

LAC DES MILLE LACS FIRST NATION
THE COMMUNITY OF NEZAADIKAANG
The Place of Poplars



COMMUNITY STRATEGIC PLAN
2011 - 2016

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Appendix A: Current State Report (see Economic Development Plan Appendix B)

Appendix B: Member Survey Results (see Economic Development Plan Appendix A)

Appendix C: LDMFN Community Strategic Plan Road Map

Note: The Current State Report and Members Survey Results appendices are the same documents in both the Community Strategic Plan and Economic Development Plan. To save on printing and postage charges and conserve paper, they have only been included in the Economic Development Plan.

EXECUTIVE SUMMARY

Over five years ago, the Lac des Mille Lacs First Nation (LDMLFN) began its journey towards re-establishing our community and Nation through the development of a five year strategic plan (2004-2008).

It was the vision of the First Nation leadership at that time to move towards a strong, united and healthy First Nation. Since then, we have made considerable progress as a community, socially, politically, economically and culturally. The LDMLFN became increasingly involved in:

- Strengthening our core governance, administration, policies and programs;
- Improving communications amongst the citizens and leadership;
- Starting the process of re-establishing the community on and off Reserve;
- Commencing economic development activities; and
- Advancing long outstanding land claims.

To maintain the momentum generated in recent years, the LDMLFN identified the need for community and economic development plans that would address the next 5 year period and our growth as a community.

In May 2010, the LDMLFN issued a Terms of Reference and Request for Proposal to consultants to assist in the development of a Community Strategic Plan and Economic Development Plan to support and guide the continued progress of the community. Meyers Norris Penny LLP was the consulting firm engaged by Chief and Council.

The outcomes of the community strategic planning process included:

- Confirming our existing Purpose Statement;
- Renewing our Community Vision, Mission and Values;
- Identifying five major strategic directions and associated objectives and activities; and
- Developing a roadmap to support planning activities, monitoring and communication.

The following document is the result of our most recent community strategic planning process. It outlines where we want to be as a community and how we are going to get there. We believe our plan will help build an environment that encourages and supports our membership and sustains who we are as a community. The LDMLFN Economic Development Plan was also developed and is aligned as part of the comprehensive community planning process and will guide and focus economic development opportunities and priorities.

This plan is intended to be visionary, a living document that is membership driven and provides solid direction for the next 5 years. It will be continually used as a guide in planning our First Nation priorities and communicating progress and will be updated to reflect changes in our environment.

The leadership of the LDMLFN are committed to keeping this plan alive and to continually demonstrating our commitment to improving the quality of life, social and cultural well-being of the Anishinaabe of Lac des Mille Lacs First Nation.

INTRODUCTION

Lac des Mille Lacs First Nation (LDMLFN) is a signatory to Treaty #3 under the Shebandowan-Adhesion in 1873¹.

LDMLFN is comprised of two reserves:

- 22A1 is 1,518 hectares and located 135km west of Thunder Bay on Lac des Mille Lacs (original community location); and
- 22A2 is 3,430 hectares and located 155km west of Thunder Bay on the banks of the Firesteel River.

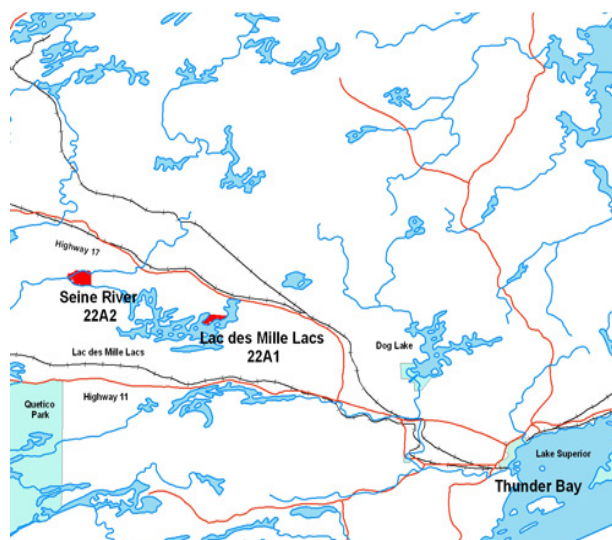
In 2006, an access road was constructed to 22A1. Access to 22A2 is currently limited due to a condemned bridge. The community is currently negotiating with the MNR for a new bridge.

Beginning in 1873 and ending in 1956, dams were built to support projects such as the Red River route, hydro-electricity, power generation and timber projects. The dams created flooding that left the land of LDMLFN uninhabitable. As a result members of the First Nation have been separated from their lands for more than 50 years.

The LDMLFN Chief and Council are elected under Custom Code every 3 years. The next election is scheduled for June 8, 2012. There is one (1) Chief and four (4) Councillors.

There are currently 538 registered band members who are registered to the Lac des Mille Lacs First Nation². The absence of an established community on reserve has resulted in the displacement of LDMLFN citizens. The First Nation estimates that approximately 65% of these citizens live in the Thunder Bay area and greater North-western Ontario. The balance of citizens resides in Southern Ontario, other provinces, and even the United States³.

Figure 1: Location of LDMLFN Reserves



¹ Lac des Mille Lacs First Nation website. <http://www.lacdesmillelacsfirstnation.ca/default.aspx?l=1,250>

² Indian and Northern Affairs Canada. Instat. Care of Hilderman Thomas Frank Cram.

³ Lac des Mille Lac First Nation. Preliminary Report of Land and Resettlement Issues. 1984.

CONTEXT FOR COMMUNITY STRATEGIC PLANNING

PAST PLAN

The LDMLFN developed its first 5 Year Community Strategic Plan in 2004. The plan consisted of a purpose, vision, mission, values, five (5) key strategic directions and implementation plan. It was the vision of the First Nation leadership at that time to move towards a strong, united and healthy First Nation, with the focus being to:

- Re-establish and advance core governance, administration, policies, programs and services;
- Improve communications amongst the citizens and leadership;
- Start the process of re-establishing the Community on and off Reserve;
- Commence economic development activities; and
- Advance long outstanding claims.

The new Community Strategic Plan was developed as part of a larger comprehensive community planning process⁴. Information gathering and planning processes followed a holistic view of the community with increased opportunities for community participation. This approach gave consideration to:

- All aspects of the community through one unified process;
- LDMLFN'S current situation through the review of community documents and background information; internal interviews and analyzing the external environment through interviews with industry and government representatives;
- Consultation and identification of needs and priorities of the members and their vision for the community through a community survey;
- Existing community projects and programs to assess whether they still make sense and are the best use of the First Nation's resources; and
- Integration and linkages to all other plans the community has produced.

Figure 2: Community Planning Wheel



The project had as its overall goals:

- Define a vision for the LDMLFN;
- Complete an economic SWOT analysis;
- Develop economic strategies/priorities (forestry, mining, tourism and energy sectors);
- Evaluate human resources/infrastructure gaps;
- Develop an implementation plan; and
- Create two distinct plans (Community Strategic Plan and Economic Development Plan).

⁴ Indian and Northern Affairs Canada. Comprehensive Community Planning for First Nations in British Columbia. August 2006. Catalogue: R2-443/2006E-PDF

THE PROCESS

Chief and Council identified a four (4) month project timeline for the process. The following outlines key activities and achievements:

- A planning meeting of Chief and Council with the consultant was held on September 16, 2010 to confirm the project work plan and approach;
- The consultant undertook research and information gathering of community and regional information including economic opportunities. This resulted in a Current State Report attached as Appendix A. This activity included individual interviews with members of Chief and Council and First Nation staff to assist understanding of the LDMLFN;
- Distribution of a membership survey to determine the needs, interest and priorities of the LDMLFN membership. The results are attached as Appendix B; and
- A facilitated session involving Chief and Council, Elders and First Nation staff on November 13 in Thunder Bay to reflect on the research and consultation findings and to identify the vision, mission, values and plan for moving forward.

MEMBERSHIP SURVEY

The membership survey was issued by Chief and Council on October 4 with a deadline date of October 29, 2010 to determine the needs and priorities of the membership for purpose of the planning activity. The survey was sent out to 336 members for whom addresses were available. Forty-three (13%) of the total surveys distributed were returned. Of these 56% were from the Thunder Bay and surrounding area. Key highlights are presented in the following section.

Surveys were collected by the First Nation and transferred to MNP for input and analysis. The following table highlights the number of surveys distributed and received:

Table 1: Survey Distribution

Geographic Area	# Distributed	# Received	Return Rate
Thunder Bay and Surrounding Area (Kenora, Atikokan, Sioux Lookout, Fort Frances, Dryden, Kenora)	218	30	14%
Southern Ontario	48	7	15%
Other Provinces (British Columbia, Alberta, Manitoba, Quebec)	63	4	6%
Out of Country (US)	7	2	29%
Total	336	43	13%

- 61.9% of respondents were female
- 70% of respondents were between the ages of 36 to 64 years old
- The average family size of respondents was 2.84 members
- 47.6% of respondents own their own home
- 43.75% of respondents' households have a grade 12 education and 45.83% have a post-secondary diploma, degree or advanced degree

WHERE WE ARE NOW

To assist the planning process, the LDMLFN identified seven areas to look at for purposes of assessing where the community is at and the progress achieved since the initial Strategic Plan. Each area was also visited with membership to identify their needs and priorities.

This information was presented and considered at the November 13, 2010 strategic planning session. Key highlights are presented in the following section. A full Current State Report and Member Survey Results Summary are attached to this report.

Highlights

1. Governance

- The LDMLFN has identified the need to develop a Band Membership Code that will guide rules and procedures for the application of and consideration of New Band Membership;
- The LDMLFN has developed a new election code, policies on roles and relationships and a redress mechanism;
- A Governance Policy was accepted by Members and approved by Chief and Council in March 2007;
- A website was established; mail-outs and community meetings are being held to improve communications with membership; and
- A larger administrative office has been established on the Fort William First Nation with room for meetings and activities.

Figure 3: Community Planning Wheel



Membership Identified Priorities

- *Consultation with membership on all issues and communication on governance.*

2. Infrastructure, Lands and Resources

- Flood Claim reactivated in 2009 with desire to resolve within 3 years; potential other claims are being worked on with Treaty and Aboriginal Rights Research (TARR) at Grand Council Treaty #3;
- An access road has been built to Reserve 22A1 in 2006;
- The LDMLFN is currently undertaking a Capital Planning study by Hilderman Thomas Frank Crame and JR Cousins to evaluate the development of lands on 22A1; and
- A Memorandum of Agreement was signed with Abitibi Bowater for further development of the road to Reserve 22A1.

Membership Identified Priorities

- *Resolution of claims, development of reserve lands for permanent settlements and/or seasonal use, followed by improved access to reserve lands/traditional territory and advocacy for the protection of traditional lands, land use planning and values mapping and communication on lands and resources issues.*

3. Health, Social, Education (Community Services)

- Post secondary education funding support and counselling has been delivered since 2005. Post Secondary Funding in 2010 was double the amount received in 2005;
- Health education and promotion activities are now being offered based on annual funding received from Aboriginal Healing and Wellness and Health Canada; and
- Training initiatives are funded through Shooniyaa Wa-Biitong and independently by the First Nation.

Membership Identified Priorities

- *Continued post secondary education and support, assistance in understanding and accessing health and social benefit entitlements and increased access to skills development training were among the top priorities. Continued health and social activities are particularly valued by members in the Thunder Bay area.*

4. Culture

- An Elders Council was established and is working with Chief and Council;
- An Annual Elders Gathering with Elders brought in from across Canada and the US;
- LDMLFN's 3rd Annual Pow Wow was held in 2010; and
- Numerous other cultural activities have been held including spring and fall Feasts and Nezaadiikaang Kids Camp.

