



Community Needs Assessment Ginoogaming First Nation



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Submitted By:



Beringia
community planning inc.



Acknowledgements

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Executive Summary

Emerging First Nations approaches to economic development acknowledge the necessity of participation in the global economy, but are attempting to create a distinct mode of development that are consistent with their values, cultures, institutions and traditional practices. There are significant economic development opportunities in and around Ginoogaming First Nation's (GFN) traditional territory, ranging from mining to energy transmission corridors. Of immediate concern are mining developments related to Premier Gold's Hardrock development located at the current site of Geraldton, 35 km from GFN. Premier Gold is projecting 15 years of development with 320 direct jobs and an additional 650 indirect jobs as a result of the mine.¹ Further north, Noront is hoping to develop its Eagle's Nest Mine in the near future, which will run for an estimated 11 years, and potentially up to 20 years. While the project is located some 540 kilometres (km) northeast of Thunder Bay² there may well be potential economic activities for GFN and its members, particularly if they develop skills and assets during the Hardrock development. As the Premier Gold development is more advanced, it is the one emphasized in this report.

To best take advantage of these opportunities GFN has undertaken a series of assessments and plans in 2015, including a Community Needs Assessment, a Social Impact Assessment and full Community Economic Development strategy. The studies were coordinated to complement each other. Beringia Community Planning conducted this Community Needs Assessment and the Social Impact Assessment. Excellent cooperation between Beringia and Miller Dickson Blaise—who conducted the Economic Development study—helped to maximize resources, share information, and even conduct joint engagement sessions.

¹ See Stantec 2015. Environmental Baseline Data Report - Hardrock Project: Socio-Economic Premier Gold Mines Ltd. Available at http://www.premiergoldmines.com/i/pdf/BTR/Socio-ec/pgmh_eis_ea_bsl_socio-ec_fin.pdf; and personal communication with Amiel Blajchman, Premier Gold, (23 April).

² Ontario, environment and energy, 2014, <http://www.ontario.ca/environment-and-energy/noront-eagles-nest-multi-metal-mine>

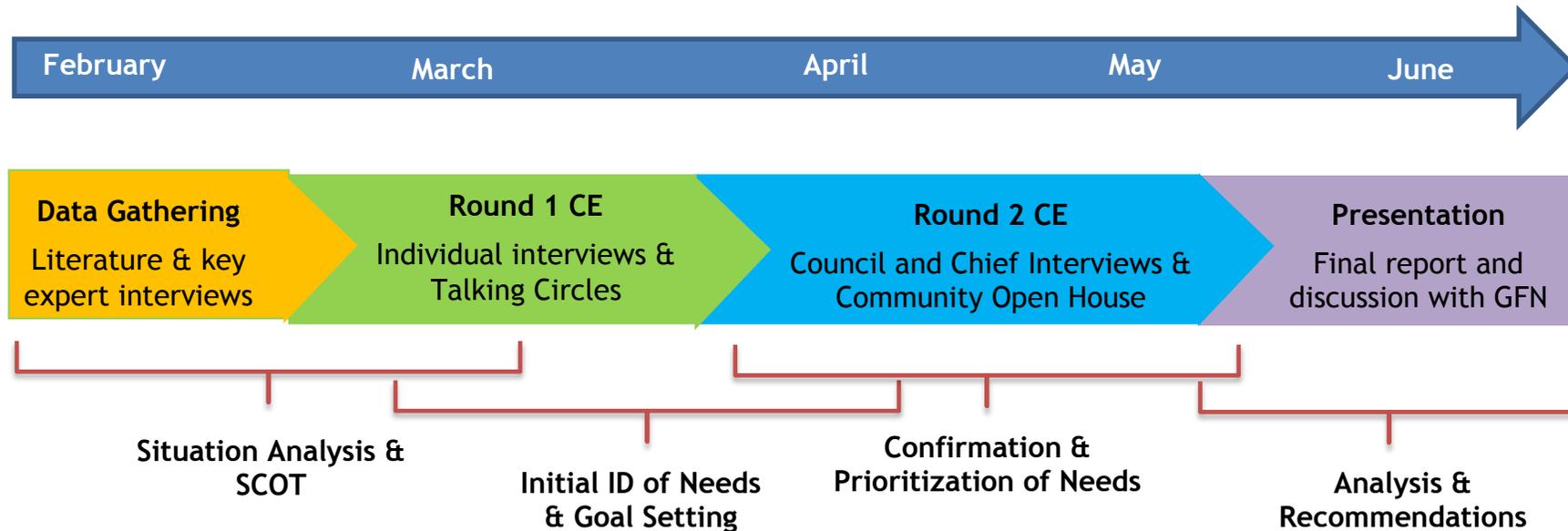


The Needs Assessment was conducted to:

- *Produce a clear understanding of the current situation (including strengths and resources) in the community and identify specific needs;*
- *Develop a list of potential goals for GFN to maximize their opportunities and benefits from surrounding local resource development initiatives;*
- *Empower the community to advance their well-being through the ability to seize opportunities from new development; and*
- *Act as a tool for negotiations with government and industry, so that GFN can build on and advance existing community initiatives and resources.*

The approach for this assessment was developed through literature research, interviews with experts outside the community, a community engagement process (which formed the core of the study), and an analysis phase to help develop succinct recommendations (Section 7.2). The approach is intended to maximize community participation based on the limited number of engagement sessions that could be conducted. Also, as the CAN and SIA were to be conducted simultaneously, the community engagement process was designed to address the requirements of both studies.

