% have lived there for 6-10 years; 4.5% have resided on Bear Island for 11-20 years; 11.4% have been on Bear Island for 21-30 years, and 22.7% have lived in Bear Island for over 30 years.

Figure 9



A small percentage, 6.8%, of respondents, are 25 years or under. 20.5% are 26-35 years old, and a majority of the respondents are in the range of 36-45 years of age. 15.9% of participants are 46-55 years of age, and 25% are 56-65 years of age. There were no participants over the age of 65.

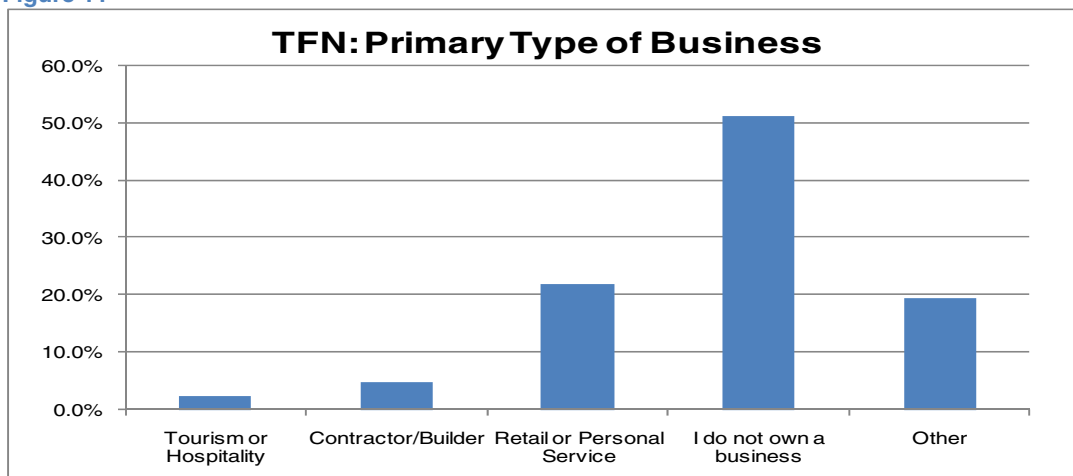
Figure 10



Business Profile

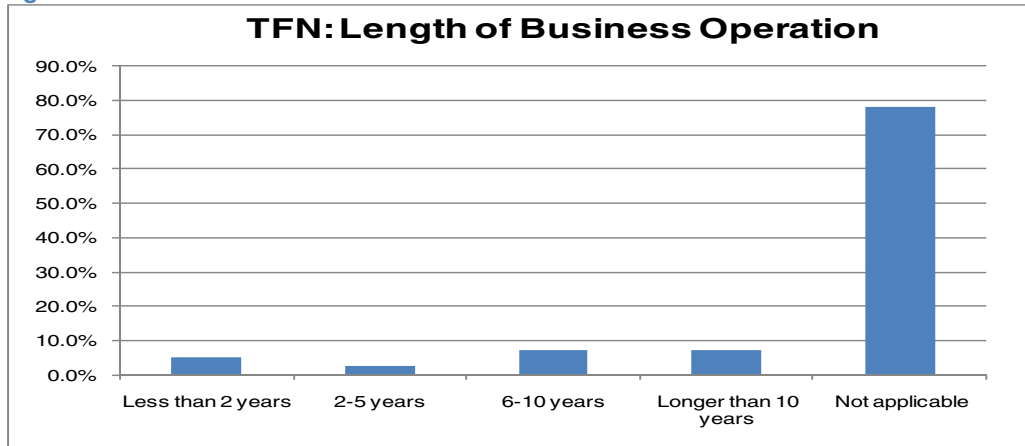
Over half (52.1%) of the respondents are not business owners. 22% of all survey respondents have a retail or personal service, 4.9% are contractors or builders and 2.4% were involved with tourism or hospitality. Nearly one fifth of the participants who answered this question categorized their business in the 'other' section, which when specified, included: "self-employed", "education", and "service industry".

Figure 11



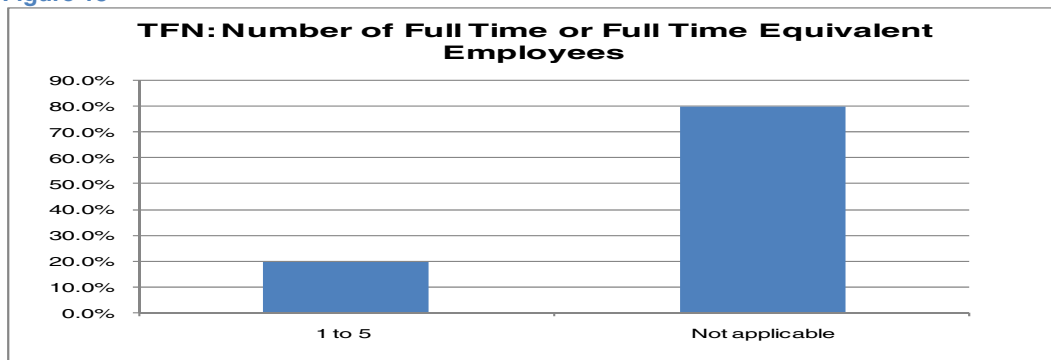
Of those operating a business, 7.3% have been operating for more than 10 years, 7.3% have been operating for 6-10 years, 2.4% for 2-5 years, and 4.9% of the businesses have been operating for less than 2 years.

Figure 12



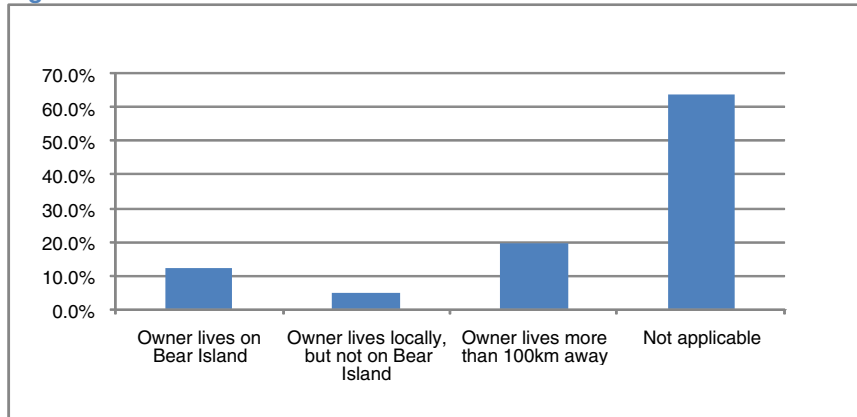
Of the respondents who were business owners, 20% indicated they employed 1 to 5 employees. No one indicated employing over 5 people.

Figure 13



Of those respondents owning a business, 12.2% live on Bear Island, 4.9% live locally but not on Bear Island, and 19.5% of the owners live more than 100 km away. The “not applicable” means the respondent does not own a business.

Figure 14



When asked to list the three best things about being a resident on Bear Island, there was a strong response indicating the love and satisfaction with the natural beauty and the environment on Bear Island. Equally important are the responses of family relationships and a strong sense of community. Others indicated the quietness and peacefulness of the island, the available nature activities, the distance from the city (remoteness) and the tax free status as factors that are enjoyed by the residents.

Figure 15

The Best Things about being a Resident on Bear Island

Natural Beauty and the Environment	22
Family and Community	19
Quietness/Peacefulness	6
Nature Activities	5
Distance from City/Remoteness	5
Tax Free Status	4
Other	6

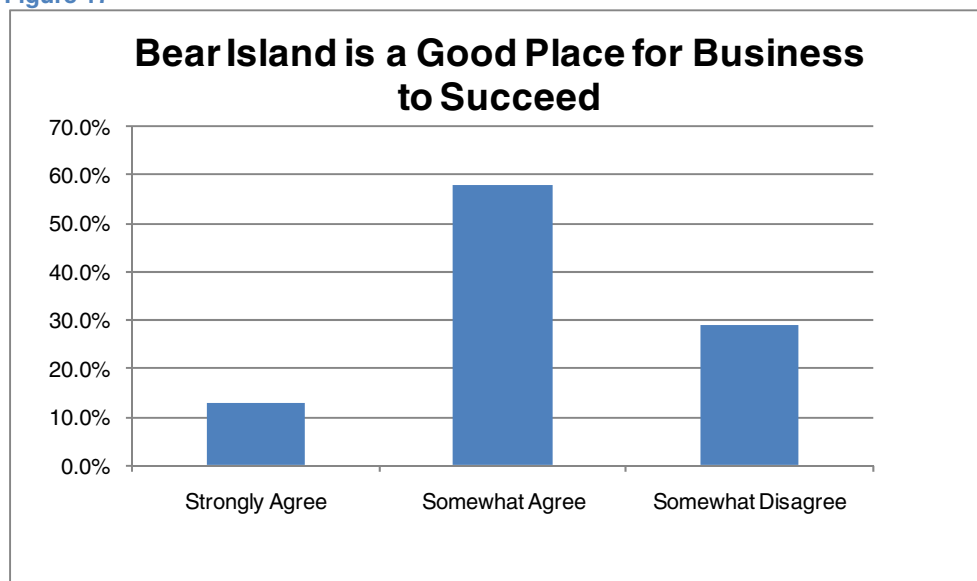
When asked to list the three things that the participants desired to be change about Bear Island, establishing political stability and tolerance was specified by 19 participants. More activities and services such as childcare and sports facilities received 11 responses, a better employment situation 7, road access and infrastructure, social issues such as oppression, abuse and wellness, as well as amenities and business opportunities all received 4 responses each. Education was seen by 3 participants as an area for improvement, as well as housing, which was identified by 2 people. Of the 6 responses in the ‘Other’ category, some highlights include the need for increased funding, the desire to broaden the activities so not to be as seasonal, and group signage on Mine Road.

Figure 16
Aspects of Bear Island Desired to be Improved

Political Stability and Tolerance	19
More activities and Services	11
Better Employment Situation	7
Road Access and Infrastructure	4
Social Issues	4
Amenities and Business Opportunities	4
Education	3
Housing	2
Other	6

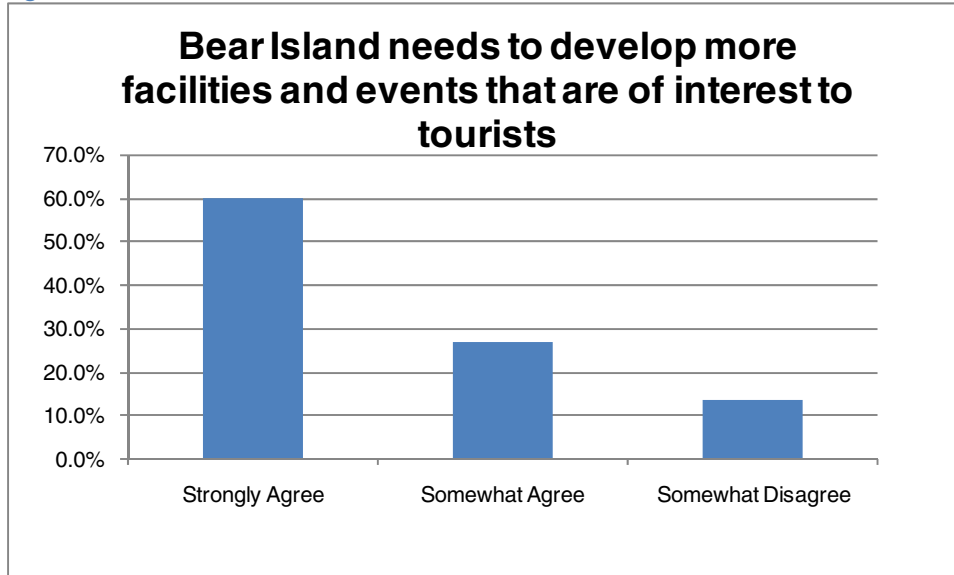
A majority of the 31 responding participants, somewhat agree that Bear Island is a good place for a business to succeed. 29% somewhat disagree, and 12.9% strongly agree with the statement. No one strongly disagreed with the statement.

Figure 17



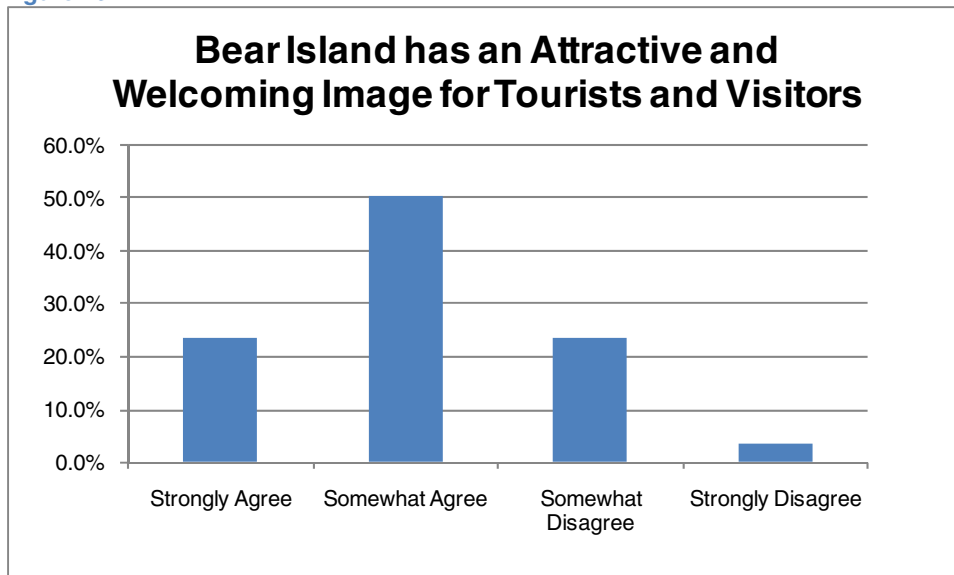
In response to the statement: Bear Island needs to develop more facilities and events that are of interest to tourists, 60% strongly agree, 26.7% somewhat agree, and 13.3% somewhat disagree. No one strongly disagreed.

Figure 18



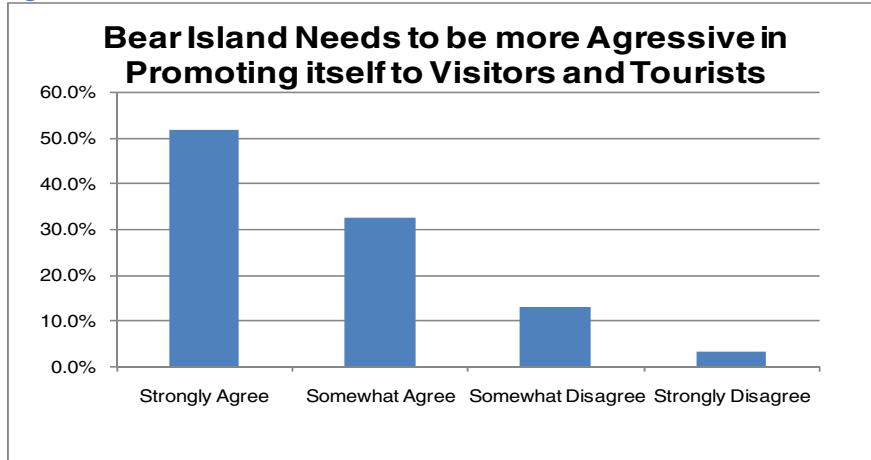
In response to the statement: Bear Island has an attractive and welcoming image for tourists and visitors, the response of somewhat agree, was most popular with 50%. There are equal amounts of responses for strongly agree and somewhat disagree, with 23.3% each, and 3.3% of participants strongly disagree with the statement.

Figure 19



More than half of the responders, 51.6% strongly agree that Bear Island needs to be more aggressive in promoting itself to visitors and tourists. 32.3% somewhat agree, 12.9% somewhat disagree, and 3.2% strongly disagree with the statement.

Figure 20



The responses to this question were listed in order of popularity. Ten respondents wanted to see an increase in business partnerships and local business development for Bear Island’s future. Nine wanted to see unity in a vision and strong community collaboration. The establishment of a self-sustaining community is indicated as valuable to 5, and 4 responses wanted to see development of the tourism industry, and also the acceptance of the value of tourists to the local economy. Equal responses of 3 were given for each of the following: better employment opportunities, political stability, the return of Temagami First Nation members to the island, and the building of a cultural centre. Finally, two responses indicate a clean environment and good resource management, and 1 for infrastructure development.

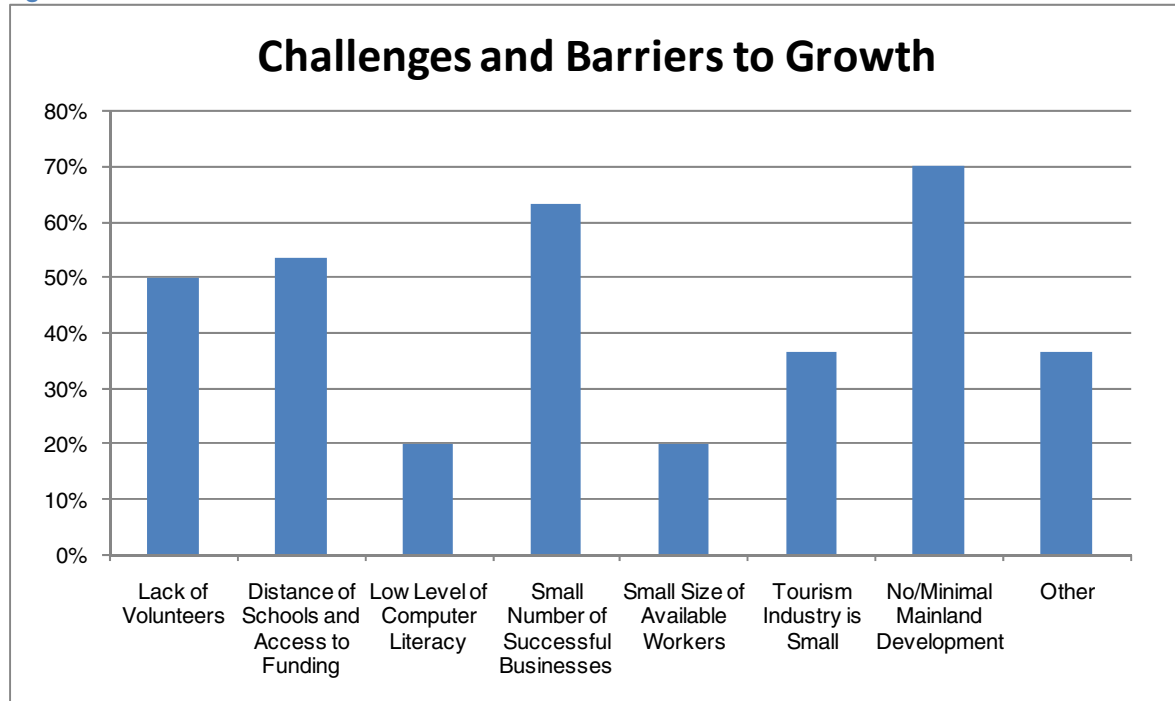
Figure 21

A View of Bear Island in 10 Years: The Top Ten Responses

Increase Business Partnerships and Local Business Development	10
Unity in Vision and Community Collaboration	9
Establish a Self-Sustaining Community	5
Development of Tourism Industry and Accept Value of Tourists	4
Better Employment Opportunities	3
Political Stability	3
Return of other TFN Members	3
Building of a Cultural Centre	3
Clean Environment and Resource Management	2
Infrastructure Development	1

As respondents were able to choose more than one challenge or barrier facing growth, having no or minimal mainland development is seen as a barrier/challenge by 70% of the respondents. The small number of successful businesses was viewed as an issue by 63.3%, the distance to schools and access to funding by 53.3%, the lack of volunteers by 50%, the small size of the tourism industry by 36.7%, and the small size of available workers and the low level of computer literacy both with 20% each. 36.7% also indicated other challenges and barriers to growth, including: oppression, political instability, lack of viable jobs, attitude of residents, lack of awareness of opportunities, and a lack of local support for small businesses.