Membership Identified Priorities

- *Continuing to hold cultural events and activities and to have a gathering place for membership on LDMLFN lands were considered most important closely followed by sharing of traditional knowledge and retention and promotion of the language;*
- *Membership values activities that foster connections among members and connection to the land;*
- *Community social events and activities (i.e. sleigh rides, corn roasts, etc.) are particularly valued by members in the Thunder Bay area; and*
- *There is a need to find ways to connect the full membership.*

5. Economic Development

- Purchase of Savanne Resort and Campground in 2006. Sales increased by 23% from 2009 to 2010 however, Band support is still required for upgrading and to support marketing activities;
- Memorandums of Understanding have been established with mining and forestry companies; and
- A potential opportunity has been identified for LDMLFN involvement in a wood pellet processing plant.

Membership Identified Priorities

- *Creating job opportunities for the LDMLFN, followed by exploring new opportunities that increase the financial wealth of the First Nation (on or off reserve) and communication on economic development activities and opportunities for the First Nation and individuals.*

OUR CHALLENGE

LDMLFN recognizes that the geographic location of our members and the fact that we do not have a physical community that resides on reserve land creates a unique challenge for leadership, membership and staff. Our separation from one another and from our traditional land base limits our sense of community, involvement of community, and cultural and spiritual connection.

- Urbanization and separation of our members has contributed to the loss of traditional knowledge among the Elders, and loss of language and cultural awareness among our members. Over 70% of our membership has very little knowledge of our Anishinaabe heritage and community history;
- More than 60% of our members are reported to be unfamiliar with living on reserve. Younger members may be two generations removed from living on reserve. Presently, we have limited use, access and benefit of our traditional lands but are working hard to regain our rightful ownership;
- Participation in First Nation activities and governance processes and community building efforts has been discouraged due to past conflicts (practices, misinformation and misunderstandings) and communications. We need to find ways to promote increased participation of our members and avoid activities or behaviours that can divide and conquer our community building efforts;
- Social, economic, and geographic factors challenge communications between leadership, membership and staff. We need to find ways to improve our communications and processes to ensure continued progress, understanding and effective decision-making; and
- Government funding restricts and challenges the First Nation at every level because there is no settlement on reserve and funding formulas are typically driven by on-reserve populations. Accordingly LDMLFN has limited access to government funding generally available to other First Nations. We need to be innovative, creative and strive to be more self-reliant and independent for our future development.

The following Strategic Plan is intended to build on the progress we are making as a community, to address our challenges and to reflect the needs and priorities of our membership.

PURPOSE, VISION AND VALUES

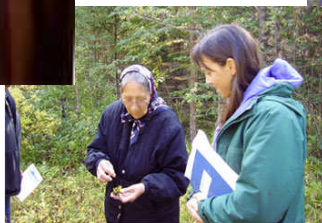
PURPOSE

Our purpose as a First Nation is to continually improve the quality of life, social and cultural well-being of our membership for present and future generations.

VISION

Our vision speaks to what the LDMLFN membership wants to achieve in the next 5 years. The vision is meant to inspire, motivate and be inclusive of our entire community. We will measure our success and progress as a community by way of our vision.

We, the Lac des Mille Lacs First Nation want to be a progressive, proactive and financially responsible community with proud, united and self-driven members who embrace their culture and are committed to re-establishing their physical and spiritual connection to the land.



MISSION

To fulfill our purpose and in our journey towards our vision, we, the Lac des Mille Lacs First Nation are committed to rebuilding a strong sense of community following a holistic approach and inclusive process for healthy community development.

VALUES

The values of our First Nation will help guide the community's development and decision making in order to achieve the community's vision in a way that honours community and the many existing and future relationships:

Respect

- We will show consideration and compassion in all our interactions. This is in line with our Anishinaabe teachings which are to show respect for everything and everyone.

Accountability Individually and Collectively

- We will be accountable at all levels, recognizing that accountability begins within ourselves.

Honesty, Truth and Integrity

- We will act honourably, speak truthfully and be open in our communications and relationships.

Determination and Commitment

- We will demonstrate initiative and a spirit of working together to support healthy community development.

Holistic Approach

- We will gather information and develop plans taking into account the physical, mental, emotional and spiritual needs of the individual, family and community.

Inclusivity

- We will honour different perspectives and consider the full membership in all activities and decisions.

Figure 4: Holistic Health



STRATEGIC DIRECTION

Lac des Mille Lacs First Nation believes that the direction we take and the plan we follow must be meaningful, realistic and help build an environment that encourages and supports our membership and sustains our community. This plan is intended to be visionary, a living document that is membership driven and provides solid direction for the next 5 years. It will be continually used as a guide in planning First Nation priorities, and communicating progress.

Figure 5: Strategic Direction Diagram



STRATEGIC OBJECTIVES

The LDMLFN strategic objectives reflect the annual priorities to be acted upon based on the strategic direction and priorities of membership. Priorities to be acted on are identified annually for the next five (5) years (2011 – 2016). Objectives take into account both existing and new initiatives and are intended to be specific, measureable, achievable and timely. Resource allocation for annual priorities will be determined as part of annual planning and budgeting exercises.

Strategic Direction #1

Towards Strengthening Sense of Community, Energy and Unity

Success Indicators

- Increase in number of participants and volunteers in community events and activities
- More opportunities for full membership participation
- More positive and constructive communication at community meetings
- Increased pride in community and individual achievements through shared success

Objectives	Major Actions	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
a) Continue to host and plan a range of community events and activities that provide opportunities for full membership participation and interaction	Identify opportunities that enable community members to participate both locally and from a distance					
	Plan and deliver events that support maximum opportunity and benefit for members to participate based on opportunities identified					
	Improve communication methods for planning and promoting events					
	Recruit more member volunteers through invitation and listing of events and contact information					
b) Improve quarterly and annual meetings/reports through feedback and direction of membership to ensure community progress	Develop and introduce meeting guidelines to promote unity and healthy dialogue					
	Enhance quarterly and annual reports based on membership feedback, needs and interests					
	Obtain membership feedback on the effectiveness of quarterly and annual meetings and reports and improvements needed					
	Report on progress					
c) Celebrate and acknowledge community and members' success	Continuous review of progress on goals and objectives for inclusion in quarterly and annual reports and on community website					
	Stay informed on individual successes and achievements for acknowledgement on community website and at community events					

Strategic Direction #2

Towards a Raised Profile and Enhanced Communication

Success Indicators

- Plans, policies and resources in place
- Expanded membership data base
- Increased membership connection
- Improved and enhanced website with increased exposure
- Increased visitation to website

Objectives	Major Actions	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
a) Develop and maintain a plan for effective communication with members and external parties	Determine a process for determining the communication plan					
	Assess communication needs and identify the plan					
	Implement the plan based on priorities					
	Evaluate effectiveness and make improvements					
b) Develop, maintain and update the official community website to strengthen the membership connection and build awareness of the First Nation internally and externally	Secure a knowledgeable resource to update website and obtain funding for development					
	Assess needs and opportunities for website development and maintenance with membership, leadership and staff					
	Develop new website and train for ongoing maintenance and enhancements					
	Monitor, evaluate and enhance use of the community website to connect members outside the area and raise profile of community					
c) Develop, maintain and communicate policies to govern the member database	Gather existing and relevant policies to inform policy development including topics such as data uses, access and security					
	Identify policy issues, needs and intent specific to the First Nation in consultation with membership, leadership and staff (e.g. human resource skills inventory)					
	Draft the policy and seek appropriate approval					
	Communicate the policy and updates to membership and staff					

Strategic Direction #3

Towards Survival of and Respect for Our Culture, Teachings and Traditional Knowledge

Success Indicators

- Increased participation in cultural events and activities
- Increased number of activities offered by First Nation
- Increased number of activities identified and accessible to membership outside the First Nation
- Family re-unions and new friendships formed
- Active Elder and Youth involvement
- Increased Elder and member historical, traditional and cultural knowledge

Objectives	Major Actions	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
a) Continue to unite community members in community cultural events and gatherings (e.g. the Annual Pow Wow, Kids Camp, Elders Gathering, Spring and Fall Feasts)	Assess ways to improve events and maximize benefits for members					
	Seek volunteers to help organize from among Elders, youth, staff and membership					
	Annually plan, promote and report on events					
	Add information and pictures to community website					
b) Collect, document, and protect historical and traditional knowledge (shared objective with economic development plan)	Engage Elders Council to provide oversight and direction to traditional knowledge for gathering, use and protection					
	Develop and follow a policy to guide the collection, documentation, sharing and protection of historical and traditional knowledge					
	Secure financial resources to support the collection and documentation of traditional knowledge					
	Identify LDMLFN members, including youth and students in traditional knowledge gathering processes					
	Obtain necessary traditional knowledge training for personnel (data collection, GIS, GPS)					
	Collect traditional knowledge					

Strategic Direction #3

Towards Survival of and Respect for Our Culture, Teachings and Traditional Knowledge

Success Indicators

- Increased participation in cultural events and activities
- Increased number of activities offered by First Nation
- Increased number of activities identified and accessible to membership outside the First Nation
- Family re-unions and new friendships formed
- Active Elder and Youth involvement
- Increased Elder and member historical, traditional and cultural knowledge

Objectives	Major Actions	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
c) Develop and maintain a system for storing, preserving traditional knowledge (shared objective with economic development)	Obtain hardware and software required for traditional knowledge collection and storage					
	Identify and obtain long-term storage solution for traditional knowledge					
	Map traditional knowledge					
	Develop reference maps, charts and documentation to support community initiatives					
d) Continue to provide opportunities for members to learn cultural knowledge including access to language courses utilizing various Elder and culture resources	Continue to offer programming through health and social programs					
	Communicate and report on activities held/available including through website					
	Identify gaps, interests, opportunities including existing Elder and Education Resources (staff responsibility)					
e) Identify a traditional gathering place(s) on First Nation lands and plan for development	Learn from traditional knowledge gathering and incorporate into processes and activities					
	Explore ideas with Elder and member involvement at a membership meeting					
	Assess site and development options					
	Pursue preferred option including seeking cultural advice, volunteer contributions and funding support					
	Use traditional gathering place for intended purposes					

Strategic Direction #4

Towards Improved Relationships and Services

Success Indicators

- Improved working relationships with Tribal Councils, Service Organizations and Political Alliances
- Increase and improve access to services for members
- Additional resources (human and financial) to support First Nation efforts and initiatives
- Proposals completed and funded

Objectives	Major Action Steps	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
a) Strengthen existing relationships that can support/advance LDMLFN priorities	Update website to include strategic plan					
	Identify key relationships important to LDMLFN					
	Invite discussions to improve and strengthen relationships / services based on annual priorities					
	Evaluate progress					
b) Identify and access new funding sources to support community initiatives	Staff participation in proposal development training					
	Identify program / service gaps and opportunities to improve/enhance					
	Research opportunities and initiate communications to improve and enhance services					
	Pursue funding opportunities					

Strategic Direction #5

Towards Re-establishment of Our Community

Success Indicators

- **Definitive plan for community development on reserve**
- **Clarity around definition of membership**
- **Strong governance foundation**