The assessment took place between February and June 2015 and was strongly lead by the community. A total of 75 community members were engaged through 17 interviews with experts and community members, 5 talking circles (which engaged 52 community members), and an Open House Community Gathering (28 April 2015) (where 42 community member adults attended).



The GFN is well positioned to take advantage of different opportunities associated with upcoming mining development in the region. The community has expressed interest in **job opportunities at the mines, servicing the mines** and both **on and off-reserve business enterprises** to take advantage of increased economic development in the region.

There is a significant possibility that the on-reserve membership could grow if there was housing available to accommodate the return of members. Moreover, there is very strong community spirit; interest in community well-being; a land base from which develop enterprises; good access to education and training, effective early childhood development support; experience with successful businesses such as BINGO; a number of people who are very committed to maintaining tradition and culture; well trained staff and role models; and, an awareness of many of the challenges they face and constructive ideas for how to address them.



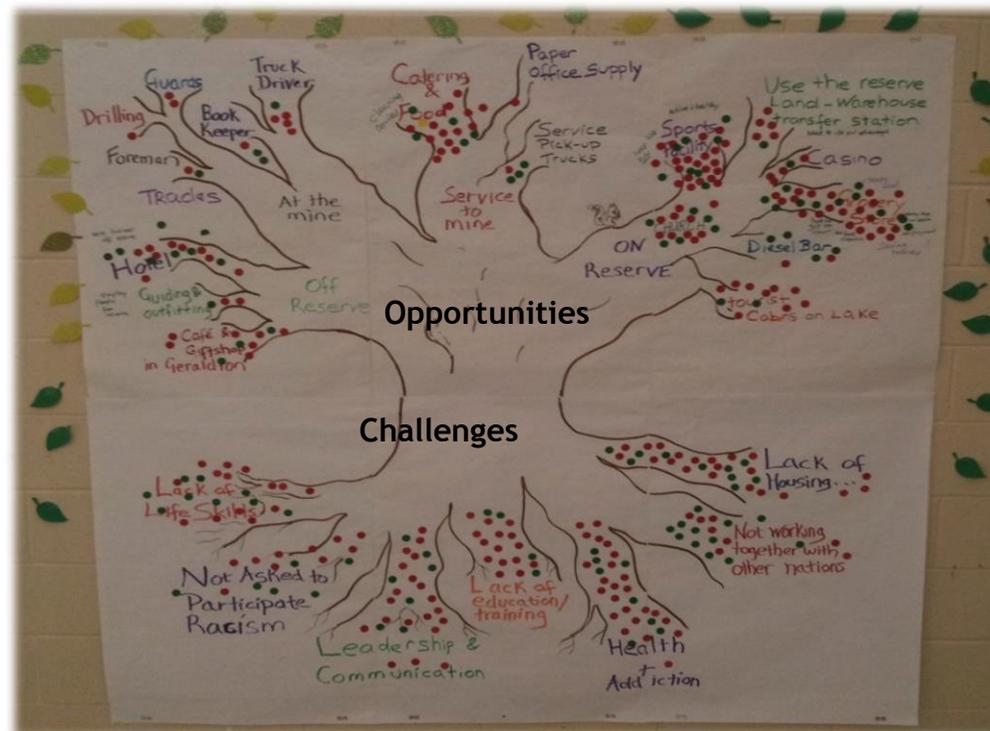
The key needs identified by the community are to:

1. **Reduce substance abuse** – 60% of reserve members over the age of 10 show problem behaviour related to opiate and narcotic abuse.³ It affects all walks of life, jobs and education.
2. **Support traditional values and culture** – Only 15% of reserve members speak much of the Ojibwe language⁴, and only about 30-40% of families regularly participate in traditional activities (primarily hunting and fishing). Tradition and culture will help with self-esteem and health. There is a concern that culture is eroding, particularly among youth.
3. **Improve housing, and infrastructure** – There is general overcrowding and some 45% of housing is in need of repair or replacement.⁵ Long-term solutions for water and sewage are needed.
4. **Strengthen education** – Approximately 50% of community members do not finish high school and few go on to post-secondary education. While opportunities for education could be improved, it is not so much the lack of opportunities as some community members not taking full advantage of them.
5. **Obtain, create and maintain jobs** - 30% of members have stable jobs in the public sector, while the rest dependent on fluctuating resource industries. Greater control of jobs and developing entrepreneurship is needed.
6. **Increase access to amenities** - Many community members do not have vehicles to be able to freely access simple things like groceries. There are increased costs associated with this like taxi fares. It also stops people accessing other things like sports facilities in Long Lake and government services. There is not a lot for youth to do on reserve leading to boredom, which in turn leads to unhealthy behaviors. There is a lack of services for Elders, who often have to go as far as Thunder Bay to obtain services and many families do not have transport to be able to assist with that.
7. **Improve leadership and communication** - This is the foundation for the future. Council does not meet regularly or often, and the community does not feel they understand why and how decisions that affect them are being made. There is a feeling that there should be greater collaboration with other First Nations in dealing with mining interests.