Figure 22

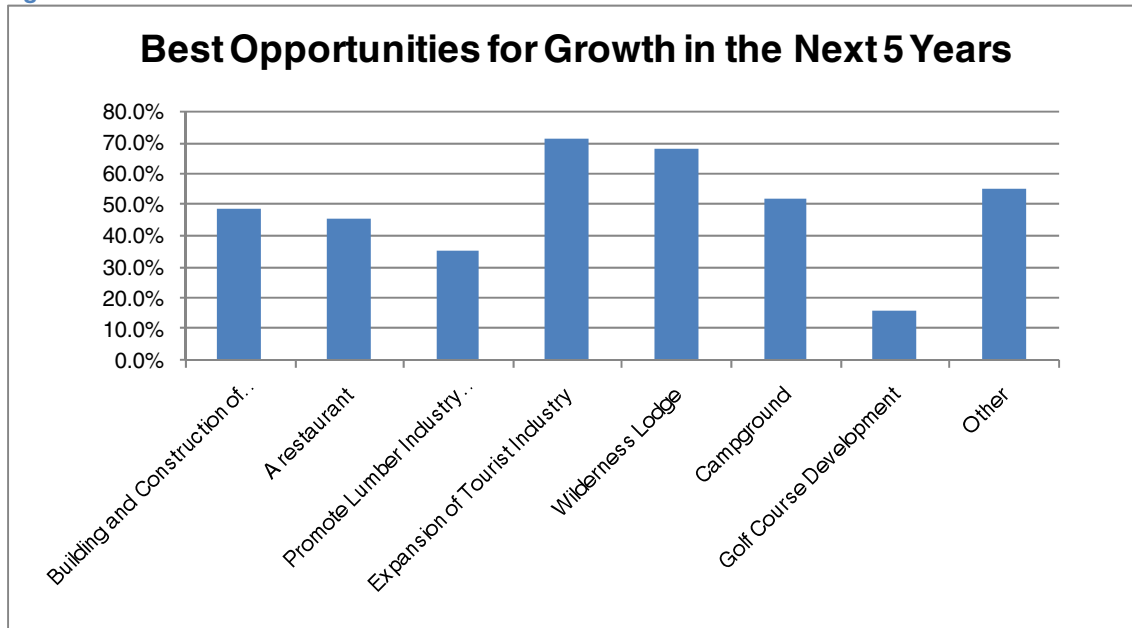


Of the provided suggestions for best opportunities for growth, 71% of the participants identified expansion of the tourist industry as a good opportunity; 67.7% identified the wilderness lodge; 51.6% agreed with the concept of a campground; 48.4% noted the possibility of building and construction of local cottages; 45.2% wanted a restaurant; 35.5% indicated an opportunity in promotion of the lumber industry and mill; and 16.1% would like to see a golf course development. In the 'Other' category, 54.8% had other suggestions for best opportunities including those that were cited most often:

- cultural projects such as a traditional healing lodge
- cultural learning centre
- Native art gallery
- Native community centre.

Other suggestions included a casino, an internet service provider, some aspect of a mining industry and a recording studio.

Figure 23



In addition to the suggestions in the previous question, additional suggestions included year-round activities that are geared to Native culture and nature; the promotion of a green economy such as the building of solar and wind power facilities for cottages off of the grid; eco-tourism opportunities; expansion of retail such as arts and craft stores and food services, as well as a levy or admission fee to help maintain the garbage dumps and recycling facilities.

Figure 24

Opportunities for Economic Gain from Cottagers

Cultural and Nature Activities	4
Green Economy and Eco-Tourism	4
Retail	3
Levy or Admission Fee	1

The question regarding the uniqueness of Bear Island drew a variety of responses. The top five responses include: location, remoteness and distance to the highway and train station; the beautiful natural environment; the friendliness of the local people, the rich history of the land and the people, and the peacefulness and quietness in the area.

Figure 25

Bear Island's Unique Qualities- Top 5 Responses

Location	6
Natural Environment	5
The People	3
The History	2
Peacefulness/Quietness	2

4.2 Guiding Principles from Public Discussion

The following principles flowed from the public discussion. The recommendations within the strategy need to reflect these thoughts.

4.2.1 Guiding Principle #1: Economic Growth Requires Cultural & Environmental Well Being

The social development of the community has become an integral aspect in the future growth of Temagami First Nation. Continued investments in secondary schools, especially with regards to commuting issues, enrolment and completion rates are at the forefront of community member's concerns. Currently, a number of residents perceive the long commuting distances in which many of Temagami First Nation's youth partake on a daily basis to reach secondary school is inhibiting the ability of the youth to complete school. Additional reserve support for the youth in completing secondary school is needed, which has the potential to increase the number of secondary school students, from approximately ten to over twenty, in the next ten years.

In recent years, the level of social connectedness has decreased and the spirit of engaging volunteers into community events has diminished. The need to bring volunteerism back to the community from all age groups and to promote social outings such as community dinners and dances was expressed by members as a tool to join the community. As it stands, many members feel that it is difficult to get the community out and interact with one and other.

While a number of participants identified the inherent changes they wish to see over the next ten years, an overwhelming consensus of preserving the natural environment was established. A strong appreciation for the environment and to better respect the elements of traditional living was also recognized as being integral for the future growth of Temagami First Nation. Specific mention of the promotion of the environment through canoe trips and youth hikes would aid in the development of Temagami First Nation culture within the local elementary school.

Growth is well supported by many residents of Temagami First Nation, but it also has its challenges. These challenges include: the lack of volunteerism, the opposition towards mainland development and availability of labour, as the current unemployment rate and population is rather low. While many members would like to engage off-reserve members in the future development of Bear Island, there is a lack of public infrastructure such as housing.

4.2.2 Guiding Principle #2: Creating Jobs for Residents

A high priority for the initiatives contained within this report is to create jobs for local residents. With a 37% unemployment rate in 2007 as well as continuing overall struggles in the forestry sector, it is important to retain as many residents as possible. The most effective way to do that is to create jobs for them.

In order to facilitate a strong sense of continued growth, respondents identified an increase in skills training and an emphasis on skilled trade occupations as a stimulant for future development. Additional support for local entrepreneurs and the education of both students and parents on the various fields of study will aid in the diversification of the local labour force.

While a selected number of respondents cited Aboriginal tourism initiatives as a key building tool in the future development of Temagami First Nation, others noted the career development of Temagami First Nation's youth into becoming professionals and encouraging them to both live and work on Bear Island in the future years to come. The suggestion of hiring a social councillor to help high school students stay on track and adjust to post-secondary schooling was also at the forefront to help promote Temagami First Nation's development vision.



4.2.3 Guiding Principle #3: Look Outside for Economic Opportunities

The primary goal associated with the need for growth in Temagami First Nation was directed towards retaining current members and attracting off-reserve members back to Bear Island. In order to retain and attract members, a sense of belonging must be prevalent, economic opportunities must exist and housing needs to be available.

However, there is a mixed sentiment towards welcoming more visitors. Fears include the safety of the children on the island and the overall debate towards having non-members inhabiting space on the reserve. On the other hand, many respondents reminisced over times when local cottagers were encouraged to come on the island to either jog or cycle and to partake in local festivals and dances. It was also noted that some see tourists as a welcoming component and suggested the creation of a tourist trail or tourist craft shop that promotes Aboriginal crafts would prove to be beneficial to both the local economy and the community.

Many local businesses rely significantly on the cottager market for revenue, especially when it comes to construction projects and cottage maintenance. Convenience store products and gasoline were identified as feasible products to be sold to local cottagers as well as other non-standard services included high-speed internet to the surrounding cottagers.

These on-reserve opportunities were identified by the strategy participants, but so too were off-reserve opportunities. In many cases, the best opportunities for a future economic development corporation lie in starting business initiatives that are not on Bear Island. Examples of these initiatives include a lumber mill, owning real estate in North Bay, creating new tourism businesses in Temagami.

4.2.4 Guiding Principle #4: Create Supplementary Income

Although official unemployment is high, there is recognition that many residents of Bear Island are involved in the subsistence economy that provides them a livelihood for part of the year. It is also an incredibly important part of their cultural way of life. These activities include hunting, fishing, trapping and gathering.

For these people, there is no interest in full-time year-round employment. There is greater interest in economic opportunities that will provide supplementary income so that life becomes a little easier or there is extra to buy a relative a gift or go on a vacation.

4.2.5 Guiding Principle #5: Technology Has Significant Implications on Service Delivery

Any economic development organization necessarily responds to a number of publics (or 'target markets') in the course of doing business. The chart below outlines the nature of these markets, and our recommendation as to what "top notch" service provision would imply for each. A key philosophy running throughout this Community Economic Development Strategy is to enable the community to provide this kind of service to each of these target markets.

Figure 26: Service Delivery to Target Markets

Target Market	How They Interact with Economic Development	Examples of 'Top Notch' Service Provision
<i>Existing Businesses in the Community</i>	<ul style="list-style-type: none"> - enquiries related to business development and expansion - response to various initiatives aimed at retention, upgrading & expansion 	<ul style="list-style-type: none"> - regular visitation to discuss barriers to business growth - economic development involvement in various initiatives that improve the overall climate for doing business in the area - immediate response to specific enquiries or, at a maximum, within 24 hours including referral to appropriate agency - telephone or face-to-face follow-up
<i>Potential Tourists and Visitors</i>	<ul style="list-style-type: none"> - enquiries related to tourism attractions, events and facilities 	<ul style="list-style-type: none"> - provide information on an attractive and user-friendly tourism web site - ensure Bear Island information is on regional websites - immediate response to specific enquiries or, at a maximum, within 72 hours by mail - telephone follow-up
<i>Potential Resource Development Partnerships</i>	<ul style="list-style-type: none"> - contact the Band Office to draw attention to corporate interest 	<ul style="list-style-type: none"> - A Resource Development Protocol that recognizes the importance of expediting discussions.

5 Community Development Strategy

A sound Community Economic Development Strategy builds upon the unique assets and resources of a community, communicating those characteristics to potential investment and development partners in a way that demonstrates an inherent value proposition unique to that community. In this sense, a community's strengths form the basis of a brand, which conveys a message about both the community's own nature and the nature of those people and businesses who wish to locate there.

In the increasingly networked world of the global economy, such community brands, while based on local culture, tradition and identity, can increasingly be used to build dynamic external linkages that enhance the community's ability to interact with and compete in the global market. While combining these trends in local economic development, the selection of economic development opportunities is rooted in the philosophy that **initiatives must ultimately increase the total wealth within a community**. There are two main ways to do this:

1. **Export Development** – any initiative that brings new money into the community:

- Starting or attracting a new business that sells products outside the community
- Attracting visitors who then buy local products and services
- Encouraging existing businesses to sell their products and services outside of the community.

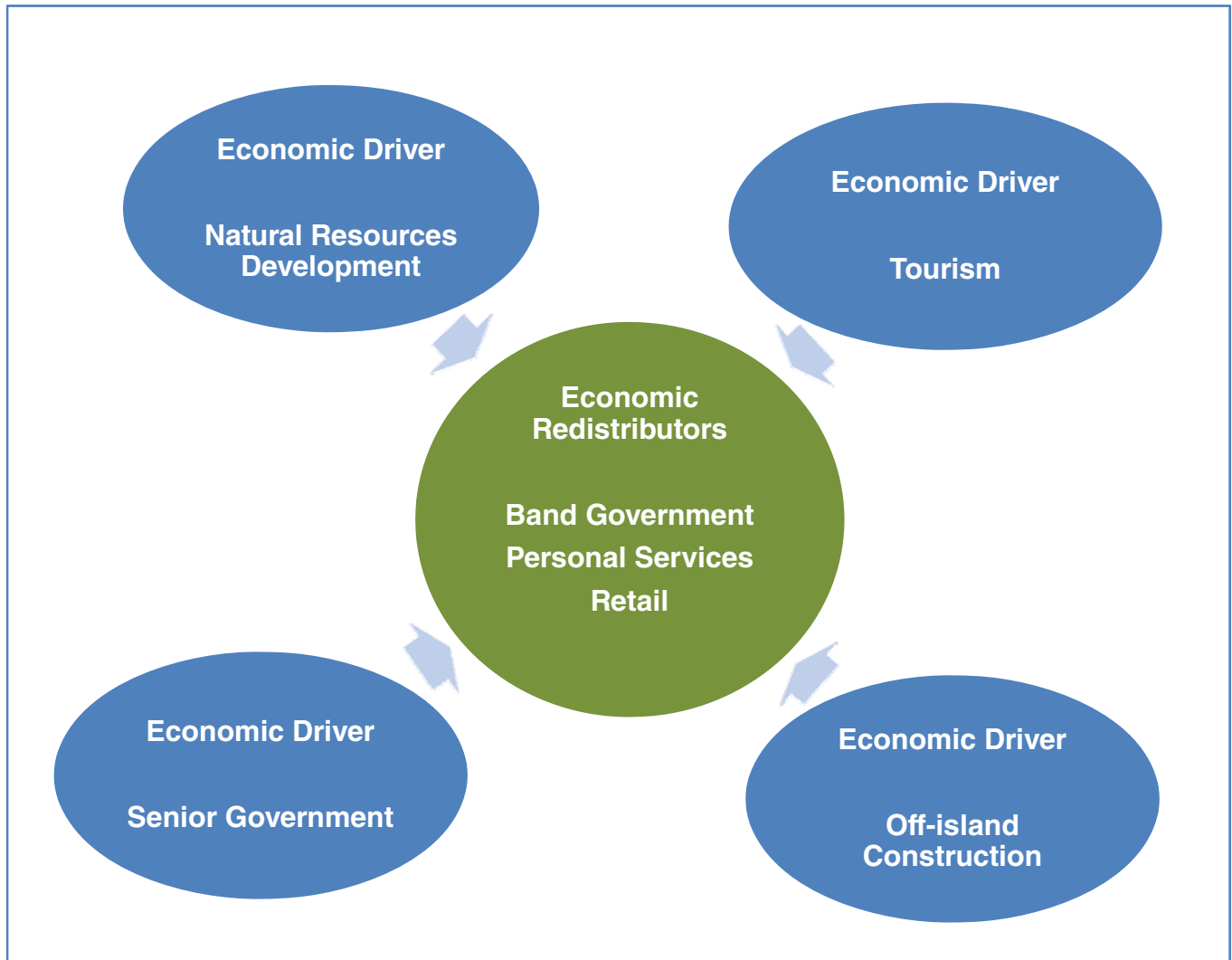
2. **Import Substitution** – any initiative that keeps money in the community:

- Encourage people and businesses to buy their goods and services locally rather than importing them from another community
- Starting or attracting new businesses that recognize the leakage and provide a product or service to stop it.

Activities in the above two categories are economic drivers – they bring in the wealth. Other activities are redistributors – they circulate the money within a community. Strong economies bring in new money and then keep it in the community as it moves from business to business.

This is profiled in the following figure.

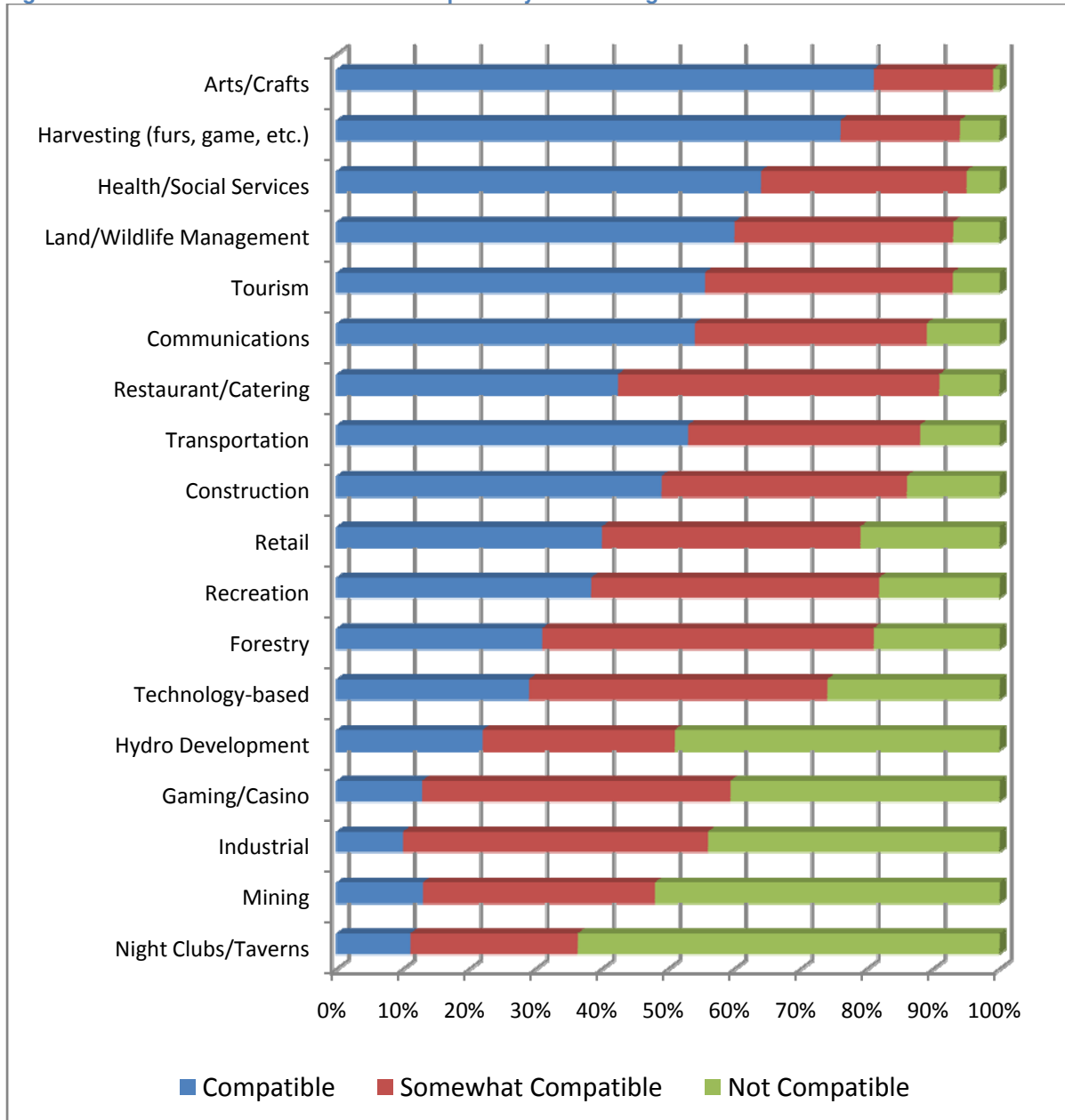
Figure 27 – Economic Drivers and Redistributors for Bear Island



The highest priority initiatives are those that directly increase wealth while appreciating the community's cultural values and environmental needs (e.g. the retention or attraction of an export-oriented business, receiving a visitor). This is an aggressive workplan and to be implemented effectively there should be little distraction on non-core issues.