Objectives	Major Action Steps	Annual Priority				
		Y1	Y2	Y3	Y4	Y5
a) Develop human resource/personnel policies for First Nation operations	Conduct consultations with leadership, staff, Elders and citizens and research First Nation best practices, and legal requirements					
b) Complete and implement the capital plan	Complete major capital study to inform next steps					
	Identify key issues, opportunities for development on reserve lands					
	Hold membership discussions on key issues and solutions					
	Formulate a plan and negotiate for development of reserve lands					
c) Develop and implement a community membership code	Develop a project plan and secure human and financial resources					
	Carry out research, membership education/consultation and code development					
	Take steps to seek approval of membership Code					
d) Review governance policies for adherence, effectiveness and improvement	Annual review process and schedule identified and communicated to membership					
	Review process implemented					
	Amendments/improvements identified and approved					
	Progress updates included in annual and quarterly reports and website					
e) Advance land claims and resolution of flood claim	Work with Treaty 3 TARR and legal counsel in negotiation process					
	Communicate progress with Membership through website, quarterly and annual meetings and reports					
	Assess status and determine future direction in consultation with Treaty 3 TARR, legal counsel and membership					

APPENDIX A

CURRENT STATE REPORT



Lac des Mille Lacs First Nation Current State & Summary of Strengths, Challenges, Opportunities and Threats

November 11, 2010



Overview

1. Internal Analysis
 - a. History
 - b. Lands
 - c. People
 - d. Components of Comprehensive Community Planning
 - Governance Structure
 - Lands & Resources
 - Health
 - Infrastructure
 - HTFC Survey Feedback
 - Culture
 - Social
 - Economy
2. External Analysis
 - a) Sector trends, issues, opportunities
3. SWOT



Internal Analysis



History

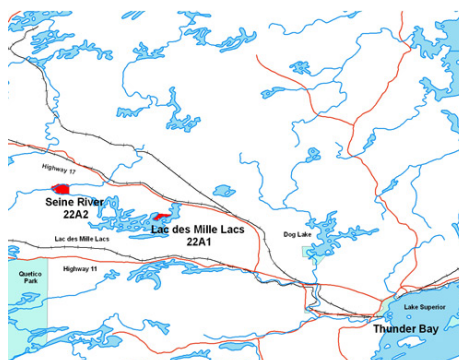
- Lac des Mille Lacs First Nation is a signatory to Treaty #3 under Shebandowan-Adhesion in 1873¹.
- Lac des Mille Lacs is comprised of two reserves (22A1 and 22A2) both over 100 km west of Thunder Bay.
- Beginning in 1873 and ending in 1956, dams were built to support projects (such as the Red River route, Hydro-electricity, power generation and timber projects) in the Ontario area².
- For each of these projects, the reserve lands of Lac des Mille Lacs were flooded leaving the land uninhabitable and forcing citizens of the First Nation to seek residency elsewhere.
- Currently, there are no citizens of the community living full-time on either of the 2 Lac des Mille Lacs reserves leaving it unable to receive government funding for projects and to capitalize on any future opportunities.
- The dispersion of citizens has created communication and governance challenges for leadership and membership.
- The community developed a strategic plan for the period of 2004 – 2008.

1. <http://www.lacdesmillelacsfirstnation.ca/default.aspx?l=1,250>
 2. <http://www.seineriverwmp.com/history.html>



Lands

- Lac des Mille Lacs is comprised of 2 reserves:
 - 22A1 is 135 km Northwest of Thunder Bay and 1,518 Ha.
 - 22A2 is 155 km Northwest of Thunder Bay and 3,430 Ha.
- Access to 22A2 is limited due to a condemned bridge. Negotiations are ongoing with the MNR for a new bridge.
- In 2006, an access road was constructed to 22A1.
- An MOU has been established between LDMLFN and AbitibiBowater that will allow for the upgrading of the Access Road to Reserve 22A1.



- Due to extensive flooding resulting from the construction of dams during the building of the Dawson Trail and Red River Roads in 1872, the Bakus Dam in 1920, and the Ontario Hydro Dam in the 1950's Lac des Mille Lacs First Nation members have been without an on-reserve community site for more than half a century.

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People

- There are currently 538 band members who are registered to the Lac des Mille Lacs First Nation¹.
- The displacement of LDMLFN members has resulted in an urbanization of the population.
- The absence of an established community on reserve has resulted in the dispersion of Lac des Mille Lacs First Nation citizens. The First Nation estimates that approximately 65% of these citizens live in the Thunder Bay area and greater North-western Ontario. The balance of citizens reside in Southern Ontario, other provinces, and even the United States².
- The displacement from their land has caused members of the LDMLFN to begin to lose their physical/spiritual connection to land and fundamental rights to use the land and waters. Over 70% of membership in the First Nation have very little knowledge of their heritage and historical ties to their land³.
- More than 60% of members are reported to be unfamiliar with living on reserve. Younger members may be two generations removed from living on reserve.

1 – INAC Instat care of Hilderman Thomas Frank Cram
 2 - Preliminary Report of Land and Resettlement Issues 1984
 3 – www.lacdesmillelacsfirstnation.ca

6



2004-2008 Strategic Plan

Vision

- *"The Lac des Mille Lacs First Nation will be a strong, united and healthy First Nation, providing programming and services that promote sustainable community, social and cultural development, and that meets the current and emerging needs of our community and people."*

Strategic Directions

1. *Towards knowledgeable, informed leadership, employees and volunteers*
2. *Towards strengthening the unification of Chief and Council and membership*
3. *Towards developing and implementing a sustainable and accountable governing and management structure*
4. *Work towards an enthusiastic and supportive membership through a more efficient means of communication*
5. *Work towards the creation and enhancement of strategic long-term relationships*
6. *Work towards establishing financially sustainable First Nation operations*

7



Components of Comprehensive Community Planning

- Comprehensive community planning is a holistic process undertaken with broad community participation. A comprehensive approach:
 - Enables the community to establish a vision for its future and implement projects to achieve this vision;
 - Helps to ensure community projects and programs are considered carefully and makes the best use of resources; and
 - Integrates and links all other plans the community has produced.
- Consideration of all key planning areas through one unified process defines community planning as a holistic and integrated exercise that can lead to sustainable development
- An analysis of the community's 'current state' has been completed according to these seven areas and is presented in the following section.



8



Governance Structure

- New governance policy developed and ratified by community
 - Community Governance Policy Initiative 2007
 - Community Governance Engagement Process, including a Leadership Selection Code/Custom Code Workshop and newsletters to the community
 - Approximately 3 years in development and discussion before ratification by citizens.
- The governance structure consists of a Chief and 4 Council Members.
- The Chief and Council members are elected using an election process which takes place every three years unless they resign, die, are unable to serve or are removed from office
 - All voting is done through a ballot system (in-person, mail, fax)
- Organizations and Committees
 - Casino Rama Committee
 - Elders Council
- Affiliations
 - Bimose Tribal Council
 - Services: (limited) financial oversight
 - Grand Council Treaty #3
 - Primarily political relationship
 - Services: Treaty and Aboriginal Rights Research (TARR)

Taken from Lac des Mille Lacs First Nation Election Code (Draft 4)
Provided by LDMLFN

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Lands & Resources

Current Flood Claim

- Lac des Mille Lacs Watershed – Flooding (Tr3 Flooding Project)¹
 - Negotiations initiated October 2009.
 - Desire expressed by both LDMLFN and Canada to resolve within three years.
 - No settlement offer to date.
 - LDMLFN submitted claim in 1996 with TARR's estimating a \$113 million value.

Potential Land Claims

- Treaty and Aboriginal Rights Research (TARR), Grand Council Treaty #3
 - Lac des Mille Lacs Treaty Land Entitlement (0189 – no number assigned)
 - Lac des Mille Lacs Farming Land (0189 – no number assigned)
 - Lac des Mille Lacs IR22A2 Upstream Seine River Flowage Impacts (0189 – no number assigned)
 - Lac des Mille Lacs Loss of Timber Revenue (0189 – no number assigned)
 - LDMLFN desire to resolve these claims within the strategic plan time period (5 years)

1. Indian and Northern Affairs: Status Report on Specific Claims
<http://pse4-esd4.aicn-inac.gc.ca/SCBRI/Main/ReportingCentre/PreviewReport.aspx?output=PDF>

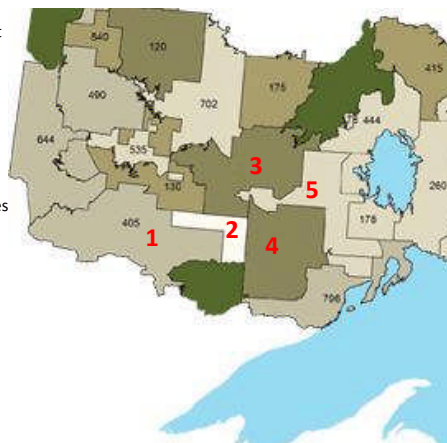
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Lands & Resources

Forestry

- LDMLFN has planning committee and local citizens committee representation on five forestry management units (see map) within its traditional territory
 1. Cross Route
 2. Sapawe
 3. English River
 4. Dog River Matawin
 5. Spruce River
- Very positive working relationship reported by both LDMLFN management and Ministry of Natural Resources staff
 - Defined 'enhanced' consultation area with MNR re: the Dog River Matawin Forest
- Limited allocations requested from these forest management units; additional volumes available.
- Allocations received are sub-contracted to private company; FN owned, employs LDMLFN members



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Economic Development

- Upper Seine Forest Management Corporation
 - LDMLFN's current economic development corporation
 - Set-up as a for profit corporation. An opportunity has been identified to restructure the corporation to improve governance and minimize taxes.
 - It is the holding company and sole shareholder of D.Coates Holdings (Savanne River Resort).
- Use of MOU's with external parties
 - MOU's signed with several exploration company's operating within the traditional territory
 - Alto Ventures, Excalibur, Brett Resources
 - MOU's signed with forestry companies:
 - AbitibiBowater regarding the upgrading of the road to Reserve 22A1.
 - Wagoner regarding a pellet processing plant in Ignace.
 - A proposal has been submitted as part of the current wood supply competition. Results of the competition are expected to be available in late 2010.
 - The plant is proposed to have approximately a dozen total employees, with spin off employment and business opportunities related to harvesting and hauling.
 - FN opportunities include: harvesting to support operations; employment ; training, preparation of a sustainable forest management plan
 - There is an opportunity for LDMLFN to obtain an equity investment in the venture.

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Economic Development

Savanne River Resort

- The Savanne River Resort is located on 12.5 ha on the bank of the Savanne River that empties into Lac des Mille Lacs. It is 19 Km east of the village of Upsala and 113 Km Northeast of Thunder Bay¹ near the entrance to the Lac Des Mille Lacs reserve land 22A1.
- It was purchased by the First Nation to support self-reliance and economic development².
 - The resort is envisioned to provide financial benefit and employment opportunities for members
- The resort includes a cabins (5), campground sites (45) and a marina
- Facility condition, amenities, and operations were perceived positively by North of Superior Tourism Association
- Sales increased 23% from 2009 to 2010, however Band support is still required for upgrading and to support marketing activities.
- The community is currently following a business plan for the resort that was completed in 2007 by the Tourism Company. Included in the plan is the following redevelopment concept:
 - Expanding and upgrading the type and quality of facilities to create a sustainable cultural adventure resort
 - Savanne River Resort to be an artful blend of cultural traditions, environmental values and portal to the rich history of the Savanne River and Lac des Mille Lacs
 - Redevelopment to consist of two projects:
 - Project 1 – consists of three phases totaling \$880,000. Phase 1A, construction of three new cabins is complete. Phases 1b and 1C total \$568,000 and consist of new campsites, ice fishing huts, road and infrastructure work, and shower house.
 - Project 2 consists of a new lodge and site amenities at an estimated cost of \$1 million.
 - Long-term: Ecolodge and / or outpost cabins and campsites on Lac des Mille Lacs.