A 2001 survey done of 35% of TFN's 250 households showed the following results when it comes to economic sectors that are compatible with Aboriginal values and traditions. Here are the findings

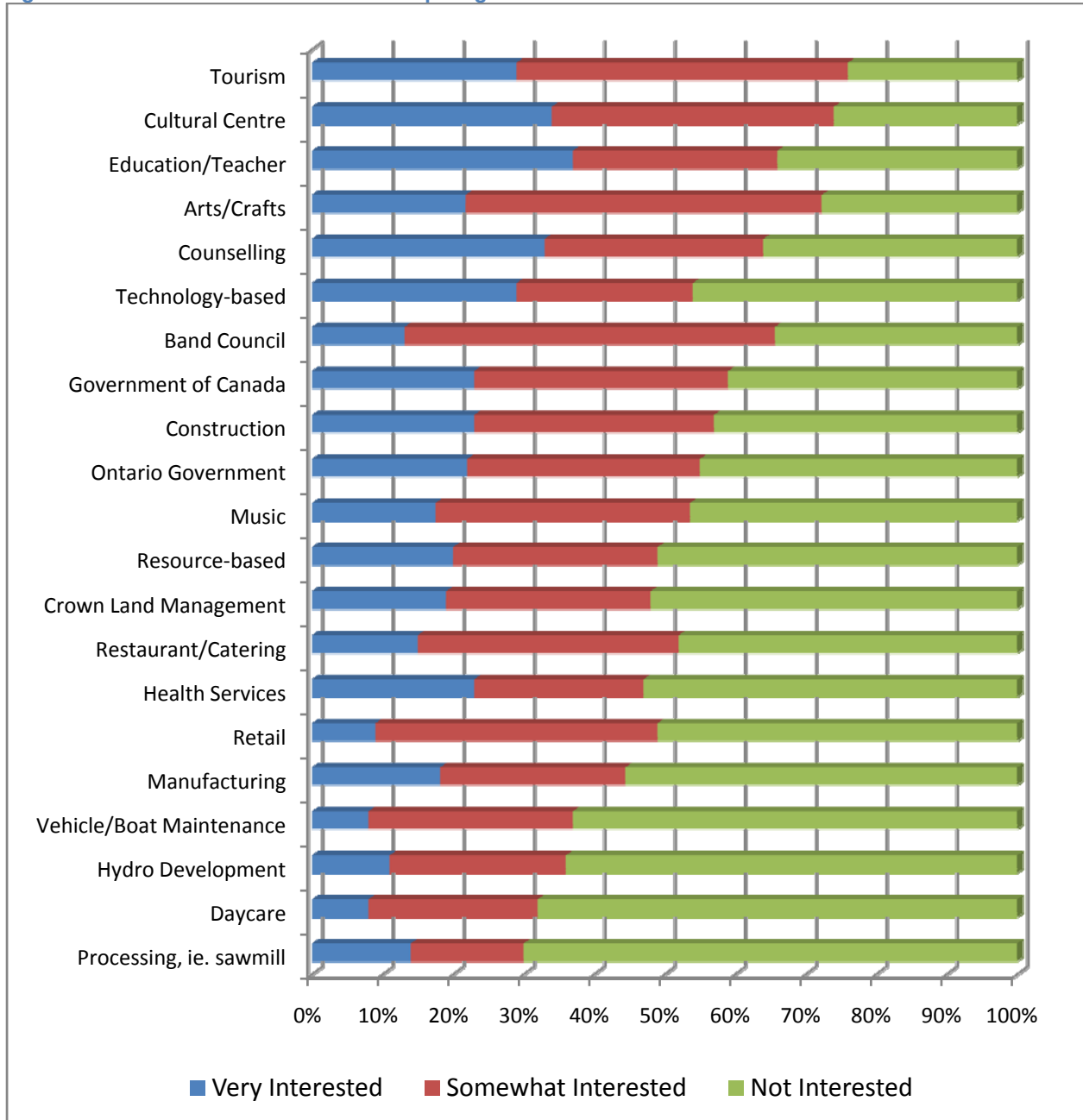
Figure 28: Economic Sectors and their Compatibility with Aboriginal Values and Traditions



Source: Daki Menan Negotiations Office (2001). *Community Economic Development Study submitted to Internal Economic Development Committee.*

The same 2001 survey also asked TFN members about their interest in participating in certain economic sectors and occupations. Here are the findings.

Figure 29: TFN Members' Interest in Participating in Economic Sectors



Source: Daki Menan Negotiations Office (2001). *Community Economic Development Study submitted to Internal Economic Development Committee.*

Based on the analysis of Bear Island’s economy, cultural and environmental priorities and trends in the larger economy, the following table provides recommendations on directions for community growth.

Figure 30: Description of Selected Economic Drivers

	Arts Centre of Excellence	Tourism	Mining	Construction
Current state	There are some resident artists and artisans on Bear Island. There is also interest in establishing a local cultural centre.	Extremely competitive marketplace with increasing returns only in specific sub-sectors. TFN must be extremely targeted and allocate considerable resources.	Bear Island lies in a geological zone that is rich in minerals. The community is being approached by mining interests. Movement is slow due to lack of community consensus.	After the Band, this sector employs the most people. There are a couple of Bear Island companies. Skilled trades people are in very high demand.
Economic Benefits	The Arts Centre would offer employment to existing artists, attract permanent new artists to Bear Island, attract students and attract visitors.	The sector is strong in very specific subsectors and focusing on high-end experiences maximizes income while minimizing environmental impact.	Could be a significant contributor of well-paying jobs and tax assessment.	An opportunity to improve skills so that higher valued positions are taken by locals. Projects taken on by Development Corporation will require lots of labour.
Natural Environment Benefits	The Centre would not work without cherishing Temagmi’s natural environment. Bear Island is an ideal spot because of its semi-remoteness which offers an emotional and physical “escape”, the tall trees tell a history and the deep and vast waters evoke inspiration.	The recommended tourism sector lines up perfectly with TFN’s values of actions that minimize environmental impact and value and encourage biodiversity. “Leave only footprints. Take only memories.”	Likely to be negative. Mining activity has the potential to harm fish and/or wildlife patterns, disrupt people’s access to land and leave scars on the landscape.	Local contractors will be more sensitive to the Lake Temagami landscape that they cherish. In the long-term contractors will become project designers, engineers and architects and can have more influence on the integration of buildings/structures and the environment.
Cultural Benefits	Performing and visual art is largely about expressing culture, emotion, spirituality, attitude and experiences – this centre offers this outlet to the community. The centre would bring together Anishinabek and other People under one roof for discussion, learning and interpretation.	With TFN members participating in tourism activities there is a strong link to reinvigorating cultural growth. Suggestions are made to better understand the stories, legends and lore of the area and incorporate into the tourism offerings.	Directly these are limited, but indirectly the tax flow from the mineral extraction could be used to enhance community facilities, etc.	Working in the outdoors, working with tools and “creating” are both close to the hearts of TFN members.

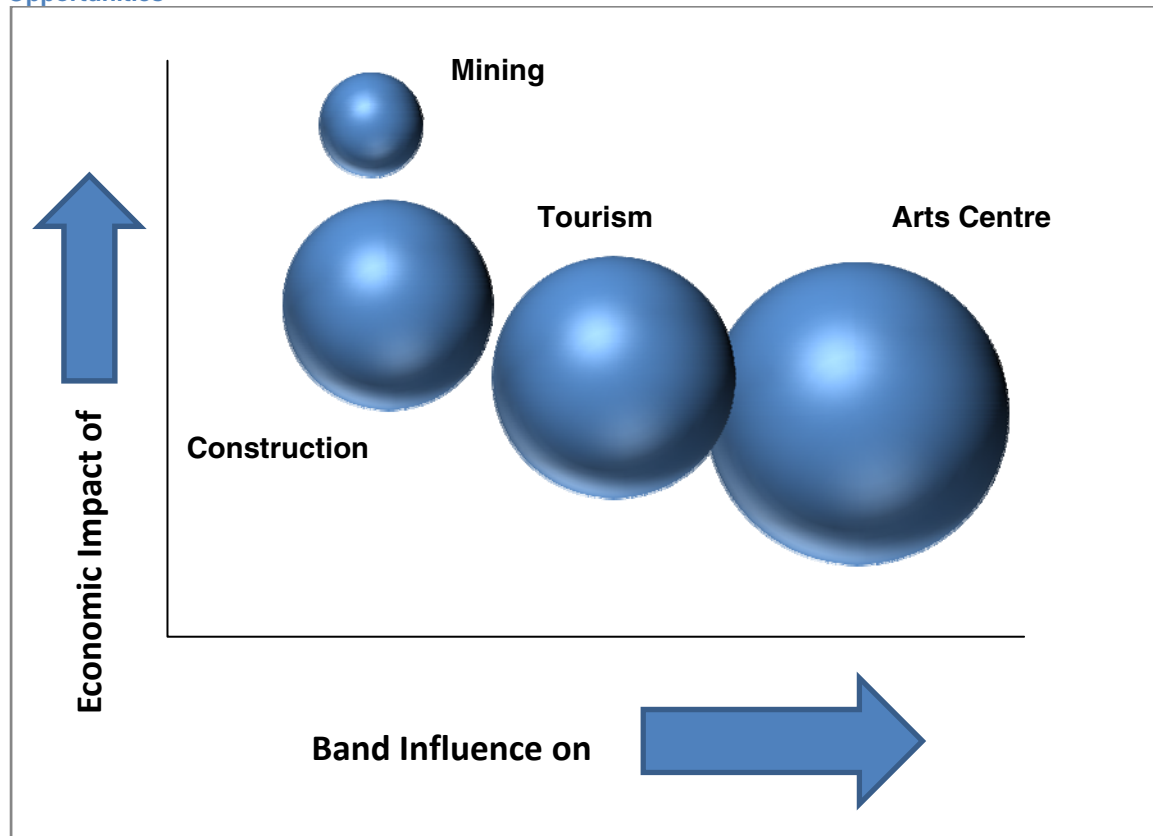
	Arts Centre of Excellence	Tourism	Mining	Construction
Desired future situation	<p>Within five years there is a thriving arts centre on Bear Island. Students and teachers come from across Northern Ontario and Canada. This is a place where artists come to hone their craft because of the professional training but also the opportunity for solitude and self-reflection. The arts centre also includes a cultural centre for local residents.</p>	<p>Temagami continues to be a destination of choice for the outdoors, but is now also a destination for those looking for a cultural experience based on Aboriginal history and traditions. The Band is a leader in regional tourism initiatives and owns and operates successful tourism facilities on the island, the shores of Lake Temagami and in the village of Temagami.</p>	<p>TFN has selectively identified companies that are extracting resources but putting back into the community with jobs that employ local people and give them transferable skills, mineral revenues, and after closing will leave little trace of their activities.</p>	<p>More local contractors are now heading up businesses that have contracts in the area. People who were once labourers are now people with skilled trades.</p>
Capitalizes on these competitive advantages	<ul style="list-style-type: none"> * the power of "Temagami" * quality of natural environment * local desire for a cultural centre * potential for internal investment (through Development Corporation) * presence of local artists * semi-remoteness * lure of big trees and deep water * proximity to North Bay airport and Greater Toronto Area * market is untapped 	<ul style="list-style-type: none"> * Temagami is already a destination for outdoor enthusiasts * dramatic landscapes and water * Aboriginal culture * potential for internal investment (through Development Corporation) * neighbouring protected areas and Provincial Parks * local knowledge of the land * local interest in outpost camps 	<ul style="list-style-type: none"> * availability of commercially-desired minerals * available labour force 	<ul style="list-style-type: none"> * supply of cottages on Lake Temagami * demand for contractors on Bear Island * prestige of Lake Temagami to construct homes and structures that fit in with the natural environment
Be aware of these competitive disadvantages	<ul style="list-style-type: none"> * lack of appropriate facility and housing 	<ul style="list-style-type: none"> * Aboriginal culture not commercially-ready * regional tourism efforts are weak * lack of Native and non-Native collaboration 	<ul style="list-style-type: none"> * lack of direction on Resource Development Protocol * divided opinions within the community 	<ul style="list-style-type: none"> * limited supply of local building lots will restrict future growth * distance from training centres and lack of contractors to take on apprentices

These opportunities put focus on the community's current core strengths and maximize use of underutilized assets. It also gives aim to new directions that have the potential to shape the community for decades to come.

The priority of these objectives was determined by charting them on a graph with three criteria:

- the **closer the bubble is to the top** the relatively more positive economic impact there is to developing the sector
- the **further the bubble is to the right** of the chart the more influence that the community can have on the development of the opportunity
- the **larger the bubble** the more positive the development initiative will have on the community's cultural/environmental goals.

Figure 31: “Economic Impact of” and “Band/Township Influence on” Likely Investment and Job Creation Opportunities



Adding further value to these sectors is that there is a strong interconnection between them. The needs of the tourism and arts centre sectors are similar. Also, the needs of the construction and mining sector are similar.

Figure 32: Opportunities in Selected Economic Drivers

	Arts Centre	Tourism	Mining	Construction
Estimated near-term sector growth	Strong	Moderate in targeted sectors	Strong	Average
Supported by upper-tier development efforts	Yes	Yes	Yes	Yes
Complement to existing local base	Average	Strong	Strong	Very Strong
Have a significant and sustaining impact on local economy	Strong	Strong	Very strong	Moderate
Local investment requirement to attract business investment	Significant	Significant	Moderate	Moderate

The success of many of these initiatives (tourism and arts centre in particular) is based on building the TEMAGAMI brand. It is already one of the most compelling geographic words in Ontario and Canada. It evokes images of everything that people want in Canada – pristine wilderness, clean water, big trees, dark night skies. The positive impression that this word leaves must continue to be enhanced and managed even more so that references to Aboriginal culture and history are not lost – rather they are embraced and emphasized.

The next section discusses branding in more detail.

5.1 Very High Investment Opportunity: Tourism “Sweet Spot”

Most communities will have several sectors where there is “thickness” – a concentration of businesses, community organizations and culture that overlap in their areas of focus and expertise. These are often referred to as areas of local competitive advantage. However, in some instances, communities will have several of these areas of advantage. When it comes to tourism for the Temagami “region” (which is how visitors and potential visitors view it) there is a range of existing and potential strength and concentration.

The development of a genuine strategy, however, is not merely an exercise in identifying areas of strength. It is a more nuanced approach that allows communities to identify those specific areas of strength that are complimentary to each other and thus identify the point or points at which the community has a regional, national or global competitive advantage. In essence, the cluster development process is built on the notion that where several areas of competitive advantage and strength combine or overlap in an economy, there is an opportunity for aggressively driving additional investment and business growth. Further, because the bulk of this growth is located at the point where strong sectors overlap, it requires a diversity of sectoral strength that few other communities can hope to match or replicate.

For Temagami First Nation, there is a particularly strong example of this kind of opportunity in the overlap of regional strengths in cultural, environmental education and outdoor recreation tourism sub-sectors. Temagami is a concentrated centre of activity in each of these three areas, each of which – in and of itself – represents a solid potential target for visitor marketing and future investment attraction.

However, it is at the point of overlap – where the fringes of these sectors begin to merge – that the region has unique competitive advantages. For example, while many communities are strong in cultural tourism and some are strong in outdoor recreation, very, very few are strong in both. This means that Temagami should be able to – almost immediately – out-compete other communities for visitors that rely on or are linked to both of these sectors. Add the third pillar (natural environment tourism) and there is a highly focused nexus of competitive advantage where few communities can out-compete Temagami in this space – hence, it is the “sweet spot” for tourism product development and investment attraction efforts.

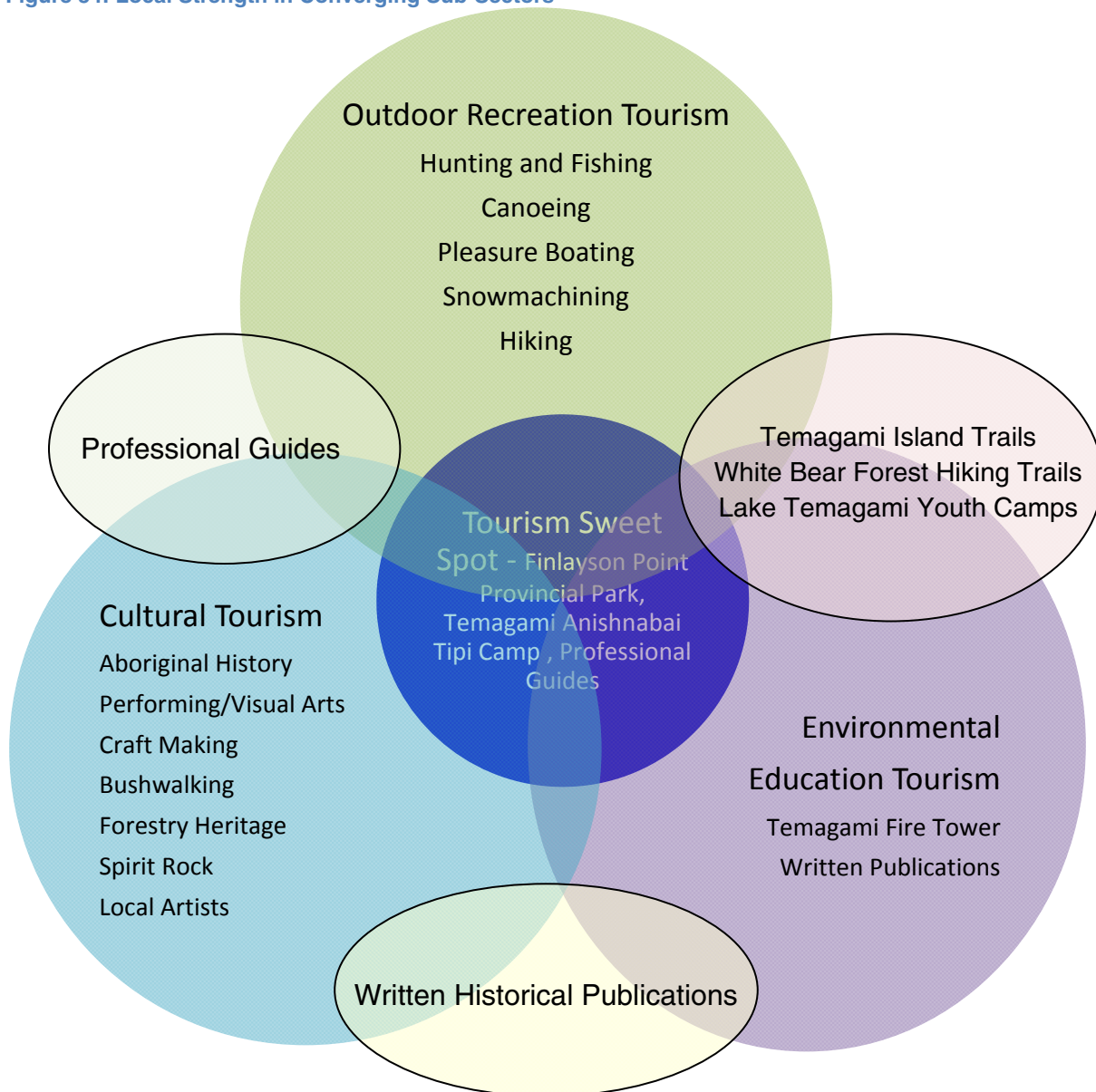
This type of focus is critically important in the tourism industry. This is, by far, the most competitive industry in Ontario. Nearly every community believes that they have assets that are interesting to tourists and they do their best to promote it. The more focused the approach, the fewer competitors.