1 – <http://www.savanneriver.com>

2 – Savanne River Resort Business Plan (2007)

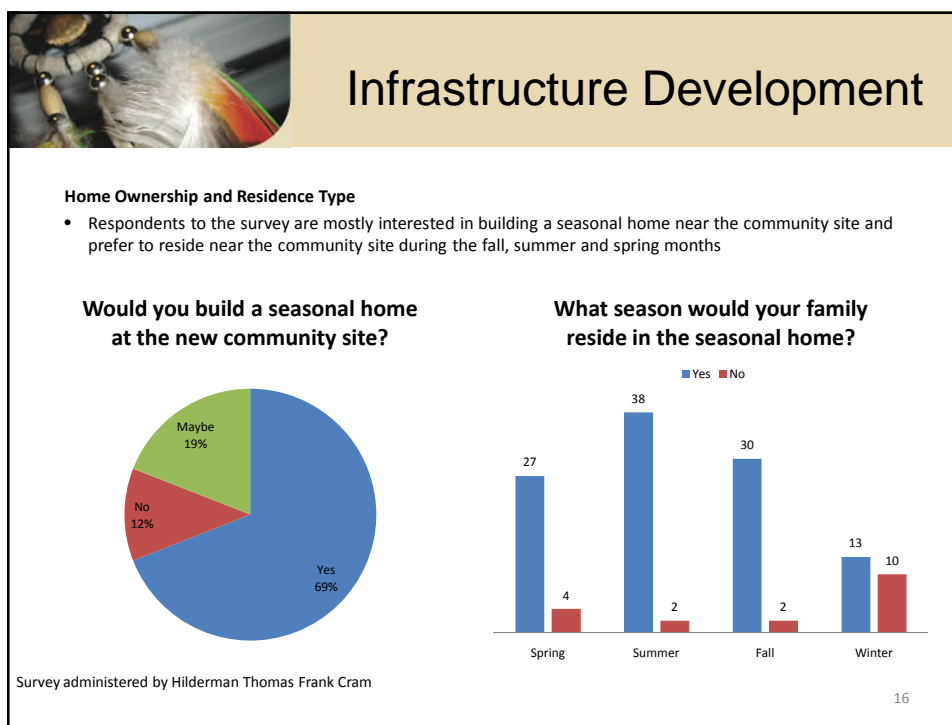
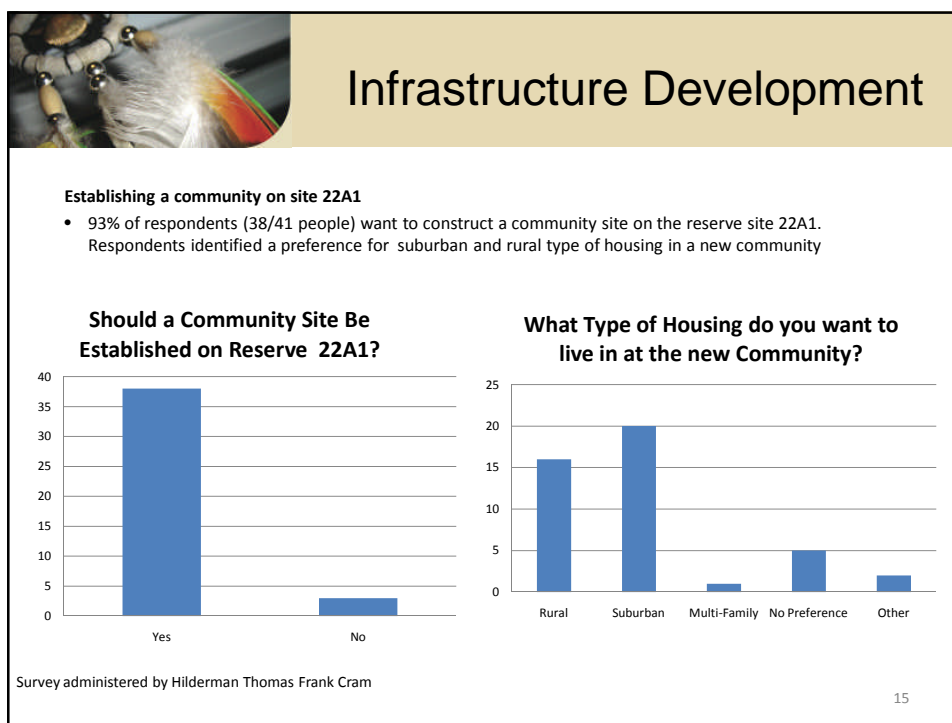
13



Infrastructure Development

- New Administrative offices as of September 2010 on Fort William First Nation.
 - Space available for community workshops, training initiatives etc.
- MOU signed with AbitibiBowater regarding the upgrading of the access road to Reserve 22A1
 - AbitibiBowater has government funding for access roads to harvesting areas.
 - AbitibiBowater will control road during life of the Forest Management Plan (2009 to 2019)
 - LDMLFN will receive harvesting allocations, which it will subcontract to private contractors
- Membership has identified desire to establish a community site on Lac des Mille Lacs 22A1
 - Current study being conducted by Hilderman Thomas Frank Cram and JR Cousins to evaluate the lands of 22A1, with respect to:
 - Quantify the amount of land needed to sustain current and future development needs;
 - Determine the short, intermediate, and long range goals of the First Nation members in terms of the social, economic, and educational requirements;
 - Determine the most suitable and cost effective site or sites for development
 - Identify infrastructure alternatives and develop Class 'D' estimates (i.e. water, sewer, roads,, hydro)
 - Potential for cottage development by members and non-members

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Culture

- There has been a loss of traditions, language and teachings since the community was displaced.
- Dispersion of citizens has created geographic and logistical challenges for communicating and gathering.
- Use of in-person meetings, newsletter, and website for communicating with membership
 - Quarterly community newsletters (mail out)
 - Approximately 300 mailing addresses
 - Quarterly in-person meetings in Thunder Bay
 - Community website (last update: estimated 2009)
- Events held to gather community for social, cultural and educational purposes
 - 3rd annual Pow Wow
 - Nezaadiikaang Kids Camp
 - Regalia making
 - Seed to Table Teaching/Gardening
 - Father's Day / Mother's Day events
 - Aboriginal Day celebration
 - Elders Gathering
 - Feasting of the Lands and Spirits and Christmas Feast

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Social

Employment and Training

- Post Secondary Education Funding
 - Delivery since September 2005.
 - Funding has increased from \$196,800 in 2005/06 to \$381,363 in 2009/10.
 - The number of graduates has increased proportionately over this time period with 6 graduates in 2005/06 and 12 in 2009/10.
 - Fields of study of recent graduates include: law, photography, personal support workers, early childhood education, addictions counselling, medical administration, diamond drilling, heavy equipment operators.
- Annual funding also received through Shooniya Wa Biitoong (~\$36,000 in 2010) for training initiatives
 - Used in part to support training at Savanne River Resort
- Other training initiatives and workshops
 - Examples: mining common core and WHMIS, diamond driller training, chainsaw safe handling and safety awareness, youth baby sitting course, resume and cover letter writing workshop
- Identification of employment opportunities for community members
 - Tree planting, Savanne River Resort

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Health

- **Health Programs and Services**
- Program delivery consists primarily of workshops, presentations, activities etc.
- Many citizens require assistance accessing off-reserve services and those offered through Non-Insured Health Benefits (NIHB). Significant issue given urbanized population.
- Health Canada Programs (First Nations and Inuit Health)
 - Total funding of ~\$57,000 for salaries, administration, and program delivery
 - Programs:
 - Aboriginal Diabetes Initiative
 - Brighter Futures Program
 - Building Healthy Communities Program
 - Solvent Abuse (prevention only)
 - Canada Prenatal Nutrition Program
 - Early childhood development
 - Fetal Alcohol Spectrum Disorder (FASD) Program
 - Maternal and Child Health
- Aboriginal Healing and Wellness Strategy (AHWS)
 - Flows through Grand Council Treaty #3; total funding ~\$53,000
 - 1 full time Community Wellness Worker
 - Aboriginal Healthy Babies Healthy Children Program
- Traditional Healing workshop

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Financial Position

- From the Lac des Mille Lacs balance sheet, cash, debt and net assets were analyzed
 - Financial position is healthy: \$1.5 million in net physical assets; consistency between 2009 and 2010
 - In the past year, there have been repayments on long term debt (~\$91,000)
 - Revenues increased 26% between 2009 to 2010
 - Significant increase in INAC funding (32%) between 2009 and 2010, though less than budgeted
 - Small operating surpluses generated in 2009 and 2010
 - Despite budgeted loss of \$250,000 in 2010
 - Casino Rama
 - Revenue in 2010 of ~\$320,000; which is less than budget and less than the \$630,000 received in 2009
 - Casino Rama Disbursement Guidelines developed in May 2010 to guide disbursement of funds in the following areas:
 - Community development; health; education; economic development; and cultural development
 - In the past year, there has been a 9.9% increase in spending on educational support services, an increase of .4% on economic development services and an increase to flood pre-negotiations by 100%

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External Analysis



Opportunities Summary

Industry	Opportunity	Capital Required	Revenue Potential	Employment Potential	Value/Net Return to LDMLFN
Tourism	Phase 1B & C Expansion	\$568,000	✓	✓	<i>Employment, long-term profit</i>
	Phase 2 – New lodge	\$1 million	✓	✓	<i>Employment, profitability TBD</i>
	Eco lodge	TBD	✓	✓	<i>Employment, profitability TBD</i>
Forestry	Pellet mill	TBD	✓	✓	TBD
	Construction	TBD	✓	✓	TBD
	Harvesting / Hauling	TBD	✓	✓	TBD
	Reforestation	TBD		✓	TBD
Mining	Drilling	TBD	✓	✓	TBD
	Construction	TBD	✓	✓	TBD
	Aggregate	TBD			Own use, limited external mkt
Lands	Cottage development	TBD	✓	✓	TBD
	Hydro development	TBD	✓	✓	TBD

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Travel Industry

The following information is presented to provide context to the current issues and trends in the travel industry.

- The current state of the Canadian and US economies has resulted in cautious consumers; consumers are staying closer to home; resulting industry contraction¹
- Indicators of current travel climate:
 - Business travel was down by 7% in 2009 and is projected to decline 4% in 2010.
 - Airfares are at record lows.
- Pleasure travellers are now looking for 'experiences'.
 - The old 'value model' for travel was based on price and quality (Price + Quality = Value)
 - The new 'value model' includes experience and time into the equation.
 - Experience + Price + Time that it takes to acquire product + Quality = Value
- Like destination and cost, time is often a key consideration for travellers.
 - both the time required to plan the trip as well as the time to get there.