Figure 33: Tourism Sub-Sector Convergence and The “Sweet Spot”



The model suggests that each circle represents an area of local strength. Where two circles overlap, the community has an area of competitive advantage at a regional level. Where three circles overlap, the advantage is significant enough to position the community as a leading destination for tourists at a national and international level. A quick, non-comprehensive survey of local businesses in these sectors reinforces both the notion of depth and complexity within the circles themselves (a test for the legitimacy of the sector identified) and an increasing complexity of interaction where the circles overlap (a demonstration of the successful clustering activity beginning to emerge from the target area). Some examples of this data may be “mapped” on the circles as a means of highlighting or explaining the notion of targeting the areas of overlap.

Figure 34: Local Strength in Converging Sub-Sectors



The above figure points to tremendous opportunities, but it also points to challenges because the product is not completely in place. The types of businesses and attractions that the community wants to foster are those in the centre. These signify the elements that fit right into the Sweet Spot. Such products and projects should be extremely high priorities for completion.

Travel Market Projections

Forecasts completed in March 2008 for the Ontario tourism industry project a short-term softness in the market with longer-term upswing. Overall travel to Ontario in 2008 was expected to decline by -0.6% (and that largely came true). Overnight travel will decline by -0.7% and same-day travel will decline by -0.5%.

In 2009, it is expected that travel to Ontario will increase by 1.1% and that trend will continue into the next decade.

Figure 35 – Ontario Inbound Travel, 2006-2012

Total Ontario Inbound							
	2006	2007	2008	2009	2010	2011	2012
Total Visits (000)	-3.4%	1.1%	-0.6%	1.1%	1.5%	1.6%	1.7%
Overnight	0.0%	-0.3%	-0.7%	0.3%	1.4%	1.9%	2.2%
Same-day	-5.7%	2.1%	-0.5%	1.6%	1.6%	1.4%	1.4%
Business	-3.5%	-0.7%	-1.1%	1.3%	2.3%	1.1%	1.1%
Non-business	-3.4%	1.2%	-0.5%	1.1%	1.4%	1.7%	1.8%
Total Expenditures (\$000)	-0.6%	1.4%	-1.2%	-0.8%	1.7%	3.1%	3.2%
Overnight	1.2%	-1.1%	-2.4%	1.1%	2.1%	3.5%	3.4%
Same-day	-5.1%	8.1%	1.5%	-5.0%	0.6%	2.3%	2.8%
Business	0.6%	-0.6%	-6.3%	-0.7%	2.9%	2.7%	2.6%
Non-business	-0.9%	2.0%	0.3%	-0.8%	1.3%	3.3%	3.4%

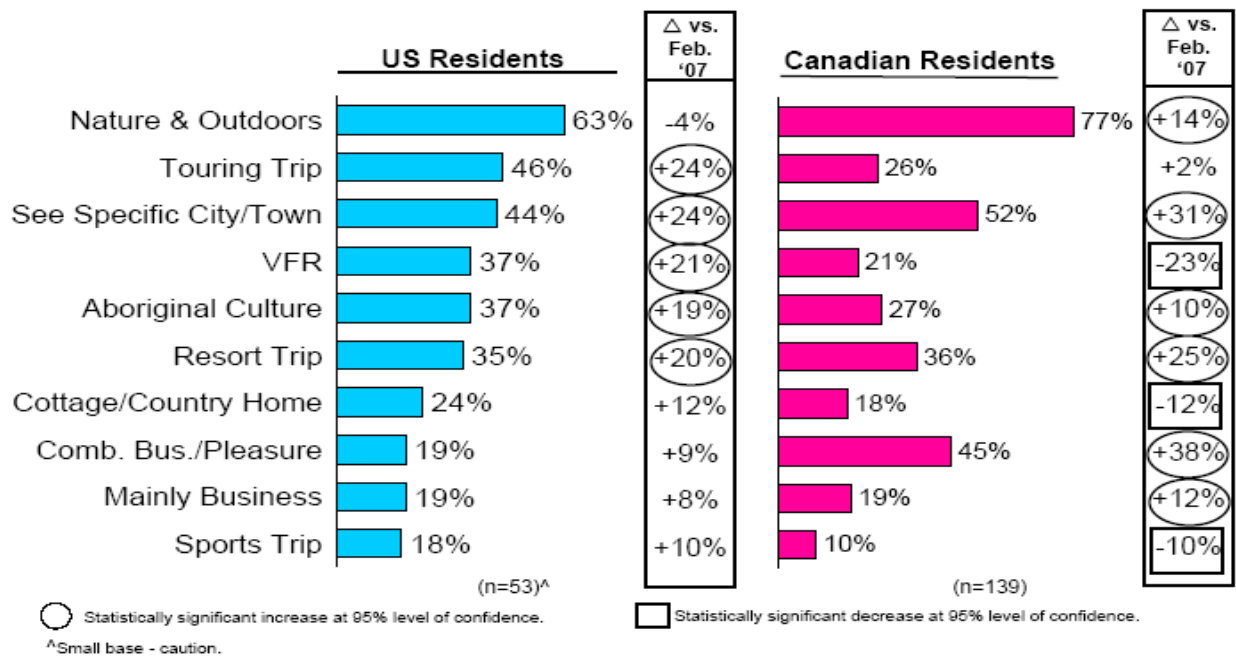
NOTE: Total visits include domestic, U.S. and overseas, though expenditures include only those of Canadian and U.S. visitors.

Source: Ontario Ministry of Tourism, 2008

One can be sure that the recent extensive downswing in the economy will affect these figures and that calls for an even more targeted approach in specific tourism sectors. For instance looking at Figure 36, one can see that the sectors in which Temagami have strength are either the most significant sectors or are those that are increasing in popularity.

- Nature and Outdoors – the most popular reason why people visit Northern Ontario and while decreasing slight amongst U.S. residents (-4%) is growing strongly with Canadian residents (+14%)
- Aboriginal Culture is mid-pack in terms of popularity but is showing significant increases (+19% for U.S. residents and +10% for Canadian residents)
- Touring Trips are currently popular and increasing in popularity

Figure 36 - Reasons for Visiting Northern Ontario In Next 6 Months



Source: TNS Canadian Facts, 2008, *Travel Intentions Study Wave 9 (Feb '08) for Northern Ontario (Telephone Survey)*

5.1.1 Current Tourism in the Temagami Region

The tourism industry is an integral aspect of Temagami's local economy. One of the biggest proponents for the tourism industry in Temagami is the Temagami and District Chamber of Commerce (TDCC). It was first initiated in 1947 and was designed to promote tourism and to support local businesses in contributing to a hospitable stay while in the Temagami area. TDCC also operates the regional tourism information centre, which promotes tourism and businesses all year round. While a major focus of TDCC is tourism, it also endorses the improvement of trade and commerce and the overall economic, civic and social interests of the community.



Temagami region has a wide range of outdoor activities enjoyed by visitors. During the summer months, partaking in over 4,700 kilometres² of interconnecting canoeing routes is a wonderful way to take in the breathtaking scenery and wildlife. Popular spots include: Smoothwater Wilderness Park, Sunnywater Lakes, Lady Evelyn Lake and Obabika River Waterway Park. There are over 20 canoe routes that are well documented as a guide and many of them crisscross in and around Bear Island.

² Source: Friend of Temagami: <http://www.ottertooth.com/Temagami/News/newsbriefs-082.htm>

Another attraction is the 100 foot high Temagami Fire Tower, which stands on the summit of Caribou Mountain. The Tower commands a view of over 40 kilometres and provides an excellent visual tour of Temagami.

For more than a visual tour, the Temagami area has hiking trails for wonderful wilderness experiences that vary from leisurely one hour walks, to day trips or weekend hiking adventures. Popular trails include the Temagami Island Old Growth Trail, Ferguson Trail, High Rock, Maple Mountain and White Bear Forest. The White Bear Forest is a conservation reserve with 28 kilometres of trails and has trees up to 350 years old.



The Dream Catchers Express travels 100 kilometres in the autumn from North Bay to Temagami, returning on the same day. The train provides beautiful scenic views of nature in this colourful season, as well as experiences such as an Aboriginal tipi village, scenic bush plane flights and boat tours upon arrival to Temagami.

At Temagami Dream Keepers, an authentic Aboriginal experience can be had. Campfires burn and friends are made while enjoying traditional fry bread and Aboriginal cuisine. The Temagami Dream Keepers also have tipis at the base of Caribou Mountain.

Fishing is also an activity enjoyed by many in the Temagami area. There are plenty of fishing lodges, resorts and camps for interested visitors to the area. Temagami is well known for excellent fishing of lake trout, walleye, smallmouth bass, pike and whitefish.

In the winter months, Temagami offers activities such as dog-sledding and winter camping with experienced guides, as well as snowmobiling. The snowmobiling trail links westward to Sudbury, south to North Bay, and north to the Tri-Towns and the Province of Quebec. Disappointing, however, is that Provincial Top Level Trail now by-passes Bear Island. Complicating organizational efforts for Bear Island is the fact that it is on the border of two provincial snowmobiling districts. These trails are usually open from early January until late March.

The winter months also provide the opportunity to enjoy cross-country skiing. Temagami has some of Ontario's best cross-country ski trails. The trails can be enjoyed on day trips, or overnight trips travelling from cabin to cabin. Temagami's lakes provide various species of cold water fish, which from mid December through until the first of April are enjoyed by those engaging in ice fishing.

Temagami has always been a draw for the great outdoors enthusiast. It has the longest interconnected canoe and portage routes in Ontario, great fishing during all four seasons and offers a quiet refuge for the soul. As evidence, look at these two examples from major publications

Toronto NOW Magazine (October 2004):
 “Temagami tip: Crown lands have their privileges”
 Just off Highway 11, a five-hour drive from the city, lies a paddling mecca known to canoe enthusiasts across the province. Famous for its dramatic scenery, crystal clear water and 2,400 kilometres of interconnecting canoe routes, the Temagami region has been attracting cottagers and paddlers since the early 1900s.

It’s easy to see why. When the glaciers receded millions of years ago, they carved deep, clear lakes and rugged cliffs. Stands of white and red pine thrive in the scanty, acidic soil left behind, and today the area is home to some of the last stands of old-growth forest in the province. The pristine wilderness creates a haven for wildlife, including eagles, bears, moose and even the odd cougar.

As if that isn’t enough, you can also find many of Ontario’s highest points here. Ontario’s highest peak, Ishpatina Ridge, north of Lake Temagami, rises to 693 metres above sea level. Not far away, Maple Mountain presents hikers with a fabulous vista of rolling granite hills and verdant pine forests.

For the less active, the town of Temagami lays claim to the highest point on Yonge Street. It’s a short drive up Caribou Mountain to the old fire tower, where the view from 396 metres above sea level goes as far as the eye can see

As mentioned in the previous section, tourism is one of the most competitive industries in all of Ontario. Every community believes it has what it needs to attract visitors. For that reason it is critical for TFN (and the region) to focus on its core strengths as defined by the Sweet Spot.

Temagami must differentiate itself. There are lots of other places to stop between Temagami and Toronto for the 10 million people who live in southwestern Ontario (the key market). However, to keep in concert with the community’s wishes, the strategy does not encouraging mass tourism to the region. The recommendations are for Temagami First Nation to work towards attracting higher paying, but fewer tourists. This will keep the level of revenues the same while differentiating the region’s product from other wilderness areas. Focus on the following:

- Authentic Aboriginal culture experiences
- Because travel times are barriers work towards fly-in markets
- Promote off-season opportunities (e.g. bush walks)

Explore Magazine, 2008



1

2

explorata
The last stands
 Ontario still has some giant old-growth trees. If you know where to look for them

Okay, I'll confess. I have an obsession with big trees. In the same way that some people like to visit major league ballparks or see giant roadside statues, I like to travel across my home province looking for the tallest timber I can find. Admittedly, Ontario doesn't have the humongous species found in B.C., and most of the province has been thoroughly logged, but we still have a few stands of old-growth red and white pine that grow to about 10 storeys high. Some of them may be hard to reach, but for me, the thrill of gawking way up into the massive crowns of 400-year-old trees is worth every drop of sweat it takes to get there. —Kevin Callan

ONTARIO'S OLDIES

Dwarfed cedar 1,316 years old, Niagara Escarpment > Yellow birch 610 years old, Algonquin > Sugar maple 500 years old, Felham (Niagara Peninsula Conservation Authority) > White Pine 486 years old, Division Lake Nature Reserve (Algonquin) > Black Spruce 320 years old, Sleeping Giant Provincial Park

EO explore SEPTEMBER/OCTOBER 2008

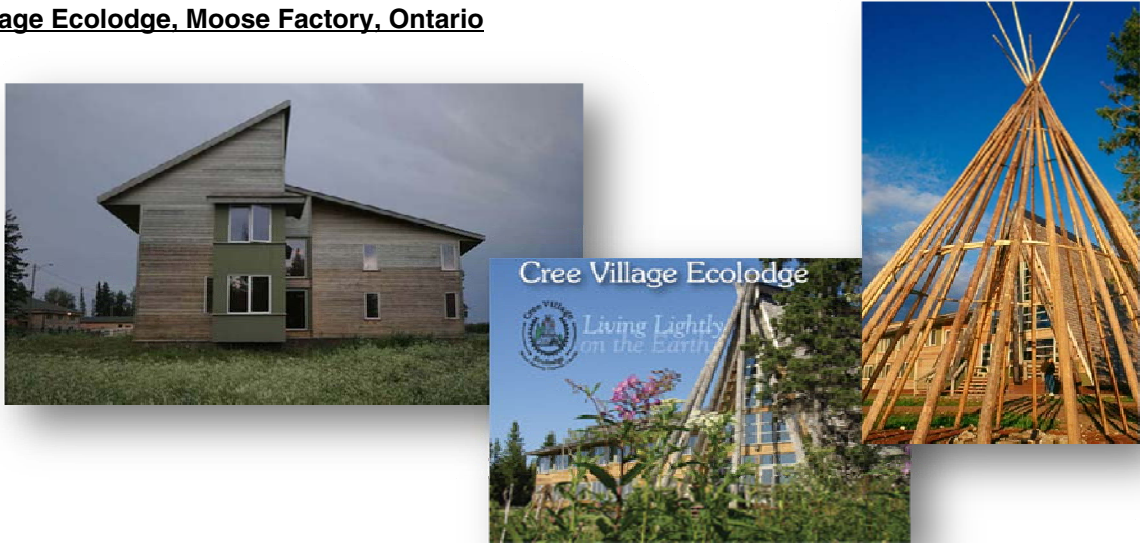
5.1.2 Cultural Tourism Offerings

Cultural tourism is HOT! This is a significant market. TFN needs to:

- support the growth of small business
- with the Economic Development Corporation, get involved in its own form of tourism business ownership
- work on regional marketing partnerships.

The following are excellent examples of cultural experiential tourism:

Cree Village Ecolodge, Moose Factory, Ontario



Cree Village Ecolodge is the 2005 recipient of the Business of the Year Award from the Tourism Industry Association of Canada. It is a healing place for community members and visitors. The MoCreebec Council of the Cree Nation envision the Ecolodge as a gathering place for sharing and understanding. Surrounded by the rugged beauty of the Canadian sub-Arctic, and steeped in Cree culture and history, the Cree Village Ecolodge is a uniquely envisioned and developed facility expressing the timeless values of the MoCreebec people.

Found on an Internet blog:

*Chris, Sydney, Australia ... I went on a 7-hour walkabout today with five other participants and an aboriginal guide. The area, near Faulconbridge, was about 1-1/2 hours by train from Sydney. **It was one of the most low-key, yet the most significant things I've done in the Sydney area.** We basically followed our guide through 8-kilometers of small trails, bush scrambles and minor rock climbs to several ancient aboriginal sites. He explained what they meant and how his people had existed for the last 50,000 years. Here's a little about the aborigines that I learned from our guide...*

Takaya Tours First Nation Canoe & Kayak Tours

Takaya Tours is an Aboriginal eco-tourism venture owned by the Tsleil-Waututh First Nation. At first glance this looks like a typical physical-workout type canoe trip with a professional guide. However, it is not that at all. The focus is not on the physical, but on the emotional and the spiritual.



At the core of the business are guided interpretive paddles in either replica ocean-going canoes or in sea kayaks. Guests gently paddle in the protected waters of the Burrard Inlet and beautiful Indian Arm while guides from the Coast Salish Nation sing songs, tell legends and point out ancient village sites.

The tours have been specifically designed for people of all ages and fitness levels. The Tsleil-Waututh have travelled the land and waters of their traditional territory for thousands of years, and their goal is to share their knowledge with visitors who appreciate wild nature and authentic indigenous culture. These experiences lead to memories that will last a lifetime.



Temagami Anishnabai Tipi Camp

Virginia McKenzie runs a local business that is exactly the direction which is being recommended. From her website:

Imagine spending time on the land where the Temagami Anishnabai have lived for over 6000 years. Imagine hearing the call of the loon echoing across the still water while you enjoy the warmth of the evening campfire.

Imagine experiencing the beauty of mother earth while living in an Anishnabai tipi camp and gaining insight into the teachings and spirituality of living with creation. You can have this unique experience and learn about Anishnabai culture and traditions at the Temagami Anishnabai Tipi Camp, owned and operated by a Temagami Anishnabai family.



Examples of weekend or five day programs/retreats are:

- Healing the Spirit: Echoes of Ancient Voices...
- 3-Day Weekend Program
- Women's Retreat
- Where Spirits Meet Retreat



This is not mass tourism, but it is effective tourism. There is minimal impact to the environment because the number of participants is low. People looking for this experience are not those that pay bottom dollar.

5.1.3 Tourism Marketing Actions

Tourism marketing has historically been haphazard and has lacked a clear target market and focus on related infrastructure issues. The following corrective measures should be considered:

- **Focus on regional tourism marketing initiatives**
A Regional Strategic Tourism Plan should be developed using a more structured approach and with a clearer target market. In line with this, TFN should contribute financially to a regional tourism promotional effort.
- **Increase investment in Tourism Product**
The best opportunity for new product development (attractions) in the short-term is through investment by TFN members. Hold information and awareness-building session on 'starting or upgrading your tourism business'. Undertake background work with successful tourism operators who can attest to the payback of investments in improvements (inspiring stories) and would be prepared to let their experiences stand as examples to others.
- **Enhance Tourism Promotion**
As mentioned in the previous section, there is a need for new logo/brand development for Temagami region. The outside world views "Temagami" as a region, not just the lake or the municipality of Temagami or Bear Island. People discover the region. As a result, the brand needs to be built with all partners in the region, including businesses and governments. A stronger structure is required to consistently put Temagami in the minds of people planning trips.

- **Complete more “cultural mapping”**

Several decades ago there was an initiative to interview TFN elders in an effort to get a better understanding of the important stories, legends, traditional skills and techniques that identify the culture. The sense of losing this valuable information upon the passing of these people is well understood, and there is concern in the community over this. TFN should invest in a “cultural mapping” exercise as an effort to once again understand. The information is valuable in so many ways – for the purposes of the economic development strategy it could be used to build better tourism programs and train people who work in the tourism sector.

- **Complete a plan for establishing outpost camps**

The establishment of outpost camps can potentially serve two functions: (1) allow families to build a camp upon the Band’s traditional territory and (2) provide a connection to tourism and arts centre initiatives. It needs to be respected that the latter opportunity may not be acceptable to each and every family, however, for those that do see the interest, there can be many benefits including a system to help pay for the upkeep and ongoing maintenance of the facilities, a way to open up the cultural experience to people who are genuinely interested in sustainable tourism and a way to allow other First Nations people from more urban areas to have access to traditional Aboriginal land.

- **Update Skills Inventory**

Update the *Skills Inventory and Interests* of all Bear Island residents and as many TFN members as possible. The report will provide excellent insight into the interests that members have in different aspects of traditional and modern culture and how they may have changed since 2001. It will also identify how open people are to using these activities for economic gain and teaching of tourists.

Desired Future Situation

Temagami continues to be a destination of choice for the outdoors, but is now also a destination for those looking for a cultural experience based on Aboriginal history and traditions. The Band is a leader in regional tourism initiatives and owns and operates successful tourism facilities on the island, the shores of Lake Temagami and in the village of Temagami.

5.2 High Investment Priority: Arts Centre and Retreat

In earlier studies on the area, there have been no indications of pursuing an arts centre and retreat or more formally, a School for Aboriginal Arts. However, it fits well on so many fronts when it comes to Temagami First Nation and Bear Island:

- TFN members state that Arts/crafts and Tourism are two of the most highly ranked economic sectors when it comes to compatibility with Aboriginal Values and Traditions

- Tourism, Cultural Centre, Education/Teacher, Arts/Crafts and Counselling are the top five ranked economic sectors when it comes to TFN members' interest in be involved. These activities are all highly associated with a School/Retreat for the Arts
- Public consultations brought out the desires of the community to enhance traditional skills and teachings. Such a facility will not just attract artists to Bear Island for workshops, retreats and classes, it will be a place where local residents can learn while interacting with other First Nations People.
- As mentioned earlier, in people's minds "Temagami" automatically brings up visions of pristine wilderness, clean water, big trees and dark night skies. It is also a land that is rich in Native heritage and spirit. This is exactly the type of INSPIRATIONAL environment that is needed for artists to connect with their inner selves.
- The best type of facility will be one that melds in with the natural environment, not one that takes away from the area's natural beauty.

The types of jobs that this School will create include construction, hospitality (cooks and food services), on-site maintenance, teaching and administration.

This is a major opportunity for Temagami First Nation (Bear Island specifically) to establish itself as **the** go-to location in Ontario (perhaps Canada) for Aboriginal arts activities and expression. It is a development that would fit in perfectly with the brand image and identity of Temagami, and the vision of the kind of community it wishes to become.

Another angle that the facility could take that is not being done would be to offer workshops and seminars to artisans and crafts persons in Temagami on running a small business, how to market yourself, developing exports, etc. This type of training would enable local artisans to be more viable and sustainable operations and would again help cement Temagami's reputation as a creative community.

5.2.1 Aboriginal Art Schools in Canada

In examining art schools across Canada, one thing that stands out is the lack of Aboriginal programming. Certainly, there is no school dedicated specifically to Native visual and performing arts. Arts schools that do have these programs are limited.

The Banff Centre

www.banffcentre.ca

The Banff Centre is, by far, the largest and most influential arts school in Canada. They do have a strong Aboriginal Arts program that is led by Sandra Laronde. The news release announcing her hiring reads:

Originally from, as her the Teme-Augama-Anishnaabe (People of the Deep Water) in Temagami, northern Ontario, Laronde has led Red Sky Performance to an international profile, known for its artistry, creative excellence, and innovation. Producing original works for adult and family audiences on local, national, and international stages, Red Sky has actively shaped contemporary Aboriginal performance in dance, theatre, and music, bringing together Indigenous peoples from regions around the world.



The Banff Centre programs are always full and long waiting lists are the norm. Programs include:

- Aboriginal Emerging Writers
- Aboriginal Studio Work Study
- Self-Directed Residencies for Aboriginal Artists
- voice-intensive workshop called *Songs above the Treeline*.



Partnerships are necessary to make all of these programs work. For instance, the Aboriginal Emerging Writers Program is a partnership initiative by the Writing and Publishing Section of the Canada Council for the Arts and the Aboriginal Arts Program and Department of Literary Arts at The Banff Centre, in cooperation with the En'owkin Centre.

Programs run from 10 days to 3 months in length and tuition ranges from \$220 to \$2,585 (including room and board). Financial assistance up to \$5,059.88 per artist is available.

First Nations University of Canada

www.firstnationsuniversity.ca

The First Nations University of Canada has four aboriginal art programs offered at the Regina campus:

Bachelor of Fine Arts - Indian Art (4 year)

Bachelor of Arts- Indian Art (Special)

- Bachelor of Arts - Indian Art (4 year)
- Bachelor of Arts - Indian Art History (4 year)

The First Nations University of Canada's Department of Indian Fine Arts teaches the history of Indian art, and also modern art and art techniques used. The department believes, "Today's First Nations artists must learn to use the tools of modern society and have the heart of the past." The program is geared to those who have a strong commitment to the arts and First Nations culture.



The Regina campus has four fully furnished residences that are co-ed and multicultural. The residences have been built with the needs of the students in mind.

Haliburton School of the Arts, Fleming College (Ontario)

www.haliburtonschoolofthearts.ca

Areas of Study offered at the Haliburton School of the Arts Fleming College (The Haliburton Campus offers the most fine arts related programs)

Artist Blacksmith

- Expressive Arts (*Post-Graduate*)
- Fibre Arts



- Glassblowing
- Jewellery Essentials
- Photo Arts
- Sculpture
- Visual Arts Fundamentals - Drawing and Painting
- Visual and Creative Arts Diploma

From a cost perspective, the creative arts diploma costs about \$2,306.00 per semester of a two semester program. Each of the certificate programs such as jewellery making, glass blowing, etc, range from \$3,000 to just under \$6,000. There is no on-campus residence in Haliburton.

Elora Centre for the Arts (Ontario)

www.eloracentreforthearts.ca

The mission for Elora Centre for the Arts is to:

- build on the community's arts assets to form a vibrant institution composed of working studios, rehearsal and performance facilities, and teaching venues
- complement the area's rich natural and cultural heritage by creating an environment that will inspire and stimulate artistic excellence.
- offer a strong youth component to encourage interest in the arts, and to support young artists through teaching, counselling and mentoring;
- bring together local, regional and international artists, students and teaching masters to create synergies
- encourage excellence and innovation in the arts
- be a source of community pride, contributing to the image of arts in the area



The Elora Centre for the Arts consists of 10 large classrooms, converted to provide over 10,000 sq. ft. of dedicated space, plus additional service corridors and amenities. Rooms vary from 700 to 1,000 sq. ft.

Elora Centre for the Arts see the arts as a function of health, and health is a function of participation, just as happiness is a function of communication. Hence, they provide educational opportunities, transformational opportunities and interpretive possibilities for all ages. They strive to instil life-long learning through the arts.

The Centre receives support for operations from the Ontario Trillium Foundation, the Township of Wellington Centre and the Ontario Arts Council. The Centre collects between \$170,000 and \$220,000 in revenue each year.

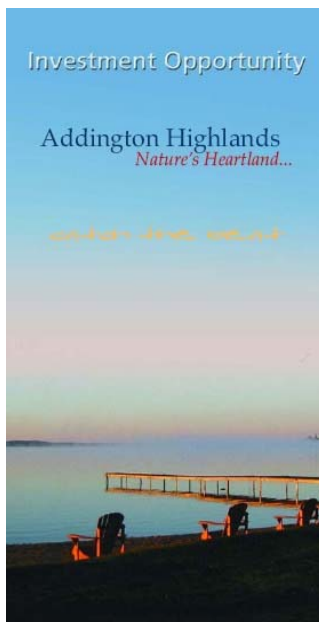
5.2.2 Business Investment Attraction

Most communities in Ontario have never looked at tourism beyond visitor marketing and few have assessed its investment potential like other industries. However, on a global scale, efforts to attract tourism business investment (which is a very close approximation to an Arts Centre/Retreat) are

strengthening as tourism regions race to build an environment that is attractive to the finite number of tourists.

It would be premature to start with a marketing campaign to attract new tourism investment without understanding what is being sold. Much like a community would do to attract manufacturing investment, to attract new tourism investment one needs to assess competitive position and, in some cases, invest time and money to get in the game.

Preparation for tourism sector investment can come in many ways: feasibility studies, business cases, purchasing property and taking initial steps for land development such as Official Plan amendments, Zoning By-Laws and utility servicing.



Small and medium-sized communities in Eastern Ontario appear to be leaders in Ontario when it comes to developing tourism business investment attraction programs.

- Township of Addington Highlands – Completed feasibility studies on ecolodge and golf/conference resorts (investment brochure on the left) and after time required to assemble an attractive and ready land site and have issued a Request for Proposals to the private sector.
- Town of Greater Napanee – The attraction of the Hampton Inn on Highway #401 is an excellent example of municipal willingness to make development happen. The Town was proactive in completing a feasibility study, connecting a hotel concept with their new recreation centre and approaching the private sector.
- Town of Perth – Another excellent example of identifying what they wanted (a heritage downtown hotel rather than one on the outskirts of town on Highway #7), working with an interested developer to share the cost of a feasibility study and clearing the path for development. The 62 suite – 5 conference room Code's Mill on the Park Inn and Spa was opened earlier this year.

While TFN can wait for an Economic Development Corporation to be formed before taking the initiative, this is not a necessary step. The Band itself can (and should even if a Corporation seems imminent) take the initiative of completing a feasibility study. The feasibility study should include an assessment of different ownership models. This is where the Band can decide to construct and operate independently or involve a second party.

Desired Future Situation

Within five years there is a thriving arts centre on Bear Island. Students and teachers come from across Northern Ontario and Canada. This is a place where artists come to hone their craft because of the professional training but also the opportunity for solitude and self-reflection. The arts centre also includes a cultural centre for local residents.

5.3 High Investment Priority: Construction

On Bear Island, construction companies create more employment than any other sector beyond Band government administration. These firms are mainly active on Lake Temagami – constructing new or renovating homes, boathouses and cottages or adding to these properties by constructing or renovating docks, septic systems, wells, etc. Also included in this sector would be those who look after commercial and residential cottage properties by cleaning them between visitors, getting them prepared in the spring and closing them down in the fall.

For most Bear Island residents these are enjoyable professions because it them to get out onto the lake, work outside during the pleasant months of the year and provides good pay. There is also the added benefit that they aren't as busy during the times of the year when hunting, fishing and trapping activities are in full-swing.

Evidence of this fact is the compatibility and interest rankings within the survey that was completed in 2001. The construction sector rated quite high.

As the entire Temagami are grows, as well as surrounding areas, this strong employment sector should continue to dominate. The biggest question when it comes to growth is whether or not there will be shoreline development along Lake Temagami. As it stands now there is little “new” construction in the area, but Bear Island firms seem to have a consistent and reliable client base which has been nurtured over the years. Shoreline development or more island development will lead to more construction.

The question of “will shoreline development happen?” is part of a bigger question around the completion of land claims negotiations. However, pertaining to this strategy, one way to make this type of development happen and still meet with TFN member goals is to make the construction as compatible as possible with the environment. This includes minimal tree loss, use of renewable energy such as solar, highest quality septic systems, maximum building sizes, etc.

The emphasis here is increase construction activity in order to maintain economic growth while having sensitivity to the community's desire to limit negative impacts on the environment. The construction sector will benefit greatly from this approach either because of conversion for winterization or general improvements and investments to properties that are now principle dwellings.

Desired Future Situation

More local contractors are now heading up businesses that have contracts in the area. People who were once labourers are now people with skilled trades.

5.4 Tentative Investment Priority: Mining

Bear Island lies in a geological zone that is rich in minerals. The community is being approached by mining interests. Movement is slow due to lack of community consensus because this is a controversial target market.

There is no question that the potential upside is great when it comes to new sources of revenue for TFN. Playing a role in the mining sector by establishing private-public sector partnerships with select companies will open the Band up to generating significant revenue as well as creating well-paying jobs.

However, there are plenty of downsides not the least of which is the potential to harm fish and/or wildlife patterns, disrupt people's access to land and leave scars on the landscape. Direct benefits to local culture are limited, but indirectly the tax flow from the mineral extraction could be used to enhance cultural facilities, health and education services, recreation facilities, etc.

Desired Future Situation

TFN has selectively identified companies that are extracting resources but giving back to the community with jobs that employ local people and offer transferable skills, mineral revenue, and after closing will leave little trace of their activities.

5.5 Dealing with Limited Resources

The Temagami First Nation's community economic development function is not large in terms of staff or budget. At the same time, it has been effective at obtaining funding from senior levels of government to leverage local funds (this project being an example). In the past year, the Band has earmarked enough funding for a full-time person dedicated to economic development and housing issues as well as some money left over to initiate projects. The Band's financial commitments to economic development are made on a year-to-year basis which hampers long-term planning.

The Implementation Plan will look at a three year time frame with achievable short-term goals to encourage the prospect of an ongoing commitment. With limited dollars and people to carry out the mandate it is very important to remain focused. There is an expectation that as the Economic Development Corporation is formed and ownership of businesses is assumed that more staff will be required. Although short-term successes will happen if the strategy is followed, it must be emphasized that it will take several years for the economic development initiatives identified herein to fully evolve.

In addition, as this work has also shown, economic development does not act in isolation – it impacts and is impacted by the community's environmental, cultural and social objectives. As a result, the community's economic development functions must be open to partnerships: accepting them when approached by others and being proactive about establishing them. There are three different roles that Temagami First Nation can take:

- Leader – initiating the partnership and taking primary responsibility for implementing it
- Facilitator – initiating the partnership and taking little to no role in implementation

- Supporter – reacting to a partnership invitation and contributing time and/or money towards implementation.

Consultant Virginia Daffron³ provides this point advice for small organizations that have limited financial and human resources and it has relevance to this implementation plan:

What you don't do is as important as what you do: Many firms engage in activities that they feel are obligatory or can't hurt, such as creating ads used only once or responding to long-shot RFP proposals, even though the effectiveness seems questionable. For every marketing activity your firm undertakes, there's another activity you can't do. When your capacity is smaller, the importance of focusing that capacity in a productive direction becomes even more critical.

5.6 Active Local Economic Development Organizations






































Economic development is a dynamic landscape. No matter what community, there are always many forces and organizations involved. This is easy to understand when one looks at the variety of projects that are considered to be “economic development”. These include delivering services for small businesses and entrepreneurs, business investment attraction, business retention and expansion, tourism marketing, tourism product development, infrastructure investment, workforce training, community beautification, shop local programs and running events.

Temagami First Nation is no different from any other community. The purpose of this part of the work is to decide which direction to take the implementation plans. Who should be responsible for what? The following table identifies the economic development initiatives/projects that are currently active in the Temagami area and identifies their key focus.

³ Source: www.RainToday.com

Figure 37: Key Development Priorities of Organizations Serving the Temagami Region

 indicates a core responsibility  indicates a non-core focus

Organization	Tourism Marketing	Tourism Product Dev.	Small Business	Infrastructure & Planning	Natural Resources	Labour Force Development	Investment Attraction	Business Retention & Expansion
Temagami First Nation								
Waubetek Business Development Corporation								
Temagami and District Chamber of Commerce								
Gezhtoojig								
South Temiskaming Community Futures Development Corporation								
Anishinabek (CORDA)								
Provincial Government ⁴								
Federal Government ⁵								

Glossary of terms found in the table below:

- Tourism Marketing – Promoting the area to visitors and providing visitor services.
- Tourism Product Development (incl. Events & Festivals) – Enhancing the location (i.e. the product) in order to make it more enticing to prospective visitors.
- Small Business – Counselling, training and financing services to new entrepreneurs or existing small businesses facing challenges of growth or decline.
- Infrastructure & Planning – Includes enhancing the physical infrastructure of the community (e.g. roads, utilities, telecommunications) and completing by-laws.
- Natural Resources – Developing and delivering projects that will assist the growth of the local forestry and mining (harvesting/extraction and processing), forestry bioproducts (utilizing biomass found in forests for value added production such as fuel) and subsistence activities such as hunting, gathering, trapping and fishing.
- Labour Force Development – Identifying and addressing weaknesses in the local or regional labour force.
- Investment Attraction – Identifying target markets and promoting the area for the purposes of attracting commercial, industrial, residential or institutional investments.

⁴ Includes Ministries of Northern Development and Mines; Tourism; Agriculture, Food & Rural Affairs; Small Business & Entrepreneurship and Transportation

⁵ Includes Indian and Northern Affairs Canada; Services Canada; FedNor

- Business Retention & Expansion – Identifying concerns of the local business community and addressing them in an effort to improve the local business environment.

It is evident from the above chart that there are many organizations involved in the area. Additional groups that are not identified above include:

- Nipissing University, Canadore College and Labour Market Group who are involved in workforce development.
- Related to tourism product development, there are many organizations involved including those that host festivals, snowmobile clubs, etc.

5.7 Moving Forward

There are a number of activities identified in the following tables; however, the completion of these initiatives faces a major barrier: **the need for an increased commitment to community economic development and need to open up to legitimate regional partnerships.**

An Economic Development Corporation (EDC) is an excellent manner in which to resolve this challenge. This concept will be discussed further on in this report but it is reasonable to say that an EDC can greatly fast-track the time required to move ahead on these priorities. The following are some examples.

- The business development arm can provide enhanced funding to existing promising businesses.
- The EDC can establish new businesses or buy existing businesses in order to focus tourism in the desired direction.
- The EDC can be the full or major owner in the establishment of a School/Retreat for Aboriginal Arts.
- The EDC can own large/expensive equipment and lease it out to contractors or arrange rent-to-buy contracts where traditional banks will not.

However, an EDC is not the only way to be successful and even if pursued will take at least a year to start up. This should not be used as an excuse not to move forward on the priorities. At this moment in time, there is an opportunity for the Band to take a leadership role in the creation of a more significant community development function – with its only goal as moving the local economy ahead. The Band must assume the lead role in the action process in order to show its commitment to facilitating community growth and prosperity. There is a long list of supporting goals that are required to make these outcomes possible and they will be discussed in the implementation tables that follow.