1. Travel Trends in a Changing Economy - Berkeley Young, President, Young Strategies

<http://www.togetherfortourism.ca/files/ppt/Travel%20Trends%20September%2021%20%202009%20%20Young.ppt>

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Tourism Industry

- The Northern Tourism Marketing Strategy¹ identified similarities that exist between the North American and Northern consumer segments will allow for alignment of message and effort under the umbrella Ontario Tourism Marketing Promotion Corporation (OTMPC) brand strategy.
- Key segments:
 - Domestic: Ultimate Adventurers represents 251,000 household in Ontario with a strong interest in the outdoors between the ages of 45 and 64. They are well established, university educated, white collar earners making about 60% more than the average Ontarian.
 - US: Trophy Outdoors segment with higher than average income and education, with a passion for travel and pushing the boundaries of experience in a broad range of outdoor activities and pursuits.
- Ontario Tourism industry is expected to decline by 0.8% in 2010, with small gains in each of 2011 – 2014.²
 - Ontario travellers are becoming an increasingly important segment accounting for 69% of travellers in 2001 and to an estimated 84% by 2014
 - Interprovincial travellers are anticipated to account for 4% of annual visitors
 - The share of US visits has decreased from 20% in 2005; a trend estimated to continue to ~10% by 2014

1. Five Year Tourism Marketing Strategy for Northern Ontario <http://www.connection-north.ca>

2. Ministry of Tourism - Ontario Tourism Outlook 2010 – 2014 <http://www.tourism.gov.on.ca/english/research/forecasts/forecast.pdf>²⁴



Tourist Resort Industry

- The industry is highly fragmented with 788 resource based operators in the Northwestern Ontario area.¹
- Operators are very, almost exclusively, dependent on visitors from the US.
- Industry issues and challenges:
 - High exchange rates are reducing revenues for camps and relatively increasing the prices of Canadian resorts.
 - Poor US economy is impacting affordability and the frequency of vacations. US mid-west, the key market for NWO, reported particularly impacted.
 - Change to provincial land use permits have increased costs to outfitters.
 - Border crossing issues for US visitors with driving under the influence convictions.
 - Important to maintain facilities; continuous maintenance is key.
- Marketing
 - Aggressive, coordinated, thought-out marketing plans are of increasing importance for outfitters
 - Increased presence of Intra-provincial travellers²
 - North of Superior Tourism Association (NOSTA) operators focusing on Ontario travellers (Thunder Bay, Sault Ste. Marie, Toronto) reported to be doing well.
 - Strategy of focusing on traditional US or existing travellers not expected to generate growth.
 - Suggested to target higher end market; family incomes over \$100,000
 - Opportunities for operators to provide packaged vacations to attract market segments (families, professionals).
 - Changing market dynamics
 - Traditional customer base for 'hook and bullet' market is aging, and there is greater variation in consumer interest/activities (ie. Golf vacations)
 - Cultural and eco-tourism opportunities for couples, families

1. North-western Ontario Tourism Association http://nwota.com/files/u2/KDCA-NWOTA_policy_document.pdf
2. Ministry of Tourism - Ontario Tourism Outlook 2010 – 2014 <http://www.tourism.gov.on.ca/english/research/forecasts/forecast.pdf>²⁵



Tourism Opportunities

Product

- Redevelopment to consist of two projects:
 - Project 1 – consists of three phases totaling \$880,000. Phase 1A, construction of three new cabins is complete. Phases 1b and 1C total \$568,000 and consist of new campsites, ice fishing huts, road and infrastructure work, and shower house.
 - Project 2 consists of a new lodge and site amenities at an estimated cost of \$1 million.
- Long-term: Ecolodge and / or outpost cabins and campsites on Lac des Mille Lacs.

Market Opportunities

- Family market
 - Clean facilities, simple amenities such as play structures
 - Target regional families; dispel myths of area outfitters only catering to male US fishermen
- Professionals
 - Packaged vacations for professionals in urban markets (Toronto, Chicago etc)
 - Toronto travellers can fly to Thunder Bay from downtown airport for convenience
- Romantic get-away niche
 - A leading niche area based on NOSTA inquiries
 - Winterized cabin, good furniture, wood burning fireplace, clean bathroom, bear rug etc.
- Cultural tourism (on cusp of breaking through)
 - Lots of room for growth; little activity in this area west of Thunder Bay; some activity north of Lake Superior for US travellers
- International markets (i.e. Europe and China)
 - Exploration phase for NOSTA. Packages are key; geared towards higher end; needs

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Forestry Industry

- Significant industry for Northern Ontario
 - 22 of provinces largest 25 sawmills
 - 12,500 direct jobs in the NW
 - Leading forest management practices
- Forestry sector in decline: mills closed, idled
 - Abitibi-Bowater: bankruptcy protection; Buchanan: idling mills
- Regional Industry
 - DRMF management unit feeds Bowater pulp mill, Bowater sawmill, Buchanan sawmills (4 - all idle), Atikokan Forest Products, plus other smaller operations
 - 5,012 people are directly employed by the forestry sector in the Thunder Bay sub-region
 - Thunder Bay sub-region eight times more reliant on forest industry for employment income than provincial average
- Push towards value-added products
 - Engineered wood, specialty papers, pre-fab buildings
 - Other forest products: nutraceuticals, pharmaceuticals, foods
 - Investments in programs, projects, and research
- New forest tenure plan
 - Competition process for fibre; designed to increase business opportunities
 - While change desired from industry, questions remain re: changes
- Increased involvement from First Nations in industry
 - Forest management, joint ventures

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Forestry Opportunities

- Key areas of forestry operations and potential opportunities for LDMLFN
 - Construction: roads, culverts
 - Bowater reported to have strong contractor in place for area operations
 - Harvesting: cutting, hauling
 - Possibilities for LDMLFN, however profitability is challenging
 - Renewal: site preparation, tree planting
 - Typically a tenured / competitive process
- Forestry industry at low point
 - Not perceived by industry/government stakeholders to be an area for immediate investment.
 - Margins are extremely tight
 - \$2 per m³ can be the difference between profit and loss
 - Companies trying to cut costs by managing supply
 - Expected to rebound, however to necessarily to highs experienced in the past.
 - Can not compete with international markets with 'faster' forest regeneration (i.e. eucalyptus)
 - There are currently markets for softwood, but not hardwood

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Mineral Exploration & Mining

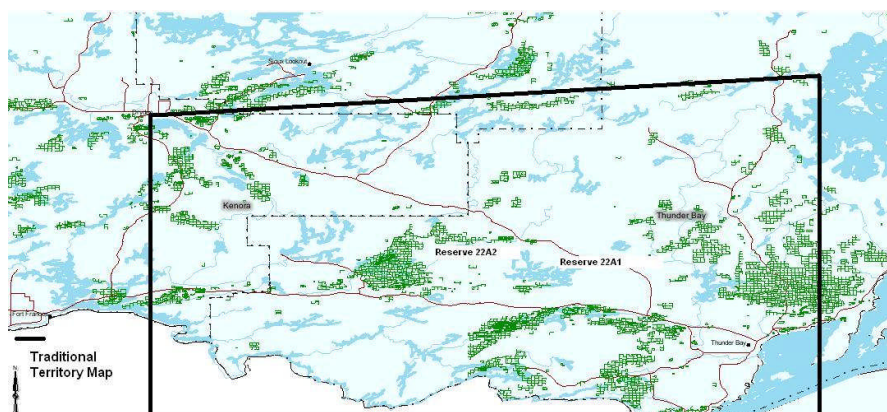
- Increasing exploration activity in NWO.
- Most activity in NWO is currently related to exploration; which is the 1st of five mining phases. Exploration companies are usually small and outsource operations, such as site clearing, camp construction, drilling, etc.
- High demand for diamond drillers; drillers currently being attracted from Manitoba and Quebec.
- North-western Ontario remains less explored than North-eastern Ontario; positive outlook for activity.
 - Osisko expressed desire to be a 1 million ounce producer and sees its future based on NWO activity.
- Operating mines in the region: Red Lake, Gold Corp; Musselwhite, Gold Corp; Lac des Iles mine, NA Paladium (Working with Gull Bay First Nation)
- Active exploration:
 - Osisko / Brett Resources: Hammond Reef, estimated five years to production (open pit)
 - Spartan Resources: Marmion Batholith: Hammond Bay - 25 km north of Atikokan
 - Bending Lake Iron Group: extraction at Bending Lake, smelter in Atikokan
 - North American Paladium: Shebandowen Lake
 - Magma Metals: 50km northeast of Thunder Bay north
 - Fancamp Exploration: Red Paint Lake, 13 km north of Hammond Reef (Brett Resources)
 - Golden Share: Pistol Lake, 70km west of Thunder Bay
 - Alto Ventures / Foundation Resources: Coldstream Gold, 100km west of Thunder Bay
 - Belmost Resources: Lumby/Bufo, 35 km northeast of Atikokan
 - Covernry Resources: Ardeen Gold project, 110 km west of Thunder Bay
 - Pele Mountain, Pigeon River, 60 km southwest of Thunder Bay
 - TerraX Minerals: Blackfly, 10 km northwest of Atikokan

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Mineral Exploration & Mining

- Mining claims (green) in Lac des Mille Lac First Nation Traditional Territory (outlined in black)



1. http://www.mndmf.gov.on.ca/mines/claimaps_e.asp

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Mining

Five Stages of Mining

1. Mineral Exploration – the search for deposits in the earth's crust (time frame: 2 to 4 years)
2. Deposit Evaluation – the evaluation of the social and environmental impacts that the potential mine might have on the surrounding community's (time frame: 5 to 10 years)
3. Mine Planning – involves creating a detailed design, engineering specification and financial considerations on how to construct the mine and what type of mine should be constructed (time frame: 5 to 10 years)
4. Mine Construction and Operation – implementing the mine plan to construct and operate the mine. This stage is the most labor intensive and involves a varied number of trades (time frame: 5 to 100 years).
5. Mine Closure – there are 3 phases to closing a mine: 1. decommissioning the constructed infrastructure; 2. restoring the mined area; and 3. monitoring the reclamation work done (time frame: 2 to 10 years)

First Nation Involvement in Mining

- In the consultations that take place between mining companies, government and the community, First Nations have the opportunity to get involved.
 - Examples of these sessions are public meetings, open houses, workshops and focus groups
- By participating in these consultation sessions, communities can begin to claim ownership to the project and embrace it.
- It is recommended that anyone who would be affected by the mining operation attend (chief's, council and other community members).

1. <http://www.teck.com/Generic.aspx?PAGE=Teck+Sustainability+Pages%2FOur+Approach+pages%2FThe+5+Stages+of+Mining&portalName=tc>
2. <http://www.pdac.ca/pdac/advocacy/aboriginal-affairs/2006-mining-toolkit-eng.pdf>

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Exploration Employment and Businesses Opportunities

Employment Opportunities¹:

Job Type	Education Requirements	Examples
Entry-level	Grade 12 or equivalent education	Field assistants, trade helpers and heavy equipment operators
Semi-skilled	Grade 12 or equivalent education with some work experience	Drill helpers, prospectors, samplers, administrative assistants and trades occupations
Skilled	College certificate or diploma	Drill operators, trades occupations, safety coordinators and environmental technicians,
Professional	University degree	Managers, engineers, geologists and accountants

Economic Opportunities

- The business opportunities during exploration and mine development are listed below:²:
 - Exploration: digging, trenching with heavy equipment; tree planting; camp construction; food, accommodations, and catering; expediting; helicopter rental; equipment/vehicle rental, and fuel; drilling contracting; transportation and freight services; and environmental services.
 - Mine Development: camp catering and housekeeping; site services; surveying; construction services; contract mining; supply of goods; and environmental consulting.
- Consider the availability of existing services; what will be needed to support the project; and approaches that communities can take to take advantage of opportunities (i.e. entrepreneurship, joint-ventures etc.)