5.7.1 Umbrella Initiative: Undertake a Branding and Public Relations Strategy

Marketing and promotions for the Temagami region are very inconsistent. There is not one distinctive element that municipalities, visitor information centres or businesses use that says “Temagami”. Marketing (tourism or otherwise) has historically been haphazard and has lacked a clear target market and focus on related infrastructure issues.

A consistent brand image will also be critical when the community is ready to brand the things that are made in Temagami – giving them this extra note of quality. Such a branding strategy will also work to instill local pride and support business and social initiatives. For example:

- “Temagami Made”
- “Made in Temagami”
- “Temagami Crafted”

- “Built in Temagami”
- “Home-Made in Temagami”
- “Exclusive from Temagami”

Public relations is an initiative that will be most effectively done on a regional basis. After all, Temagami, as the public sees it, is a region. The region’s businesses, governments and citizens all benefit from investment and visitors to Temagami.

Positive public relations goes beyond just the aim of business investment – it sends a positive message out about the community that supports residential attraction, people wanting to work and shop in Temagami, people wanting to visit Temagami, people feeling good about their community, senior levels of government feeling positive about supporting infrastructure and social services programs, etc.

Good public relations does not happen on its own. It takes a lot of skill, and consistent hard work, over a period of time. It is part art, part science and when practiced correctly the results can be very rewarding. In many corners it is believed that public relations – versus other marketing communication tools – delivers the most bang for the buck.

Paid advertising increases name recognition, but media relations increases credibility. When people read a story about the excellence of an organization in a newspaper or see a story praising the community on television, they will be much more likely to have a favorable opinion of Temagami.

One of the best avenues for influencing public perception, the decisions of investors or visitors is to focus on getting media to tell your story. Effective media relations – placing favourable stories about Temagami is a powerful tactic. Many surveys show that the leading reason why investors and visitors choose the way they do are “articles in newspapers and magazines”. This is one of the most credible information sources.

This enthusiasm also affects people who live and own businesses on Bear Island. They will become stronger believers in their community and will pass this message on to their peers, friends and relatives.

As mentioned before “Temagami”, to the average person, conjures up positive memories and feelings, but it does not necessarily conjure up images of Aboriginal culture and history. Any public relations initiative needs to work on making this an important aspect of the message. TFN’s tourism and arts centre developments rely on it.

Because public relations increases credibility, it helps you attract those who want the best. When people have heard of Temagami and have a favorable impression of the town, it is easier to attract and hold their attention while you tell your story. If people believe that Temagami is the best, they will understand why it is worth paying your price. This is important for Temagami because it is not the lowest cost jurisdiction in the region and the position we are suggesting for tourism is to attract higher-paying visitors.

Another positive is that it is an excellent way of stretches the marketing budget. Because the media does not charge for news coverage, the relative cost of a good program is a lot less than for paid media or a direct mail campaign.

Here are some specific tactics that can come from a strong public relations campaign:

Figure 38: Elements of a Public Relations Campaign

Tactic	What	Result
Announcements	Brief press releases regarding hiring of new executives, openings of new buildings, expanded community services, etc.	Typically result in one- to two-paragraph stories in publications, and keep your name in front of the target audience.
Major Announcements	Announcing significant new infrastructure projects, social and health services program growth, new business investments, etc.	These typically result in 500- to 800-word stories in print publications and often merit radio and television coverage – a press conference or press briefing may also be appropriate.
Feature Story Releases	Although a feature story must be newsworthy, in the broad sense of the word, it is also timeless.	Unlike a news story, a feature can have a point of view, an "angle", and is often longer than a hard news story on the same subject.
“Trend” Press Releases	These are usually the most valuable to the news media, and will help you establish a reputation as a source. For a municipality, this could mean offering opinions on new government policy, importance of striking partnerships, etc.	These are usually the most valuable to the news media, and will help Temagami establish a reputation as a source.
B-roll or Video News Releases	Background video tapes will help get your story on television.	These could be of the inside of businesses in the community when generic footage is required and Temagami gets highlighted.
Webcasts	Webcasts can be live events or archived and available on demand. They are a cost-effective, instantaneous method to communicate with media all over the world, in a compelling, interactive manner that meets journalists’ needs.	Using Webcasts, you can extend the reach of your PR efforts, reduce your budget for spokespeople, ensure your message is communicated consistently across all audiences, better fit into journalists’ schedules, and provide more compelling supporting elements.
Media Training for Spokespersons	Spokespersons should be immediately available and trained in how to work with the media. The media usually wants to speak to an authority in the field, not the public relations person, for in-depth stories.	It is vital for persons who are often in the public eye on controversial topics.

Tactic	What	Result
“Op-ed” Articles	typically run opposite the editorial page, are an excellent opportunity to comment on issues of the day and to build name recognition as an expert in the field.	They run under the by-lines of experts, and give you a chance to state your case in your own words, with minimal editing by a reporter. Once published, they can be effectively used as reprints.
Trade Shows	Good opportunities to make announcements – new products, acquisitions, and alliances – because trade journalists are often present.	Contacting key media in advance and offering time with your executives can be the incentive they need to seek Temagami out.
Speech Writing	Remarks by an organization’s top executives can attract positive attention.	Keynote addresses at conventions, luncheon talks to service or professional groups, greetings to guests at receptions and dinners are among the possible forums.
Photography	Although it may not seem obvious, photography is most important when a subject is difficult to photograph and/or not inherently visual.	It greatly increases the chance that the media will use your material.
Internet Monitoring	Social and community websites and forums like Wikipedia.org and TripAdvisor.com should be tracked continuously for the information that is posted about Temagami and its key people, community groups and businesses. In many cases, it is entirely appropriate for the Town to add material.	These media are quickly overtaking all other media in terms of usage. Taking advantage of the opportunity to frame the message where possible and appropriate.
Newsletters and Annual Reports	Another way to keep your strategic messages in front of your target audience is to communicate via a quarterly newsletter and annual report.	This is an excellent place to recap the coverage you have received in the media. Not everyone in your target audience will have seen all the coverage your organization has received. When it is reviewed in its entirety the sum becomes greater than its parts.

6 Small Business in Temagami First Nation

Small businesses are an essential component to both the Canadian and the local economies.

- Businesses with less than 100 employees represent more than 98 per cent of all companies and have created approximately 80 per cent of all new jobs in the Canadian economy over the last decade.
- Summary data is not available specifically for Bear Island but it is safe to assume that there is only one business that employs more than 10 people – the Band Government. In fact, the majority of all other businesses employ only the owner.

6.1 Programs for Temagami First Nation Businesses

A number of small business programs have been made available to the members of Temagami First Nation. A summary of each program is listed below.

6.1.1 Casino Rama Revenues Small Business Grant Program

In 2001, the Temagami First Nation Chief and Council created the Casino Rama Revenue Small Business Committee to serve as a sub-committee of the Revenue Working Committee to review Small Business grant applications. The guiding principle of the program is to ensure that revenues are distributed fairly to assist members in starting or enhancing an existing business through a grant program. This program is Aboriginal-owned and controlled and grant allocations are in accordance with their revenue program, granting up to \$5,000 per person or per business, with a 20% contribution from the applicant.

To be eligible for the grant program, applicants must be a registered Temagami First Nation member with a controlling share in the business. Grants are given out to first time applicants only and include new, existing, full and part time businesses. Funding under this program can be used to leverage funds from Aboriginal Business Canada administered by Waubetek Business Development Corporation. While a business plan is not a requirement, recipients are required to take a mandatory business training course. Business must be registered, deemed to be viable, provide employment and contribute to the social and economic benefits of the community. Following the distribution of grant monies, there is a five year period with a requirement to keep records and stipulations on the disposal of capital assets should the business close.

This program has seen a positive response. To date, there has been a wide range of business sectors represented with two thirds of the applicants opening new businesses. **Nearly three quarters of the businesses receiving funding since 2004 are still in operation.** The majority of the businesses were also located on the reserve. The following figures give a picture of the grant program activity.

Figure 39

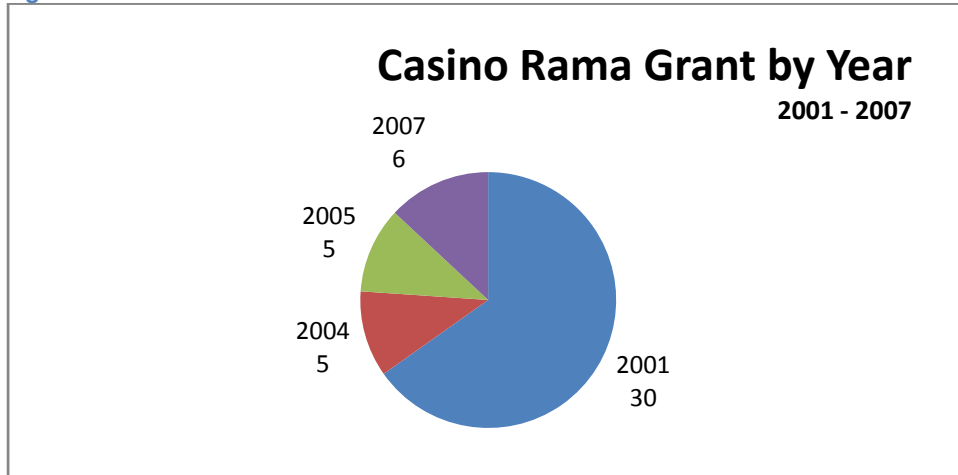


Figure 40

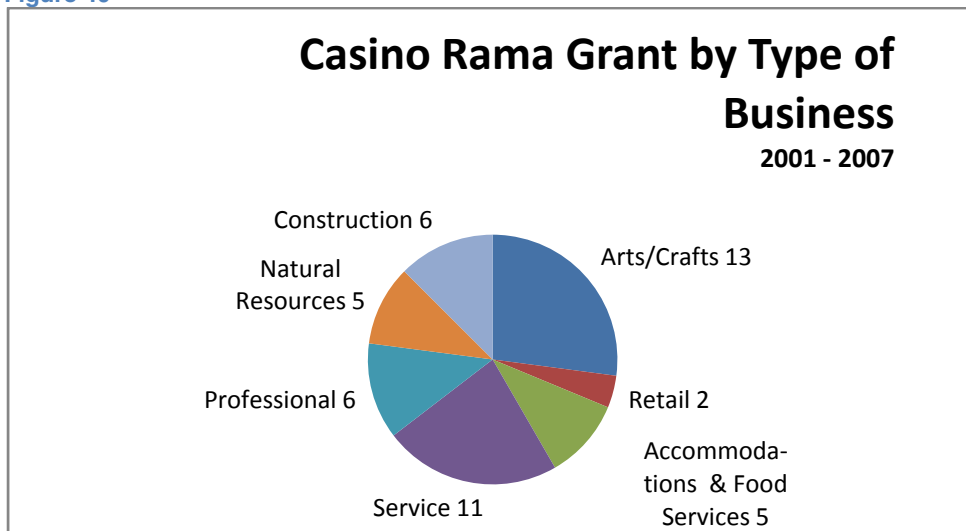


Figure 41

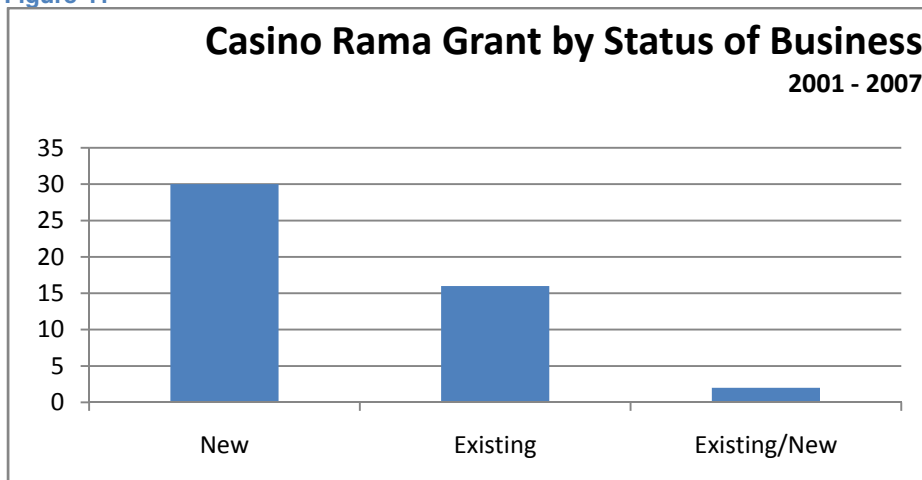


Figure 42

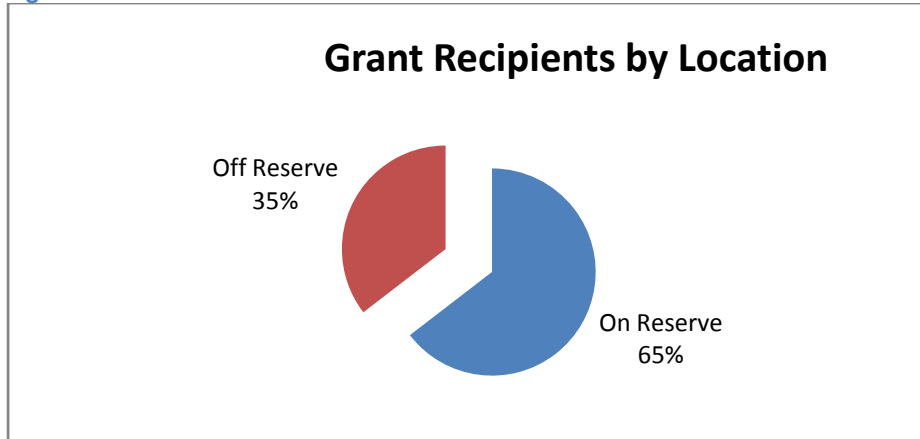


Figure 43

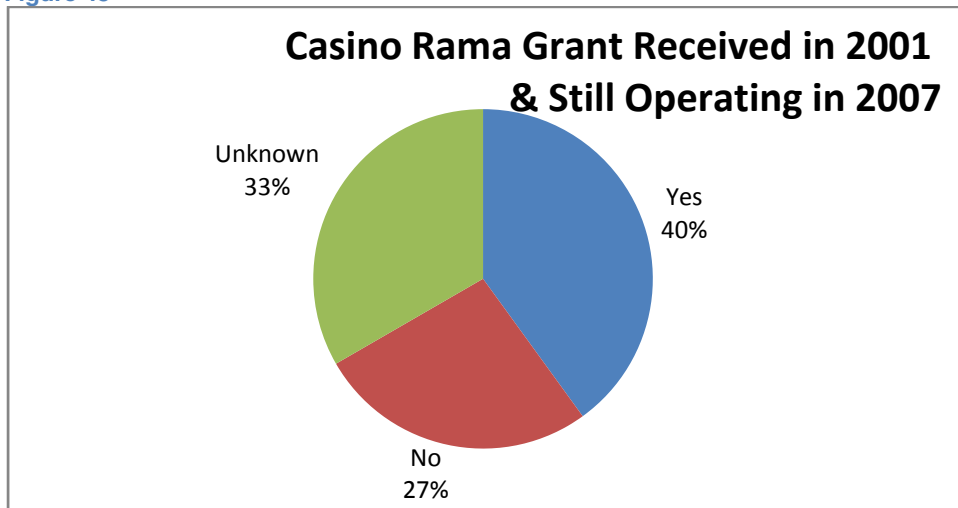
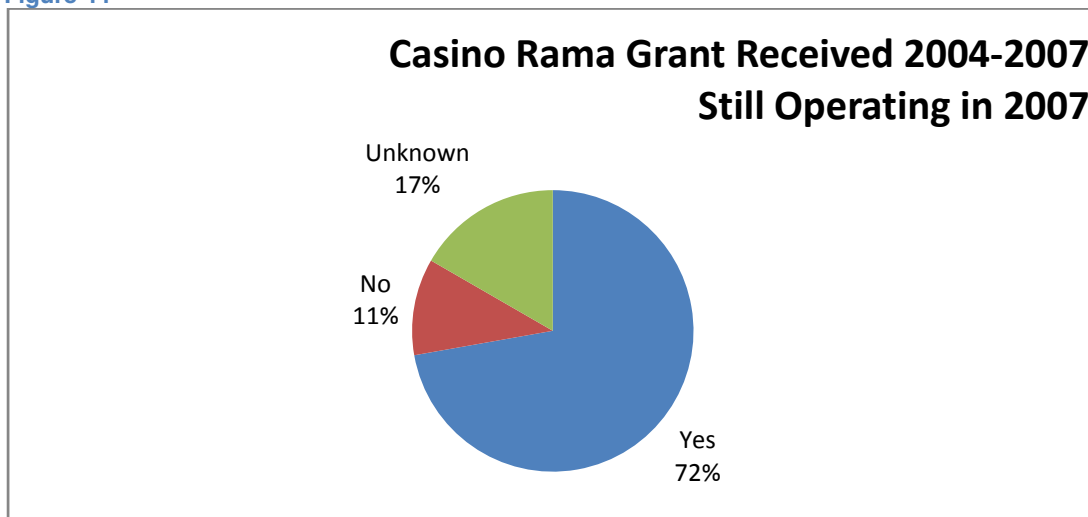


Figure 44



Compare the above numbers, especially those in Figures 43 and 44 to the following data on the rate of small business failure in Canada.

Figure 45: Survival Rates of Micro-Enterprises and Other Small Businesses (Employer Businesses Only) by Sector and Size (Percent), 1994–2003

Duration (years)	Micro (1–4 employees)				Other Small (5–99 employees)			
	Industry Aggregate	Goods-Producing Industries	Service-Producing Industries	Public Industries	Industry Aggregate	Goods-Producing Industries	Service-Producing Industries	Public Industries
1	72	69	76	83	70	68	73	64
2	54	52	57	71	57	54	59	56
3	46	44	48	64	48	46	50	50
4	40	39	41	58	42	41	43	47
5	35	35	36	54	38	37	38	44
6	31	32	32	50	34	34	35	42
7	28	29	29	47	31	31	32	40
8	26	26	26	44	29	28	29	38
9	23	24	23	41	26	26	26	37

Source: Statistics Canada, special tabulations of data from the Longitudinal Employment Analysis Program (LEAP), 1994–2003.

Figure 46: Comparison of Survival Rates

Length of Time Being in Business	Average Canadian Micro Business Success Rate (as in Figure 45 Less Public Industries)	Success Rate of TFN Businesses Who Accessed Casino Rama Revenue
3 years	46%	72% (with additional 17% unknown)
6 years	32%	40% (with additional 33% unknown)

All in all, these are quite impressive numbers. Compared to the Canadian average, TFN businesses that have accessed the Casino Rama Revenue are more likely to succeed – 57% more likely after 3 years and 25% more likely after 6 years.