1. <http://www.nrcan-rncan.gc.ca/mms-smm/abor-auto/pdf/kit-gui-eng.pdf>
2. <http://www.nrcan-rncan.gc.ca/mms-smm/abor-auto/pdf/kit-gui-eng.pdf>

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Potential Environmental and Social Impacts

- Exploration and mine development activity has the potential for environmental and social impacts¹. The impacts are typically lower during exploration and increase with mine development.

Environmental Impacts	Social Impacts
Land: impact of road and camp construction; line cutting; drilling programs; bulk sampling; fuel storage Impact on heritage sites and traditional uses.	Improved morale with employment Shift work or isolated operations can impact family dynamics Departure of skilled labour from community
Water: impact of drilling programs and chemical discharge on water quality	Increased training opportunities Increased buying power and wealth Creation of role models Adverse effects of increased cash flow
Wildlife: impact of human activity on animals, migratory patterns; attraction of animals to food or garbage	Can exacerbate social problems Outsiders in the community can result in population growth and change dynamics/relationships
Air: dust from roads and mining activities can impact air quality	

1. <http://www.nrcan-rncan.gc.ca/mms-smm/abor-auto/pdf/kit-gui-eng.pdf>

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Aggregate Industry

- While a small proportion overall, the highest per capita consumption of aggregate is in Northern Ontario due to road building activity and requirements
- For most of the 8 regions of Ontario, the aggregate consumed comes from local production
- Construction work accounts for 81% of aggregate use
 - Breakdown: new roads 34%, new residential 26%, new other building 15%, repair construction 14%, new other engineering 10%
- Northwest Ontario expected to consume less aggregate in next 20 years relative to last 20 years
- Higher quality crushed stone anticipated to continue to increase in demand
 - NWO stone consumption: past 10 years 12%; next 20 years 19%
- The Thunder Bay area is rich with aggregate resources (both public and private)
 - Development of logging roads typically involves aggregate found on site
 - MTO already has resources reserved to support future highway twinning/development
- There is one private producer located near 22A1 and 6 producers within 20 minutes of Upsala
- Opportunity for LDMLFN to produce crushed stone / aggregate for cottagers, however limited market
 - Recognize that LDMLFN has aggregate to support its own development
- Current prices for aggregate are \$0.50 to \$1 per ton (resource only – not transported)
 - Cost of hauling / transportation is the key driver to pricing

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Energy

- NWO capable of producing more power than it can consume.
 - Excess can not be distributed efficiently outside of region either to Southern Ontario or south to the US
 - Particularly the case with forest-based industrial operation idle and not consuming power.
- Pellets
 - Fuel to be used for Atikokan generating station
 - \$150 million conversion from coal to pellets
 - 90,000 tons/year (~250,000 m³ of fibre)
 - Atikokan Renewable Fuels has local site and is working with First Nations to secure fibre
 - White Sands First Nation and Seine River reported to both be considering pellet projects
 - Have also been considered a fuel for home heating market
 - If regional pricing occurs for hydro, rates estimated to be lower than cost of heat from pellets
- Hydro
 - Northern Ontario Heritage Fund Corporation reported to still be supporting power projects
 - Lac La Croix reported to be investigating run-of-river power generation project

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Strengths, Challenges, Opportunities, Threats



Strengths

- Financial position of the First Nation
- Stabilized leadership and governance
 - Relationships amongst council, management and external parties
- Natural resources within traditional territory
 - Access to fibre allocations from 4 forest management units
 - Aggregate resources
 - Mineral resources
 - Land
 - Water
- Education attainment levels of members
- Increases in the delivery of health, education, and cultural programming and activities
- Ongoing initiatives to support community re-settlement
- Economic development investment in the Savanne River Resort
- Strong relationships with area organizations, businesses, and government departments
 - MNR, MNDMF, Osisko Mining Corp, AbitibiBowater, NOSTA
 - Experience and use of MOU's to establish business relationships

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Challenges

- Geographic dispersion of members presents challenges to communication, activities, provision of supports and services
- Communication with membership as a whole
 - Unlike other First Nations whose main focus is communicating with on reserve members, LDMLFN needs to communicate with all members.
 - Establishment / reconnection of community; on traditional land
- Lack of developed on-reserve community site
- Ensuring that capital investment decisions are inline with community values
- Limited funding levels and programs due to lack of on-reserve population
- Limited data on community members
 - Contact information, educational attainment, qualifications
- Adequate funding and personnel to support initiatives

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Opportunities

- Re-establishment of community
 - Development of 22A1
 - Sense of space and community; cultural centre
 - Virtual community
 - Use of social networking, technology, innovation
 - Economic opportunities: cottage development
- Economic development initiatives
 - Clarify objectives and values (i.e. social, profit, and entrepreneurial)
 - Establish assessment criteria and process to support decision making and evaluation of outcomes / benefits achieved
- Economic development opportunities
 - Mineral exploration
 - Training
 - Forestry
 - Opportunities to secure fibre allocation
 - Tourism
 - Improvements to Savanne River Resort
 - Project 1 - Phases 1b and 1C total \$568,000 and consist of new campsites, ice fishing huts, road and infrastructure work, and shower house.
 - Project 2 consists of a new lodge and site amenities at an estimated cost of \$1 million.
 - Expanding and upgrading the type and quality of facilities to create a sustainable cultural adventure resort and sister Ec lodge and / or outpost cabins and campsites on Lac des Mille Lacs.
 - Cottage development
- Flood claim settlements
 - Potential for resolution within next 5 years
 - Potential source of funds for community activities / development

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Threats

- Impact of urbanization and the INAC definition of 'status' has a potential to reduce registered band members
- Timelines and process related to flood claim settlement may be lengthy
- Economic / Industry
 - Poor performing forestry sector, low demand for fibre
 - Mineral exploration and mining operations are very geographically sensitive
 - Sustainability of current mineral prices and their impact on exploration
 - Economic conditions impacting tourism operations

Risk

- Capital risk
 - Development prior to Land Use Plan.

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APPENDIX B

MEMBER SURVEY RESULTS

LAC DES MILLE LACS FIRST NATION COMMUNITY PLANNING SURVEY

1. Where do you currently live?

	Number	Percent
Thunder Bay area	24	55.8 %
Greater Northwest Ontario / Northeastern Ontario	6	14.0 %
Southern Ontario	7	16.3 %
Other Province	4	9.3 %
Outside Canada	2	4.7 %
Total	43	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

2. Do you currently: (select one)

	Number	Percent
Live with extended family	6	14.3 %
Rent	16	38.1 %
Own your own home	20	47.6 %
Total	42	100.0 %

Missing Cases = 1

Response Percent = 97.7 %

3. Gender

	Number	Percent
Female	26	61.9 %
Male	16	38.1 %
Total	42	100.0 %

Missing Cases = 1

Response Percent = 97.7 %

4. Age:

	Number	Percent
Under 15 years	0	0.0 %
16 to 25 years	2	4.7 %
26 to 35 years	7	16.3 %
36 to 45 years	10	23.3 %
46 to 55 years	10	23.3 %
56 to 64 years	10	23.3 %
65 years and older	4	9.3 %
Total	43	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

How many members of your household are:

	#	%
Under 12	19	15.57%
13 to 18	12	9.84%
Over 18	91	74.59%
TOTAL	122	

The average family size was 2.84 members

LAC DES MILLE LACS FIRST NATION COMMUNITY PLANNING SURVEY

How many members of your household have completed:

	#	%
Grade 12	42	43.75%
Post-secondary training	10	10.42%
Post secondary diploma or degree	36	37.50%
Advanced degree	8	8.33%
	96	

SECTION 2 – COMMUNITY SERVICES AND DEVELOPMENT

HEALTH AND SOCIAL

(N=43)

	Not important at all	Somewhat Important	Important	Very importantt	Total
Health Education and promotion activities (e.g. information and workshops on topics such as diabetes, maternal child health, FASD)	3 7.0%	4 9.3%	12 27.9%	24 55.8%	43 100.0%
Referral and advocacy assistance to access health and social services and benefits (i.e NIHB, provincial health services)	1 2.4%	2 4.8%	11 26.2%	28 66.7%	42 100.0%
Post Secondary Education support	1 2.4%	2 4.8%	6 14.3%	33 78.6%	42 100.0%
Skills Development Training	1 2.4%	1 2.4%	12 28.6%	28 66.7%	42 100.0%
Communication about health and social services	1 2.4%	3 7.1%	16 38.1%	22 52.4%	42 100.0%

Health comments

- Accessibility to traditional healing is *essential*, as is participation in traditional healing ceremonies. These are both areas that lack severely in our current health care system.
- Post secondary support has proven successful, with many band members obtaining a higher education. Perhaps we could expand to include work placement/wage subsidy agreements with organizations in the community of Thunder Bay and surrounding area. The First Nation could help finance employee wages during placements. This would encourage outside organizations to hire our band members and would provide work experience to band members in any number of fields.
- I believe our first nation is very well educated and we are moving in the right path.
- First and foremost - Round House built
- People with disabilities need more funds and I don't want to hear Chief Whitecloud doesn't want to spend health money. We have a surplus spend more on members who need funding to keep them active and healthy they will actually appreciate it not abuse it. Thomas LeBel Jr.
- Receiving information regarding funding for health services and what we are entitled to has been important. Also, post-secondary funding has been crucial for our family, as for all members.
- All are important for the future of the band.
- Members need to know how and who to contact. Post secondary education support will benefit all those who use this service. Good for future of LDMLFN.

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- Health education is very important. Members that live out of province don't get much help...never did.
- I like that students are supported; services are quick and easy. I think all members deserve assistance with reaching adequate health. I do not like that some physical health needs requests are denied by band. ie: assistance funding, diabetes.
- I like that LDMLFN offers post secondary education assistance and support to their people to help them greater themselves and further themselves on or off the reserve. Having workshops available (ie. health and education) is very important because it brings the people together and also furthers their knowledge they have but also keeps them up to date and also to learn more.
- Would like to see Native being taught to our members of LDML. More awareness to special needs to support our members for young and old.
- The more education you can give the next generation, the further they will get ahead in life. Very important! More funding is required to advance these programs and services.
- Is important because I have diabetes myself. So I would like to know more of diabetes.

CULTURE (N=43)

	Not important at all	Not important	Important	Very important	Total
Community events and activities (i.e. Sleigh Rides, Bowling, Family Swim, corn roasts, sleigh rides)	0 0.0%	9 21.4%	13 31.0%	20 47.6%	42 100.0%
Retention and promotion of language	2 4.8%	4 9.5%	9 21.4%	27 64.3%	42 100.0%
Retention and promotion of traditional practices (i.e. Trapping, Hunting, Traditional Foods, Regalia, Traditional Medicine etc.)	2 4.8%	3 7.1%	13 31.0%	24 57.1%	42 100.0%
Sharing of traditional knowledge	3 7.1%	1 2.4%	10 23.8%	28 66.7%	42 100.0%
Cultural events and activities (e.g. Annual Pow Wow, Kids Kamp, Elders Gathering, Spring & Fall Feasts, etc.)	1 2.4%	3 7.1%	8 19.0%	30 71.4%	42 100.0%
Gathering place for membership	0 0.0%	3 7.1%	10 23.8%	29 69.0%	42 100.0%
Communication about cultural events and activities	1 2.4%	4 9.5%	11 26.2%	26 61.9%	42 100.0%

Culture comments

- I absolutely LOVE going to the various events LDMLFN hosts. I appreciate that there are a variety of things offered so when we cannot make one event, there is another shortly around the corner to attend. It keeps me in touch with my 'extended family' and feel connected together, I can feel like a cohesiveness developing within the members of LDMLFN as we do these events. I look forward to my young child learning as he grows up the traditional practices that I may or may not have learned.
- Community events are a great way to bring members together. It allows an opportunity for the young to learn from the elders, for families to reconnect, and for new friendships to form between community members. I believe that the tighter the bonds between community members, the less discontent we will have.
- I Live in Toronto and it would be difficult to attend any activities and programs.
- The Pow-wow is great, gives everyone a chance to get together. It would be good if there was somewhere for band members (who live in other parts of Canada) to stay when they come into town for different events. The Resort is good during the pow-wow because elders get the cabins, and younger people can camp-out. Also it would be great if there was a way for band members who live far away to feel more involved in the

LAC DES MILLE LACS FIRST NATION COMMUNITY PLANNING SURVEY

community (maybe contests that involve the youth).