6.1.2 Waubetek Business Development Corporation

The mandate of Waubetek Business Development Corporation is to improve the local economies of First Nation people in Northeastern Ontario. Waubetek operates in partnership with FedNor and Industry Canada to provide professionally oriented business and economic services. It is an Aboriginal-owned and controlled organization that provides business financing and economic development services to both First Nation entrepreneurs who are located in Northeastern Ontario. Temagami First Nation is one of 27 First Nation communities, which utilize the services. Waubetek's geographic service area includes the following boundaries: Highway 17 from Sault Ste. Marie along the North Shore of Lake Huron, including

Manitoulin Island through Sudbury and North Bay to Mattawa, Highway 11 north to Temagami and Highways 69 and 400 south to Orillia and Barrie.

Since 1990, Waubetek has provided a variety of business services and commercial financing to over 800 Aboriginal businesses in a variety of industries. Services include commercial financing, business counselling services, general advisory assistance and local initiative funding.



In particular, Waubetek administers the following programs:

- Aboriginal Business Canada Programs related to Youth, Innovation, Trade and Market Expansion as well as Aboriginal Tourism
- Commercial Loans as a Community Futures Development Corporation and an Aboriginal Financial Institution
- Aboriginal Youth Business Fund of Aboriginal Business Canada

Business counselling and support is provided to individuals and communities in the areas of starting or expanding a business, community development, proposal development, joint venture development or access to financing

6.1.3 Gezhtoojig Employment and Training Centre

In 1991, an “Area Management Board” was developed under the “Pathways to Success” program, which eventually evolved into the Gezhtoojig Employment and Training Centre. Initially, it was established to manage Human Resources Development Canada's Aboriginal component of their employment and training programs. This program became obsolete in 1996 and the employment and training funds were transferred directly to the local boards now known as Local Delivery Mechanisms. In the spring of 1999, Gezhtoojig, located in Sudbury, began operations. Gezhtoojig's Management Area includes the following First Nation groups: Temagami, Dokis, Wasauksing, Shawanaga, Magnetawan, Henvey Inlet, and Wahnapiatae and the urban communities of Sudbury and Parry Sound. Training funds are available for residents of these seven First Nation groups and the urban communities.



Funding is available for individuals, employers, and community-based organizations who want to develop skills for an identified employment opportunity. Gezhtoojig works in partnership with both FedNor and Canada-Ontario Business Service Centre to establish and operate the Aboriginal Business Service Network, which provides access to computer workstations, reference resource library and internet access to relevant online resources and is staffed by a full-time Business Counsellor available to assist entrepreneurs. It is the responsibility of Gezhtoojig to oversee the contract, the project and its development. Partnerships between the Federal and Provincial government are present in the Canada-Ontario Business Service Centre, which provides business services such as links to sources of information, programs, services and regulatory requirements by phone, fax, walk-in, internet or e-mail for its clients. Sponsors include, Aboriginal Business Service Network, FedNor and the Government of Canada.

The objectives of the Gezhtoojig and, in particular, the Business Development & Advisory Services Program are as follows:

- To provide a "first point of contact" approach centered on the needs of the Aboriginal business community, including youth, for specialized business information services,
- To assist with the establishment and growth of Aboriginal businesses
- To promote awareness by Aboriginal businesses and communities of the enhanced support systems, products and services that are available to them
- To improve communications and feedback with Aboriginal business stakeholders
- To assist Aboriginal entrepreneurs and communities to improve access to and use of information, services and training
- To eliminate barriers such as geographical isolation, lack of business networks and reduced awareness of information sources
- To provide Aboriginal entrepreneurs with the information and skills to increase their ability to access capital, grow businesses and achieve success

6.1.4 South Temiskaming Community Futures Development Corporation

Located in Haileybury, the South Temiskaming Community Futures Development Corporation (CFDC) exists to work in partnership with both the private and public sector to help strengthen the local economy.

It is a "bottom-up" development corporation, which employs local staff and reports to a community-based, volunteer board. The promotion of Community Economic Development is at the forefront of the South Temiskaming CFDC and it promotes locally-driven projects instigated by its member communities. In order to plan for future local economic success, both a realistic vision and a positive outlook need to be established. South Temiskaming CFDC endorses the following methods to achieve these goals, they include: the identification of strategies to resolve issues and problems, inspire community members and promote partnerships and cooperation through local involvement and to recognize the importance of volunteers.



SOUTH TEMISKAMING SUD
Community Futures Development Corporation
Société d'aide au développement des collectivités



While South Temiskaming CFDC is not an Aboriginal-focused corporation, it does provide services to First Nation groups within the Temiskaming District, including Temagami First Nation. The primary focus of South Temiskaming CFDC is to aid in the investment of small business. The organization provides loans, loan guarantees and equity investments to both new and existing businesses. Each investment is provided on the basis of demonstrating a viable business plan, personal commitment, and the degree to which the business will maintain or create jobs.

They also help local community members in analyzing the local economy and look for opportunities for economic growth and enhanced quality of life. The Board of Directors make decisions on business investments and community projects which will be undertaken by the CFDC and other community partners. Members of the Board of Directors are also residents of the local community. Each stakeholder has a vested interest in the community's welfare.

The goals and objectives of the organization include:

- promotion of community economic development by encouraging community involvement, economic stability, growth and diversification
- to conduct studies and research on the local economy.

The main purpose of encouraging community economic development is to assist entrepreneurs in starting a business and to guide them during the expansion of an existing business. It is also important for South Temiskaming CFDC to encourage positive employment growth and to identify potential tourism opportunities. At the forefront of South Temiskaming CFDC goals are to assessing the impact of future changes in the local economy and seeking community input on how they see their community in the future.

South Temiskaming CFDC also manages the Ontario Ministry of Northern Development and Mines' Small Business Resource Centre.

- help for entrepreneurs to develop business plans and to obtain other information on various other business development issues
- a Canada–Ontario Business Service Centre site, which provides access to a broad range of business information and services in forms such as on-site library (books, magazines), on-site guided access to Internet based information (databases) and referral to other services and specialists as required.

6.1.5 Anishinabek (CORDA)

The Canada Ontario Resource Development Agreement (CORDA) is an agreement between Canada, Ontario and First Nations peoples of Ontario. By providing financial assistance to develop and utilize renewable natural resources, the Agreement encourages resource and economic development initiatives of First Nations peoples. Those that are eligible for funding are the First Nation peoples, specifically, the Anishinabek Nation. The Anishinabek Nation territory includes a number of First Nations groups along the north shore of Lake Superior and surrounding Lake Nipigon, the north shore of Lake Huron, Manitoulin Island, east to the Algonquins of Pikwákanagán (150 kilometres west of Ottawa), and through the south central part of Ontario to the Chippewas of Sarnia First Nation. Those that are eligible for funding (up to \$35,000) must be approved by the CORDA program. In order to be deemed eligible, an applicant's proposal must comply with the following criteria:

- Projects that promote renewable natural resource development, management, harvesting and conservation in Ontario.
- Projects that involve one or more of the following:
 - commercial fishing
 - fur trapping
 - forestry
 - traditional harvesting
 - deer and moose hide utilization
 - sports fishing & hunting,
 - fishing and hunting for domestic use
 - Commercial recreation
 - processing and marketing of products derived from renewable natural resource
 - environmental projects relating to resource development
 - renewable resource planning



Further, in order to qualify, project reports must be submitted on previously approved projects. CORDA has an environmental focus, which requires the applicant to demonstrate in writing, that projects are environmentally sound and meet environmental guidelines and regulations.

6.2 Potential for Services Overlap

With a wide range of business services available to the entrepreneur of a small business it is likely that confusion exists with respect to who does what.

In Temagami, as in many other communities, support services to small business are offered by a variety of organizations. Small business owners have access to substantial support should they wish to access it. But the fact it is provided by several different groups has proven confusing to people seeking that support.

Despite the coordination that has occurred amongst the organizations regarding small-business services, it may not be obvious to the user. There is a wide variety of needs in the small-business community and the agency they select first may not be the best one for their purposes. The Internet, while not a perfect solution, can certainly help users select the appropriate service group.

Given this potential for confusion, it is critical for TFN's economic development office to know what is available and how programs change. This is the current case, however, there are opportunities for improvement. These will be identified in the recommendations below.

6.3 Recommendations for Casino Rama Fund and Small Business Support

Communicating Small Business Program Availability

- Provide ongoing training for TFN Economic Development Officer to stay aware of changes to small business programs.
- The TFN web site could be improved to make it easier for entrepreneurs and small business to find the particular service they need. This does not have to be an elaborate set-up. Simply the names of programs with a summary of each and links to their websites.
- On the TFN web site, economic development office's phone number and email address should be very clear. Some people are less inclined to immediately take the initiative of cold-calling a government service – they would like someone local to speak with first, provide information, hear out their business idea and/or provide a referral.

TFN Representation

- Make it a goal to dedicate a staff member, Council member or volunteer to sit on the Board of Directors of these small business organizations. Through this representation, the needs of the TFN community will be reflected in the operational and strategic direction of each organization.

Casino Rama Revenue Fund – Application & Allocations

- Aim to have grants available in spring prior to summer when business peak seasons are about to occur.
- Allow business people to apply for and receive funds every three years. This encourages expansion of successful businesses and allows TFN to better track the success and failure of previous grantees.
- Allocate a minimum age requirement of 16 which encourages senior high school students to take initiatives in starting summer businesses.

- Granting of the funds should be made only upon the applicant completing a training course on a business subject of personal interest (e.g. bookkeeping, sales, networking, taxation, using Excel). The courses can be completed through any number of a host of on-line services or at business centres in larger cities.
- In years of larger funding allocations, have larger amounts (e.g. up to \$10,000) available to businesses that fit in with the goals of the strategic plan (e.g. construction, cultural tourism).

Casino Rama Revenue Fund – Governance

- Changes to the Small Business Committee Terms of Reference and Conflict of Interest Guidelines are not necessary with the exception of suggesting a shorter term.
 - Currently volunteer committee members have a 4 year term.
 - It is recommended that terms be shortened to 2 years, with the potential for three reappointments (up to six years).
 - In addition, the appointments should be made so that there isn't full turnover of the committee every two years. This means there are 2 volunteer positions available every year.
- The current approval process seems to be working and due to the inconsistent nature of the funding being available is completely appropriate. Continue to have recommendation of Small Business Committee go to Rama Revenue Committee and then on to Chief and Council.

Casino Rama Revenue Fund – Measurement

- TFN should be commended for following-up with each grant recipient to determine on the success of each. Continue to track.

7 Development Corporation

7.1 Definition of a Development Corporation

Development corporations have been successfully used by Aboriginal and non-Aboriginal groups across Canada. In the name of economic development they primarily undertake initiatives such as:

- Take ownership of land for the purposes of industrial, commercial and residential development
- Own and manage business units and corporations in order to provide a product or service that the private sector has not identified or is unwilling to take the risk on
- Administer Provincial or Federal government projects
- Invest in physical infrastructure such as wireless telecommunications services in order to overcome a barrier to investment
- Provide loans, grants and other incentives for business people wishing to start a company.

One specific area of interest that has been exploited by some First Nation development corporations is the ability to stimulate economic growth in key sectors and have businesses which they start actually get purchased and operated totally by a member of the community. An example of this is with the Wikwemikong Development Commission (Manitoulin Island) where businesses such as Manitoulin Timber and Manitoulin Cedar Leaf Oil as well as other ventures in log homes and the local marina, were created as off-shoots of the Commission and are now operating in private hands. This is a positive step in empowering the community.

The recommendation of this strategy is that Temagami aggressively pursue the establishment of a development corporation. There are so many more economic development possibilities that come to light with such a corporation that is arms length from Chief and Council.

7.2 Mission for the Temagami Development Corporation

The **mission statement** focuses on a community's present state – its reason for being. It answers the question of why it is in existence.

Temagami Development Corporation's Mission

Promote and provide community economic development support services to members of Temagami First Nation and to explore economic development opportunities, ventures and investments for the future well-being of the Temagami First Nation.

7.3 Values of the Development Corporation

While the strategies in this plan address specific choices the development corporation faces, they are shaped by guiding principles, philosophies and fundamental values that emerged in the consultation process – the underlying community culture that directs those choices.

7.3.1 Value #1: Creativity

New industries, new economies and new infrastructures all play a role in this plan, and these challenges and opportunities must be confronted and addressed with innovative solutions and concepts that are combined with the approaches and tactics that have been successful in the past. Ingenuity, creativity and innovation are the only tools that will succeed in this environment. While the strategic directions that are identified will require that the community reinvent itself to some degree, there are steps that can be taken to maximize its existing strengths. At a minimum, Temagami First Nation must modify its approaches to reflect these new targets and objectives.

Building on the momentum created by the implementation of this project, the Band should continue to involve the community by articulating and describing the target areas in a way that excites and motivates people. Successful implementation rests upon the application of local knowledge, local experience and local networks to the development and description of the new strategies.

7.3.2 Value #2: Community Partnership

Once the strategic directions are described, identified and placed in a local context, the development corporation must begin to work together to build partnerships that will support implementation. Where they are extensions of existing effort, the corporation must reconfirm its partnerships. Working teams should be established for each of the target areas, bringing local experts together on an ongoing basis to advise and direct efforts as the program moves forward.

These community-based partnerships will serve several functions. Practically, they will help to steer the initiative. On a more subtle level, they will operate to ensure that efforts are based in practical understandings of the subject and grounded in firsthand knowledge of the practical day-to-day realities of the challenges that are targeted.

7.3.3 Value #3: Collaboration

In the sense used above, 'partnerships' are situations where two or more partners get together and formally agree to pool resources – usually financial, staff time, or physical resources such as a building or tract of land – to provide programming or engage in a certain venture. Collaborations by contrast are less formal arrangements, consisting of two or more organizations meeting, sharing information, brainstorming, etc. In collaborations there are typically no formal agreements or offerings – the purpose is to share ideas and approaches. Often collaborations lead to partnerships.

While partnerships will help with implementation, a more proactive environment of collaboration will be necessary to enhance Temagami and Bear Island's attractiveness. It is not enough for the community to articulate its existing attractive qualities – it must actively seek to create new and innovative offerings and value propositions on an ongoing basis. For example, local business, community officials and educators must work together to develop, implement and promote new academic and practical training programs that will build skills within the local community and the local workforce that will directly assist in growing the economy.

7.4 Institutional Behaviours

It is critically important for the development corporation to establish institutional behaviours or policies. This will help to reduce financial and administrative barriers but more importantly it will provide greater certainty for investors.

7.4.1 Separate Political Process from Government Administration and Business Management

- Define roles
 - political organization (Chief and Council) provides broad level guidance
 - Development Corporation Board of Directors sets strategic direction
 - Development Corporation administration develops, regulate and enforce a framework/policies for economic activity
 - Development Corporation business management grows businesses within the framework

7.4.2 Strive to Find Strong Directors

- This is difficult because of small leadership pool but here are some mechanisms to undertake right away that will help
 - Document roles and responsibilities
 - Establish procedures to identify and manage possible conflicts of interest
 - Establish procedures to hire and promote staff based on merit and qualification
 - Create agreements to keep existing management in place for several years when purchasing businesses
 - Strike Boards that include only a couple of members from Chief and Council ... these may be members of the First Nation or non-Aboriginals with business experience ... ensure a significant voice for non-political members

7.4.3 Focus on Sustaining Businesses

- It is very possible that the Board of Directors will experience conflict or tension on how to use income from business ventures unless policies are put into place. Unless there are extenuating special circumstances, the first priority is to reinvest and grow the business.
- Address challenge through policies – state that the income/profit must be first used to sustain the business and once that is taken care of then other services receive funds. This extra money can be used to support other critical needs such as housing or social services.

7.4.4 Measuring Progress Towards Goals

- Business plans need to identify performance measures

7.4.5 Partnering to Develop Institutional Arrangements

- Joint organizations can be started to undertake partnerships of several First Nations
- Benefits include
 - Shared costs to permit projects that would otherwise not be possible
 - Improved access to expertise
 - Ability to benefit from experience of others
 - Access to larger pools of capital
 - Ability to identify and pursue larger-scale opportunities, often off-reserve

7.5 Articles of Incorporation

The following is an example of what an Articles of Incorporation will look like for Temagami First Nation.

The name of the corporation is: Temagami Development Corporation

- 1.) The address of the registered office is:
General Delivery, Bear Island, Ontario P0H 1C0
- 2.) Number of directors is:
A minimum of three (3) and a maximum of seven (7)

- 3.) First Director (s): Premier(s):

First Name, Initials and last name	Residence address	Resident Canadian Status, Yes or No

- 4.) Restriction, if any, on business the corporation may carry on or powers the corporation may exercise
None
- 5.) The classes and any maximum number of shares that the corporation is authorized to issue:
The corporation is authorized to issue an unlimited number of Class A Shares and an unlimited number of Class B Shares
- 6.) Rights, privileges, restrictions and conditions attaching to each class of shares and directors authority with respect to any class of shares which may be issued in series:
 - a.) In priority to the Class A common shares and any other shares ranking junior to the Class B preference shares, the holders of the Class B preference shares shall be entitled to receive, and the Corporation pay thereon, as and when declared by the Board, non-cumulative dividends at the annual rate determined by the Board from time to time but no greater than 12% and no less than 1% of the redemption price of the Class B preference shares, as the case may be. If, within six months after the expiration of any fiscal year of the Corporation, the Board in its discretion has not declared a dividend on the Class B preference shares for the fiscal year, then the rights of the holders of the shares of that class to any dividend for that year shall be forever extinguished. The holders of the Class B preference shares shall be entitled to any dividends other than those provided by this subparagraph. Subject to the prior rights of the Class B preference shares, the holders of the Class A common shares shall be entitled to dividends as and when declared by the Corporation. No dividends shall be declared on the Class B preference share and class A common shares if there are reasonable grounds for believing that the realizable value of the Corporation's assets would thereby be less than the aggregate of its liabilities, the states capital of the issued and outstanding Class A common shares and the aggregate redemption price of the issued and outstanding Class B preference shares
 - b.) The holders of Class B preference shares shall not be entitled to notice of, nor attend and vote at any meetings of shareholders except as may be required by law.

- c.) The holders of the Class A common shares of the corporation shall be entitled to notice of, to attend at, and to cast one vote for each such share held at all meetings of shareholders, and in all other respects shall rank equally.
- d.) The “redemption price”, where used in these Articles with respect to the Class B preference shares, means the sum of \$1.00 per share.
- e.) Subject to the provisions of the *Business Corporation Act, 1982* as now enacted or amended or replaced from time to time, the Corporation may upon giving notice as herein provided, redeem at any time the whole or from time to time, any part of the then outstanding Class preference shares on payment for each share to be redeemed of the redemption price for such shares together with an amount equal to all dividends declared thereon but unpaid.
- f.) When redeeming Class B preference shares under the provisions of clause (e) hereof, the Corporation shall, at least 20 days before the date specified for redemption, mail to each registered holder thereof a notice in writing of the intention of the Corporation to redeem. The notice shall be sent by prepaid mail addressed to each shareholder at his last known address. Accidental failure to give notice to one or more shareholders shall not invalidate the redemption. The notice shall set out the redemption price, the effective redemption date, and if part only of that class of preference shares are to be redeemed, the number to be redeemed.