- Being able to find funds for transportation for medical and culture activities in the community for membership. Purchase of a van for the first nation.
- We need some kind of community centre/ gathering area on our first nations land reserve 22a1, to practice these kinds of activities and programs.
- They important because people need to meet other members and see them. Getting involved for guidance of children in the band.
- Promotes pride and a sense of belonging. Over time will help to unite the community.
- We need more of this overall. Especially language retention. Good work chief and council thus far :)
- I think it would be a great idea to offer a course to teach Ojibway to the people that would be interested in learning the language. Once we have developed permanent gathering place for the people I think it would be a great idea to offer a course about the sharing of traditional knowledge.
- More consistency with programming Elders Council should meet with program facilitators for ideas surrounding needs.
- Same as previous page
- Culture is an area that needs to continue to grow. As a community member that has very little knowledge of traditional teaching, language, etc. I would like to see a push for more opportunity to learn.
- Ought to home gospel meetings
- Because they're very important to our traditional.

ECONOMIC DEVELOPMENT (N=43)

	Not important at all	Somewhat important	Important	Very important	Total
Creating job opportunities for LDMLFN band and community members	0 0.0%	1 2.4%	9 22.0%	31 75.6%	41 100.0%
Assisting members in getting job ready (ie. Resume writing, updating skills etc.)	2 4.9%	3 7.3%	14 34.1%	22 53.7%	41 100.0%
Providing training opportunities (i.e. Mining, exploration etc.)	1 2.4%	1 2.4%	14 34.1%	25 61.0%	41 100.0%
Business development support services (ie. Assistance in developing business plans, funding sources for entrepreneurs)	2 4.9%	2 4.9%	18 43.9%	19 46.3%	41 100.0%
Exploring new opportunities that increase the financial wealth of the First Nation (either on or off reserve)	1 2.4%	0 0.0%	11 26.8%	29 70.7%	41 100.0%
Communication on economic development activities and opportunities for the First Nation and individuals	2 4.9%	0 0.0%	11 26.8%	28 68.3%	41 100.0%

Economic Development comments

- I believe that each of our community members should be given opportunities to achieve personal success. Ultimately we all want to be successful in life. By providing skills and opportunities for financial advancement we can limit the need for continued social assistance and instill in our community a sense of accomplishment.
- Another Resort On-reserve would be great, but with a certain number of rooms/cabins that are reserved for members to come visit year- round. Communication of proposed/development, and input of members is very important.
- I made myself who I am today and other members should show their own interests and commitment to activities like these by showing what they have done on their own to be who they are and better themselves.
- Creating jobs on reserve or for the reserve members is crucial to the development and renewal of our community.

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- keeping everyone informed about programs will help everyone in the end and provide members with knowledge of economics.
- All great ideas.
- A casino to create jobs for members.
- Our reserve far lags behind rest of Canada in this area. We need infrastructure on reserve. will not happen unless FN members are living/habituating the land.
- I think it's very important to explore new opportunities on and off the reserve because the ore we explore the further we will grow in financial wealth and as a community.
- Community members need to be included more in development at Savanne Resort.

INFRASTRUCTURE, LANDS AND RESOURCES

(N=43)

	Not important at all	Not important	Important	Very important	Total
Access to reserve lands / traditional territory and advocacy for the protection of traditional lands.	0 0.0%	1 2.4%	15 35.7%	26 61.9%	42 100.0%
Land use planning and values mapping for traditional land use area	1 2.4%	6 14.3%	13 31.0%	22 52.4%	42 100.0%
Consultation with companies to develop resources in your traditional territory	3 7.1%	7 16.7%	12 28.6%	20 47.6%	42 100.0%
Resource development (ie. mining, forestry, tourism) on reserve or traditional territory	2 4.8%	4 9.5%	15 35.7%	21 50.0%	42 100.0%
Development of reserve lands for permanent settlement and/or seasonal use (ie. Cottage lots for members)	2 4.8%	3 7.1%	10 23.8%	27 64.3%	42 100.0%
Communication on lands and resources issues and activities	2 4.8%	2 4.8%	16 38.1%	22 52.4%	42 100.0%

Infrastructure, Lands and Resources

- I can see that some members are getting impatient with all the planning regarding use of our lands. However, I feel it is necessary to do this properly now to avoid mistakes in the future. The better planned we are as a community, the more likely we are to sustain what developments we make. This needs to be communicated to the members to help them understand the process. It is vital that we continue to provide feedback such as this survey.
- The First Nation needs to continue to explore opportunities of resource development. We currently have no source of revenues outside of Casino Rama and government funding. The greater our financial strength, the greater number of opportunities we can pass on to our individual community members. I don't believe settlement on the reserve is a step forward. There is no job opportunities on reserve and will lead to a community dependant on the First Nation.
- I think it would be important to have something in place for off-reserve members to visit/stay. I know that I would like to go up there to visit one day and maybe make it like a family vacation spot. I would like to get familiar with the community.
- Access to reserve lands would be better if the road was in better condition, and if there was a cabin or cabins for people to stay in periodically, (there used to be a cabin people stayed in). Seasonal cottages would be great, especially for those band members who live in other parts of Canada. Maybe we could use the original pow-wow grounds for pow-wows. Maybe we could have a graveyard so people can be buried on-reserve if they want.
- Improve communication so that there is more notice for training opportunities for the membership to be involved and better prepared to partake.
- People should be specific as to what exactly they want to see happening on our reserve 22a1, 22a2 for infrastructure, lands and resources because everybody has different ideas as to what they want to see.

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- Resource development must be done with very stringent controls by our membership over any companies who are interested. Also, employment of our members should be tied to the agreements and there should be strings attached to all agreements with penalties when terms are not adhered to by the companies. No running with the money!! Our federal and provincial governments are examples of what not to do with companies!!
- Very hesitant about resource development on reserve or traditional territory--mining or forestry....tourism could be okay.
- We need this. I'm tired of surveys and would like to see a surveyor out on our FN to assist FN members to start building homes.
- I like the fact that chief and council are working on the access development to the land so we can 'eventually' retain permanent residence, but I feel that having resource development plans are in greater importance at this time.
- Same as previous pages
- If we are to develop our land creating jobs in a self sustainable environment needs to be seriously considered when developing our lands.
- Farming, energy resources, construction, etc. Our people need to fill these jobs and be our own skilled workforce. My 2 cents.

GOVERNANCE

(N=43)

	Not important at all	Somewhat important	Important	Very important	Total
Consultation with membership on key issues (ie. Custom Election Code, Governance Policies)	1 2.4%	0 0.0%	6 14.3%	35 83.3%	42 100.0%
Member registration	1 2.4%	1 2.4%	12 28.6%	28 66.7%	42 100.0%
Resolution of claims with Federal and Provincial Governments	0 0.0%	0 0.0%	8 19.0%	34 81.0%	42 100.0%
Financial reporting / Annual Audit reports, OFNLP	1 2.4%	0 0.0%	10 23.8%	31 73.8%	42 100.0%
Reporting on community achievements/progress	1 2.4%	0 0.0%	13 31.0%	28 66.7%	42 100.0%
Communication on governance issues	1 2.4%	0 0.0%	8 19.0%	33 78.6%	42 100.0%

Governance comments

- How does 'member registration' work? This needs to be communicated to the members.
- I strongly believe that communication between our Chief & Council and our community members is key to eliminating mistrust or discontent. I'd like to see more efforts go into member registration by providing support for continued changes to the Indian Act, for those individuals denied status rights as a result of earlier government enfranchisements. The current changes have not yet equally addressed all affected.
- For the resolution of claims we need a REALLY good Lawyer. A good lawyer with experience and a proven track record would be great, we should get one of the best lawyers in Canada. Transparency is important, there is not a lot of trust, and it has to be Crystal Clear where every Dollar is spent, so that there can be no suspicion of corruption, and so members can have their input. Recognizing the achievements of band members would also create a sense of pride, and keep people informed.
- Communication to membership is very important in bringing our community together.
- every issue is important
- Like all the above and feel they all need to be communicated to the members continually as they occur. Consultation with membership on key issues is necessary.
- My granddaughter needs a membership number.
- My FN is doing a great job at this keep it up.
- I like that LDMLFN keeps their people updated on the progress of the reserve and always ask input from their people.

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- More breakdown of spending to funding and spending.

WHAT IS CURRENTLY WORKING WELL WITHIN LDMLFN THAT SHOULD BE MAINTAINED?

- Newsletter works well to communicate progress on projects and advertise opportunities.
- The website should be updated regularly and forums developed for open communication. training and job opportunities with outside industry that could lead to high paying, long term employment for band members
- increased education support to band members, making it easier for students to support themselves while obtaining a post secondary education
- a much improved band office and an increase in office staff and office proficiency
- I like the news letters that get mailed to me, giving me the information on what is going on.
- The pow-wow is great, the Elders conference is good.
- The Resort is good, and should be improved.
- Community events.
- General Membership meetings
- Programs for the community, health and cultural
- News letters on community progress and events.
- Current Chief and Council
- Staff for LDMLFN work well with community.
- Annual POW WOW's, signs of building our membership back together physically to our home lands
- Training programs
- Land claim is working well but we need to be more involved
- The AGM are nice, keep them going.
- communication (eg. newsletter)
- pow wow and elders gathering
- pow wow each year
- elders gathering
- Communication
- cultural activities. communicating to members
- Economic development activities. Job and training opportunities. Assisting members in getting job ready
- Land and resource initiatives
- schooling
- work
- Education to educate our people
- Have and help emergency funds on hand
- Trust our leaders
- cultural events (pow wow, elders gatherings)
- self government
- funding for post secondary students, note-this is not solely a LDML endeavour
- Responsible chief and council :)
- support students with schooling
- Increase assistance to elders. 4) Economic growth with resort and love the new board office.
- working on maintained
- working with the people
- Ojibway Language
- Education/support/knowledge
- cultural events and activities
- development of the reserve lands 4) Knowledge offered about health and social services.
- administration office
- ABM
- Band activities--xmas dinner elders gatherings
- Chief and Counsel is working well.

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- Annual meetings
- Programs and assistance to appointments by staff
- Casino Rama Guidelines
- Chief and council
- Land claim
- Meetings every 4 weeks
- AGH - Quarterly
- Cultural events and gatherings
- Newsletters
- getting more knowledge to the reserve people
- programs and services
- regular meetings
- keeping people informed
- Strong and dedicated leadership
- Planning to move FN forward
- Training and education
- Community and cultural events
- Administration
- The programs and services that are currently distributed from LDMLFN
- quarterly meetings
- Chief and Counsel
- Quarterly meetings
- Pow wow
- Current Chief, Council and Administration
- Open and clear communication
- Positive, productive movement forward
- Newsletters
- Chief and council
- Meetings

What are the top three priorities to be addressed in LDMLFN's Five Year Plan?