On or after the date so specified for redemption the Corporation shall pay or cause to be paid the redemption price to or to the order of the registered holders of the Class B preference shares to be redeemed, upon surrender of the appropriate share certificate(s) at the registered office of the Corporation or at any other place designated in the notice. If a party only of the Class B preference shares represented by any certificate is to be redeemed, a new certificate for the balance shall be issued at the expense of the Corporation. From the date specified in any such notice, the holders of the Class B preference shares called for redemption shall cease to be entitled to the receipt of any further dividends and to exercise any of the rights of the shareholders with respect to those shares, unless the Corporation fails to make payment of the redemption price in accordance with the foregoing provisions, in which latter event the rights of the shareholders shall remain unaffected. The Corporation may, at any time after the mailing of notice of its intention to redeem any Class B preference shares, deposit the redemption price or of such of them as are represented by certificates that have not been surrendered by the date of such deposit, to a special account in any chartered bank or trust company in Canada named in the notice of redemption, to be paid without interest to or to the order of the respective holders of the shares upon surrender to that bank or trust company of the appropriate share certificate(s). Upon that deposit being made, or upon the date specified for redemption in the notice, whichever is the later, Class B preference shares in respect of which the deposit has been made shall be redeemed and the rights of the holders thereof shall be limited to receiving, without interest, their proportionate part of the total redemption price thus deposited, against surrender of the certificates for their shares to be redeemed.

- g.) Subject to the provisions of the *Business Corporation Act*, the Corporation shall, at any time upon being given notice pursuant to subparagraph (h) hereof, redeem the whole or any part of the Class B preference shares then owned by any shareholder, by paying for each share

to be redeemed an amount equal to the redemption price for such shares together with an amount equal to all dividends declared thereon be unpaid.

h.) The retraction right provided by subparagraph (g) hereof may be exercised by the holder of any Class B preference shares, at any time and from time to time, by notice in writing sent by registered mail to the Corporation at its registered office, accompanied by the certificate(s) representing Class B preference shares that the holder wishes to be redeemed. That notice shall be signed by the person registered on the records of the Corporation as the holder of the shares in question, or by his duly authorized attorney, and shall specify the number of Class B preference shares that the holder wishes to have redeemed. Within fourteen days after the date of mailing of that notice, the Corporation shall pay or cause to be paid the redemption price of the shares represented by any certificate be redeemed, a new certificate for the balance shall be issued at the expense of the Corporation.

i.) Upon the liquidation, dissolution or winding-up the Corporation:

- i. The holders of the Class B preferences shares shall be entitled to receive an amount equal to the redemption price of those shares and the amount of any declared but unpaid dividends in priority to the holders of all other classes of the Corporation, and no more.
- ii. The holders of the Class A common shall be entitled to equally receive all other assets of the Corporation distributed in the same proportions as their respective shareholders but subject to the rights of the holders of the Class B preference shares.

7.) The issue, transfer or ownership of shares is/is not restricted and the restrictions (if any) are as follows:

The transfer of shares of the Corporation shall be restricted in that no shareholder shall be entitled to transfer any share or shares without the approval of the Directors of the Corporation expressed by a resolution passed at a meeting of the Board of Directors or by an instrument or instruments in writing signed by a majority of the Directors

8.) Other provisions, if any, are:

a.) The number of shareholders of the Corporation, exclusive of persons who are in the employment of the Corporation and exclusive of the persons who, having been formerly in the employment of the Corporation, were, while in that employment, and have continued after the termination of that employment to be, shareholders of the Corporation is limited to not more than fifty, two or more person who are the joint registered owners of one or more shares being counted as one shareholder.

b.) Any invitation to the public to subscribe for securities of the Corporation is prohibited

The name and addresses of the incorporators are:	Full residence address or address of registered office or of principal place of business

7.6 Successful Development Corporations

7.6.1 Wikwemikong Development Corporation

www.kanservu.ca/~pontiac/wikydevelopment/

In 1973, the Wikwemikong Development Corporation (WDC) was provincially incorporated and currently operates as a non-profit organization. As the economic development branch of the Wikwemikong Unceded Indian Reserve, the WDC promotes a diversified economic base for its band members through opportunities to increase wealth, quality of life and labour force activity.



Bordered by Lake Huron and Georgian Bay, Wikwemikong Unceded Indian Reserve is situated on a peninsula located at the east end of Manitoulin Island. While Wikwemikong is primarily concentrated in the Village of Wikwemikong there are additional satellite communities of Kaboni, Wikwemkongsing, Rabbit Island, Buzwah, South Bay, and Murray Hill. The Wikwemikong Unceded Indian Reserve also has holdings on the mainland (Point Grondine). The village of Wikwemikong is located 20 kilometres northeast of Manitowaning and 170 kilometres southwest of Sudbury, which is the nearest major commercial centre. Wikwemikong has an on-reserve population of 2,747 people, with an additional 3,634 off-reserve members.⁶

Through the efforts of the WDC, a number of services are available to both on and off reserve band members. With direct reference to services offered to members interested in small business programs, the WDC offers the following: Aboriginal Business Service Network (ABSN) and Small Business Centre.



While the ABSN puts forward the many services offered by both the federal and provincial government services related to small business, the Small Business Centre provides commercial leasing spaces for existing businesses in Wikwemikong.

Economic development is an integral tool in the future growth of Wikwemikong Unceded Indian Reserve. WDC continues to identify joint venture & economic development opportunities, while acknowledging the role of economic development in achieving/promoting self-reliance, self-governance and self-determination. WDC continues to play an active role in economic development initiatives such as, Wii-ni n'guch-tood LDM, a self-employment and training development delivery mechanism and the Wiky Bay Marina, Wiky TV 5, and Wiky News.⁷

WDC is a proud community partner of the Great Spirit Circle Trail. Along with seven other First Nation's groups, WDC has become an active agent in the GSC Trail hiking tour. The GSC Trail provides authentic Aboriginal tourism tours to visitors interested in both nature and cultural tourism packages. The trails stretch across a vast area from Manitoulin Island to the Sagamok Region of Northeastern Ontario. A variety of adventures are available from "soft adventure" to wilderness eco-adventures and educational tours.

⁶ Source: First Nation Profiles: http://pse2-esd2.ainc-inac.gc.ca/fnprofiles/FNProfiles_home.htm retrieved on August 13th, 2008

⁷Source: Manitoulin Expositor: <http://www.manitoulin.ca/Expositor/old%20files/feb6.htm> retrieved on August 29th, 2008

7.6.2 Garden River Development Corporation

www.gardenriver.org/services/bandadmin/grdevcorp.htm

Garden River First Nation is located within the District of Algoma, just east of the City of Sault Ste. Marie. Based on the most recent data available, the Garden River First Nation (GRFN) has a Registered Members List of 1,964 people.⁸ The Garden River Development Corporation was incorporated in 1994 as a for profit organization, which was formed to oversee economic development within the GRFN. In order to aid its community members wishing to start their own business by obtaining Provincial and Federal Grants and Loans, the GRDC subsequently formed the Garden River Opportunities program, which is not for profit.

GRDC's mission statement is as follows: "The GRDC will provide the platform for economic development and diversification for the GRFN. In this capacity, the GRDC will play a leading role in economic activities undertaken in the community both by creating positions that are conducive to economic development as well as playing an active role in the establishment and acquisition of business ventures. The GRDC will build upon the natural attributes and strengths of the community as well as its proximity to Sault Ste. Marie and the United States to foster economic development in a manner that is sustainable and respectful of the First Nation's traditions and values."⁹

Based on GRDC's mandate to promote economic development and embark on viable business ventures. For example:

- GRDC has formed a partnership with Millbrook Technologies to create a technological web portal that provides training and skills development to both Aboriginal and non-Aboriginal people
- Acquisition of Construction Equipment Company and Pro Motion Power Sports Ltd.
- Establishment of a value-added forestry manufacturing operation specializing in home components
- Construction and management of a high-end 18-hole golf resort
- Construction of 16 kilometres of highway through the First Nation
- Construction management of an Adult Education/Recreation Centre, also referred to as the Garden River First Nation Education Unit

7.6.3 Sagamok: Saulteaux Development Corporation

www.saulteauxenterprises.ca

Sagamok Anishnawbek First Nation is located in Massey, Ontario. It has a total registered population of 2,451.¹⁰ As the Community Development Corporation for the Sagamok Anishnawbek First Nation, Saulteaux Enterprises is determined to provide economic independence to the Sagamok Anishnawbek. Saulteaux Enterprises is currently in partnership with the Sagamok Anishnawbek community to support not only personal economic success, but to enhance the overall economic viability of the community.



⁸ Source: Garden River Development Corporation: <http://www.gardenriver.org/about/population.htm> retrieved on August 13th, 2008

⁹ Source: Project Development Officer: Garden River Development Corporation

¹⁰ Source: First Nation Profiles: http://pse2-esd2.ainc-inac.gc.ca/fnprofiles/FNProfiles_home.htm retrieved on August 13th, 2008

Saulteaux Enterprises supplies the community with the appropriate employment & training programs to its members for future achievement. Many of these services include: overseeing the allocation of employment and training funds and the operation of the community resource centre. Saulteaux Enterprises identifies the importance of small business support, through the governing of self-employment assistance, small business grant funds and small business loan funds.

Both mentoring and advisory services are available to the community with specific direction provided for employment and training, job-searching and career counselling. For those members interested in entrepreneurial ventures, Saulteaux Enterprises provides aid in composing a business plan, financing a business venture, marketing initiatives and providing assistance to functioning small businesses in the community.

Saulteaux Enterprises demonstrates its viability as a corporation through the management of Fisheries Program and the Lotteries Program. Saulteaux Enterprises also operates two businesses: the North Shore Dental Clinic and the Wash 'N Suds Laundromat.

7.6.4 Tsleil-Waututh First Nation

www.burrardband.com

The Tsleil-Waututh First Nation, also linked to the Burrard Indian Band, has a population of 430 members.¹¹ The main community is located on Burrard Inlet Indian Reserve #3, approximately 30 kilometres north of Vancouver. There are two additional reserves located at the tip of the Indian Arm. All three reserves encompass a total land mass of 110.7 acres.¹²

The creation of various ventures such as an eco-tourism business and eco-tourism oriented economic development, has led to the promotion of economic development within the Tsleil-Waututh and subsequently, become an integral aspect to the band for a number of years.



- An eco-tourism economic development study in 2001 and the creation of an eco-tourism business, specifically Takaya Tours
- A conference on the development of wellness indicators was held in January 2002
- As of February 2002 the following measures were initiated:
- Assessment of eco-tourism and eco-forestry opportunities on Tsleil-Waututh
- Assessment of a joint venture opportunity renovating and renting a commercial heritage building in downtown Vancouver
- Assessment of a joint venture opportunity developing a marine eco-tourism business at Canada Place in Vancouver



The Tsleil-Waututh Economic Development Department (TWFN EcDev) was created in 2002 and had stemmed out of Takaya Developments Ltd., established in 1994. TWFN EcDev was formed as a result of

¹¹ Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada

¹² Ibid.

the need for a formal economic development department for the Nation. TWFN EcDev is a member of the Management Committee of the Tsleil-Waututh Nation and reports to Chief and Council. TWFN EcDev is comprised of five team members, including Leonard George, Director of TWFN EcDev and former Chief of the Tsleil-Waututh First Nation.

As of one of Tsleil-Waututh’s largest partnership initiatives, Raven Woods Signature Estate residential development has empowered Tsleil-Waututh First Nation as one of the key partners along with Sligo Holdings (BC) Ltd., part of the Kuok Group, and NSI Strategic Investments Ltd. in the development of The Signature Estates. The success of this project is intertwined with the overall of achievement of the Takaya Developments group of companies, with nearly 800 homes built in the Raven Woods community over the past 15 years.¹³

7.6.5 Okanagan Nation Alliance: Osoyoos Indian Band

www.oibdc.com

Osoyoos Indian Band has 459 band members¹⁴. The main community of the OIB is located on two reserves, which are situated just near the Town of Osoyoos. Osoyoos Indian Reserve spans over a land mass of 13,052.3 hectares.¹⁵ The Band’s land base reaches across some of British Columbia’s most pristine land with potential development opportunities for residential, commercial, industrial, agricultural, and eco-tourism initiatives.



The people of Osoyoos Indian Band have regarded the principles of hard work and a self-sustaining lifestyle as essential to the development of a strong local economy. The establishment of the Osoyoos Indian Band Development Corporation (OIBDC) has led to the initiation of business opportunities such as leases and joint ventures. OIBDC has created alliances with various private sector businesses, which has led to gainful employment opportunities for both native and non-native residents located in South Okanagan.



In 2006, OIBDC went into partnership with the Province of British Columbia to set up a revenue sharing framework to develop Crown Land that is located within the boundaries of the traditional territory of the OIB. The settlement land under review is expected to experience further expansion in and around the Mt. Baldy Ski Area. As a result, a partnership has been formed between OIB and the Mt. Baldy Ski Resort, in which the band is expected to purchase an interest in the resort. Once the purchase is complete, a share from the real estate development revenues will be provided to OIB, along with job opportunities for band members at the resort facilities. An agreement will also be devised that will respect OIB’s traditional lands, with regards to potential archaeological site excavation if future expansion occurs.

¹³ Source: Raven Woods <http://www.ravenwoods.com/about.html>, retrieved on August 11th, 2008

¹⁴ Source: Registered Indian Population by Sex and Residence, December 2007, Indian and Northern Affairs Canada

¹⁵ Source: First Nations Profiles, Indian and Northern Affairs Canada and British Columbia First Nations websites: http://www.gov.bc.ca/arr/firstnation/okanagan_nation_alliance/default.html#background, retrieve on August 13th, 2008

OIB has had a long history of progressiveness, which was first initiated by ranching, trading and small farms and now has embarked on wine production through massive vineyards, which sprawl across their lands. The Band's success in business is validated through the presence of a large annual budget in excess of \$14 million dollars and governs its own health, social, education and municipal services.

7.6.6 Membertou First Nation

www.membertou.ca/

Membertou First Nation is located close (3 kilometres) to the City of Sydney, Nova Scotia. Its roots are grounded in the greater tribal group of the Mi'kilmetsaw Nation. As an urban First Nation community, it boasts a population of over 1,050 people and is one of five communities that comprise the Cape Breton Regional Municipality. The Regional Municipality covers a total population of 115,000 people.



Membertou operates under the guidelines listed by the Indian Act of Canada and is governed by a Chief and ten councillors that are elected every two years by community members. Since 1995 the Membertou Band has transformed the community from operating under a deficit, to a band that has captivated the mainstream economy through the creation of new revenue generating programs. Through new leadership, Membertou's chief & council implemented three strategic decisions. These decisions were outlined as follows:



To engage in new economic activity, that builds upon both modern innovation and the benefits of indigenous knowledge based principles of preservation through: conservation, sustainability of resources and reverence for the land and the waters.

Following the implementation of the preservation concept through conservation, sustainability, innovation, Membertou then positioned itself prominently. This was achieved through the creation of the Membertou

Corporate Office in downtown Halifax. This strategy was formed with the purpose to increase the Band's profile among major private sector companies in the Province's economic head quarters, Halifax. The profile has enabled Membertou to embark on several partnerships with the private sector, which include industry sectors such as, oil and gas, engineering, mining, geographic information systems, information technology, aerospace, business management and consulting services.

In order to empower the community's residents, programs related to both education and career oriented development were initiated by the Band office. As a result of the additional business partnerships between the private sector and Membertou, an increase in demand for skilled labour and viable employment opportunities arose.

In order to achieve full economic independence, Membertou continues to follow the three strategic objectives it has set out above. Membertou's current success is made tangible through the growth of its operating budget in the last 10 years – from \$4 million to \$65 million. The growth of Membertou's operation is also present in the success of the following businesses: Membertou Market, Membertou Advanced Solutions, Membertou Mapping Service, Membertou Quality Management Services and most recently the prestigious Membertou Trade and Convention Centre.

7.6.7 Miawpukek

www.mfngov.ca

Miawpukek, also a member of the greater Mi'kilmotresaw tribal group of the Mi'kilmotresaw Nation, was officially designated as Samiajij Miawpukek Indian Reserve under the Indian Act in 1987.¹⁶ The community's membership includes 787 on-Reserve and 1,779 off-Reserve. The total population on-Reserve as of August, 2006 is 867. (787 Native and 80 non-Native).¹⁷ Miawpukek Indian Reserve is located on the south coast of Newfoundland, 224 kilometres from the nearest service centre, the international airport town of Gander.¹⁸



Miawpukek has also experienced a transformation from an ailing, remote community with levels of nearly 90% unemployment to a robust community with close to 100% full/part-time employment. Often regarded as a model community for other First Nations groups by Indian & Northern Affairs Canada, Miawpukek's strategic direction is forged in its duty to invest in the future, while preserving its past. The need for a sound economic development approach was acknowledged in 1987, which ultimately led to the creation of an economic development department. Working in a proactive manner is at the forefront for the Miawpukek Band Government, which has turned its focus in recent years to providing full community economic prosperity.

The newly devised Miawpukek First Nations Investment Strategy not only focuses on the enhancement of the community through the economic development, but also the culture, social and spiritual aspects of life in the community.

As part of its overall objectives, the Miawpukek Band Government has engaged in economic development ventures such as operating commercial fishing businesses in collaboration with the Department of Fisheries and Oceans. The Miawpukek Band had 4 commercial fishing vessels including a 35' crab and ground fish vessel. The vessels were operated in most part by Miawpukek members that trained with the Marine Institute, as sponsored by Miawpukek Human Resources. By doing so, such business endeavours aid in the growth of both social and financial wealth of the Miawpukek Band.

¹⁶ Source: Miawpukek First Nation, <http://www.mfngov.ca/about.html> retrieved on August 12th, 2008

¹⁷ Ibid.

¹⁸ Ibid.

7.6.8 Carcross Tagish Development Corporation

www.ctfndevcorp.ca and www.firstpeoplesperformances.com

Located in Yukon Territory, 20 kilometres north of the British Columbia border, the Carcross Tagish First Nation (CTFN) settlement spans over 64.8 hectares. As of September 2005, there were 595 members, with six clans. The six clans that comprise CTFN include: Daklaweidi and Yan Yedi clans, which originate from Wolf Moiety, while the Deisheetaan, Ganaxtedi, Ishkahittaaan and Kookhittaaan clans are of the Crow Moiety.



Together, the First Nation's six clans make up the Carcross Tagish Development Corporation (CTDC) team. Within each clan, a primary member and an alternate are nominated to the board for one term, which lasts for four years. The CTDC was established to promote sustainable business opportunities among CTFN members. Through the promotion of opportunities, CTFN hopes to achieve sound partnerships with both First Nations groups and non-First Nations groups. While doing so, CTFN hopes to ensure the integrity of its culture is neither comprised nor hindered during the practice of economic development.

The First People's Performance Company is a CTDC Investment Company, which celebrates the cultural spirit of the CTFN people through music and dance. It is a theatrical performance that combines Tagish and Inland Tlingit actors, elders, dancers and singers in traditional dress. While the First People's Performance Company only performs shows by booking, they are often hired by different groups to perform at various events. Most notably, they were hired in February 2008 to perform at '**We yah hani nah**' in partnership with the Vancouver 2010 Cultural Olympiad in Vancouver.