- Health
- Culture
- Infrastructure Development
- improving the individual success of band members
- reaching an agreement on federal and provincial claims
- further exploring financial opportunities for our First Nation through resource development
- Housing/development on-reserve. Access to Reserve.
- Flood Claim Negotiations, with a Good lawyer.
- Improvement of the Resort.
- Develop a land lottery
- Seasonal returns for use of reserve lands for families who can financially go there and follow building codes. We should be looking at the land as a township or municipality so that those that can go back have to follow building codes for self containing sewer and means of hydro.
- Look at developing some sort of camp area for campers and tenters.
- Return to our lands on 22a1 22a2 homes community buildings gathering area
- Flood claim, hopefully settle to keep our community moving forward
- A well organized C and C that communicates with the membership
- More funding for people with health issues....we have the money, use it.
- Finish the land claim.
- housing--start soon! possibly communal summer cottages that could be used by members at a reasonable rate or cottages assigned to family

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groups. Also, housing for those who are able to live on reserves on a permanent basis.

- Infrastructure--water, hydro, a good road for access
- eventually other necessities such as day care or a seniors centre or recreation centre and members (commercial/communal)?? activities .
- housing on reserve/hydro/water
- good road into reserve
- Work on flood claim to get best possible settlement.
- Infrastructure, land and resources
- economic development
- 'honesty'
- They shouldn't get paid for nothing
- Every board member should know where all this money's being spent.
- To build homes for members
- Make a casino to bring in revenue
- Bring back Ojibway language 4) Need legal funds
- Establishing an on reserve community/housing/schooling
- negotiations re: flooding of reserve lands
- I can only work if job opportunities are available locally so living on reserve is viable.
- We need to have FN member access land to create housing opportunity
- Housing at LDML FN will create more opportunity for economic growth.
- Building/gas station/store/grocery/construction/law
- Look into 'realistic' economic growth opportunity
- Building LOMLFN's back up
- Training-Education
- Housing on LDMLFN's
- housing
- Key having the people working together in events what ever 'it takes'!
- Communication with member about training in an earlier manner
- Development of seasonal use of reservation
- Maintaining information at meetings.
- Community development
- Land negotiations
- Mining industry job opportunities
- Education
- Retribution for abuse to the reserve people
- Respect for the elders
- try to settle all o/s claims
- complete capital planning study
- begin re-establishment of community
- Infrastructure
- Continuation of flood claim negotiations
- Continuation of community planning
- Continuation of good financial standing
- communication to non-area residents, and uses of modern technology via LDMLFN website, social network sites etc. Perhaps the hire of a communications officer to forward information to band members.
- Development of the community
- Income
- People living on the reserve
- Land claim settlement
- Membership moving back on traditional lands
- Move funding for additional programs, jobs and services
- To living on the reserve

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- Develop the community
- Income for the community

18. Do you have regular access to the internet?	Number	Percent
yes	36	83.7 %
no	7	16.3 %
Total	43	100.0 %

Missing Cases = 0
Response Percent = 100.0 %

19. Do you have regular access to email?	Number	Percent
yes	36	83.7 %
no	7	16.3 %
Total	43	100.0 %

Missing Cases = 0
Response Percent = 100.0 %

20. How do you want to receive information from LDMLFN?	Number	Percent
Website (regularly updated)	20	22.0 %
Quarterly community meetings (Thunder Bay)	20	22.0 %
Community newsletter - by mail	33	36.3 %
Community newsletter - by email	17	18.7 %
I have no need to receive information from LDMLFN	1	1.1 %
Total	91	100.0 %

Number of Cases =43
Number of Responses =91
Average Number Of Responses Per Case = 2.1
Number Of Cases With At Least One Response =43
Response Percent = 100.0 %

21. I would like to receive information regarding: (check all that apply)	Number	Percent
Community activities	32	21.8 %
Cultural activities	33	22.4 %
Updates on programs/services	34	23.1 %
General updates	39	26.5 %
Other	9	6.1 %
Total	147	100.0 %

Number of Cases =43
Number of Responses =147
Average Number Of Responses Per Case = 3.4
Number Of Cases With At Least One Response =43
Response Percent = 100.0 %

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Info Topics other

- flood claims and resort updates
- land claims
- more info re: treaty rights and details on health info.
- everything
- training employment
- political updates and financial updates and governmental updates
- job opportunities, mining sector and others
- Anything of concern and/or about the FN
- everything

22. How often would you like to receive information from LDMLFN?	Number	Percent
As updates with program/services/activities occur	26	65.0 %
Quarterly	14	35.0 %
Annually	0	0.0 %
Never	0	0.0 %
Only on issues requiring ratification by membership	0	0.0 %
Total	40	100.0 %

Missing Cases = 3
Response Percent = 93.0 %

23. What is the highest level of education you have achieved?	Number	Percent
Less than High School	11	26.8 %
High School	9	22.0 %
College Certificate	5	12.2 %
College Diploma	6	14.6 %
Bachelor Degree	10	24.4 %
Masters Degree	0	0.0 %
Doctorate	0	0.0 %
Total	41	100.0 %

Missing Cases = 2
Response Percent = 95.3 %

What specific education, skills, knowledge or abilities do you have that might be of benefit to the First Nation? (including employment and culturally-related)

- I am a school teacher with excellent leadership skills. I work for the public school board and can act as a liaison between our FN and the school board. I enjoy speaking to large and small groups and volunteering at activities when able.
- Film/Video/Audio production, Drawing/Painting/Art. I have a Degree in Media Art/English Literature/Native Studies.
- Environmental design Architecture degree
- some traditional teaching for younger children
- 2nd year education major at L.U.
- I have been running a family business (retail) since 1979. I have familiarity with revenue Canada and provincial forms, deadlines and tax payments. We run a stained glass store so I am familiar with the glass business in general and stained glass in all its forms in particular. I do all our accounting except for our year end tax return, which I leave to an accountant. My education was in some nursing, law and a B.A. in French and English languages.
- Have some knowledge of band history and membership. Some experience with hunting, fishing etc.
- none
- None

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- L.L.B D.V.M B.A.
- Social work degree-currently in Master's program hoping to get into private counseling practice. Traditional culture: practice in personal and professional life.
- On education-training to build LDMLFN back up today our custom is in important to us and me.
- administrative/secretarial
- Business experience. Available to sit on Economic Development Committee.
- 45 years work experience
- Life experiences
- My information has already been forwarded to the band office
- OSSD, Certificate general arts and science, employment with Nishinawbe Aski Police, Indian and Norther Affairs. Culturally: regalia making, pow-wow planner
- MCSE 2000- Microsoft Certified Systems Engineer. NISS - Network & Internet Systems Analyst (Toronto School of Business)
- 8 1/2 years Canadian Armed Forces--trained in aircraft and computer electronics 3 years Apprentice Refridgeration and A/C worker 20 years caretaking experience including small engine repair, electrical repair, roofing, carpentry, welding (gas, stick, mig) electrical generator repair, outboard motor repair.
- Worked in the health field
- I don't really had education only went to grade 9. Some problem at home.
- 3 year college diploma, 15 years at leadership and team buiding training, administration skills, knowledge of the land, welding and fabricating experience, knowledge of health system, social welfare system, and education system
- Speaking Ojibwe and traditional teachings

APPENDIX C

COMMUNITY STRATEGIC PLAN ROAD MAP

“The Community of NEZAADIKAANG - The Place of Poplars”

OUR PURPOSE

Our purpose as a First Nation is to continually improve the quality of life, social and cultural well-being of our membership for present and future generations.

OUR VISION

We, the Lac des Mille Lacs First Nation want to be a progressive, proactive and financially responsible community with proud, united and self-driven members who embrace their culture and are committed to re-establishing their physical and spiritual connection to the land.

OUR MISSION

To fulfill our purpose and in our journey towards our vision, we, the Lac des Mille Lacs First Nation are committed to rebuilding a strong sense of community following a holistic approach and inclusive process for healthy community development.

COMMUNITY DEVELOPMENT VALUES

The values of our First Nation will help guide our community’s development and decision making in order to achieve the community’s vision in a way that honours community and the many existing and future relationships.

Respect

We will show consideration and compassion in all our interactions. This is in line with our Anishinaabe teachings which are to show respect for everything and everyone.

Accountability Individually and Collectively

We will be accountable at all levels, recognizing that accountability begins within ourselves.

Honesty, Truth and Integrity

We will act honourably, speak truthfully and be open in our communications and relationships.

Determination and Commitment

We will demonstrate initiative and a spirit of working together to support healthy community development.

Holistic Approach

We will gather information and develop plans taking into account the physical, mental, emotional and spiritual needs of the individual, family and community.

Inclusivity

We will honour different perspectives and consider the full membership in all activities and decisions.

STRATEGIC DIRECTION

Direction #1

- Towards Strengthening Sense of Community, Energy & Unity

Direction #2

- Towards A Raised Profile and Enhanced Communications

Direction #3

- Towards Survival of and Respect for Our Culture, Teachings and Traditional Knowledge

Direction #4

- Towards Improved Relationships and Services

Direction #5

- Towards Re-Establishment of Our Community

STRATEGIC DIRECTIONS

Implementation Planning Annual Priority	Year 1				Year 2				Year 3				Year 4				Year 5			
	1a																			
	1b																			
	1c																			
	2a																			
	2b																			
					2c															
	3a																			
	3b																			
	3c																			
					3d															
					3e															
	4a																			
					4b															
	5a																			
	5b																			
					5c															
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Strategic Direction 1 Description: <i>Towards Strengthening Sense of Community, Energy and Unity</i> Objectives: 1a) Continue to host and plan a range of community events and activities that provide opportunities for full membership participation and interaction 1b) Improve quarterly and annual meetings/reports through feedback and direction of membership to ensure community progress 1c) Celebrate and acknowledge community and members' success	Strategic Direction 2 Description: <i>Towards a Raised Profile and Enhanced Communication</i> Objectives: 2a) Develop and maintain a plan for effective communication with members and external parties 2b) Develop, maintain and update the official community website to strengthen the membership connection and build awareness of the First Nation internally and externally 2c) Develop, maintain and communicate policies to govern the membership data base	Strategic Direction 3 Description: <i>Towards Survival of and Respect for Our Culture, Teachings and Traditional Knowledge</i> Objectives: 3a) Continue to unite community members in community cultural events and gatherings 3b) Collect, document and protect historical and traditional knowledge* 3c) Develop and maintain a system for storing, preserving traditional knowledge* 3d) Continue to provide opportunities for members to learn cultural knowledge including access to language courses utilizing various Elder and culture resources 3e) Identify a traditional gathering place(s) on First Nation lands and plan for development * Shared objective with Economic Development Plan	Strategic Direction 4 Description: <i>Towards Improved Relationships and Services</i> Objectives: 4a) Strengthen existing relationships that can support/advance LDMLFN priorities 4b) Identify and access new funding sources to support community initiatives	Strategic Direction 5 Description: <i>Towards Re-establishment of Our Community</i> Objectives: 5a) Develop human resource/personnel policies for First Nation operations 5b) Complete and implement the capital plan 5c) Develop and implement a community membership code 5d) Review governance policies for adherence, effectiveness and improvement 5e) Advance land claims and resolution of flood claim
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