³ Evaluation Report to Health Canada, Ginoogaming FN, Community-based response to prescription. July 29, 2013

⁴ Ginoogaming City Data Profile, 2014. Available at <http://www.city-data.com/canada/Ginoogaming-First-Nation-Indian-land.html>

⁵ AANDC 2004. Community Infrastructure and Housing Annual Report, DC41701.GCIMS Aboriginal Affairs and Northern Development Canada 15 October 2014.



The community engagement process showed a number of ways forward that GFN could use to address their needs while taking advantage of the economic development that is occurring in the region. The actions and ideas that emerged (Table 6) do not constitute a comprehensive list of possibilities, however, they represent the ideas that were most forwarded by the community. Through the community engagement a number of guidelines for development emerged to help advance and inform negotiations with the mining sector. See “**Guiding our Future**” below.

Guiding our Future

Key Foundational Objectives



Generate Stable Employment

Promote Good Governance

Improve Housing and Infrastructure

Increase Self-Reliance

Strengthen Health & Well-Being

Honour Our Culture

Improve Access to Amenities



Our Challenges

- Fluctuating employment
- 45% houses need repair
- 60% substance abuse
- 50% don't complete high school
- Many people don't have cars
- Eroding traditions
- Nothing for youth to do
- No place for Elders to stay.

Our needs

- Reduce substance abuse
- Support traditional values and culture.
- Improve housing and infrastructure
- Strengthen education
- Obtain, create and maintain jobs
- Increase access to amenities
- Improve good leadership and communication

Our future

- Church / Trad. Healing Centre
- Traditional healing program
- Youth centre
- Extend school meal program
- Scholarships & internships
- Access to groceries & sports
- Create housing company
- Partner with businesses
- Café / hotel
- Cleaning service
- Truck maintenance
- Mining jobs, bookkeeping
- casino, diesel bar
- Birch syrup / tourist cabins
- Skills inventory & training
- Tourism strategy
- Feasibility studies
- Increase council meetings & transparency

Health + Social
Jobs + band revenue
Studies
Gov.

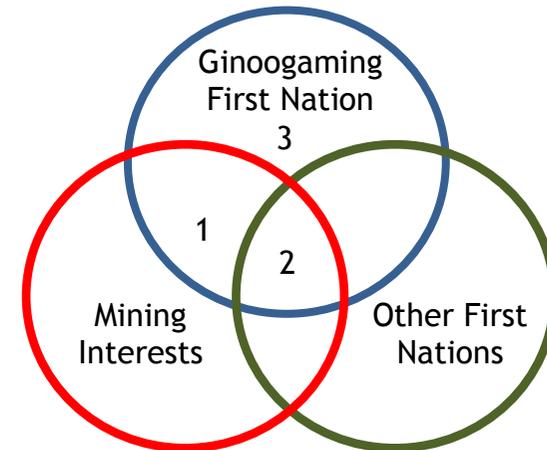


In preparing for negotiations with the mining companies it is important to map out the interests of all the potential parties affected, and to develop a negotiation strategy in greater detail.

Some interests will be shared between GFN and the mining companies (1), others may also be of interest to other First Nations (2) and some may be unique to GFN (3). A key area of discussion/exploration will be to see if links the interests unique to GFN can grow into shared interests with other First Nations or the mining companies. Some, such as the improvement of access to amenities, will not. Others, such as a traditional healing program, could well be of interest to other First Nations and thereby be important for the mining company.

Moving ahead, what will be important to the community is acknowledgement of the key issues that they have forwarded and the adoption of general values and needs outlined in “Guiding our Future”.

Interest Mapping



Key recommendations

The recommendations are based on the results of the community engagement process and are set up into two tables. The first table shows the recommendations that relate more towards mining interests and what GFN might consider when dealing with developing mutual gains with the mining sector. The second table is related to GFN’s development needs in general and can be applied to any sector and development.



Recommendations related to GFN and Mining Interests

1. Look at developing skills improvement for jobs..

- Conduct a detailed community skills inventory to help secure mining jobs (including office related work (bookkeeping, accounting, secretarial) and service industries (particularly cleaning services, painting and maintenance, pick-up truck services etc.). The survey should be conducted with Premier Gold, for example to specifically check for needed skills and job inventory.
- Develop a curriculum for needed skills with some certainty that people completing them will have an opportunity for work, or interviews etc. Perhaps run it through ROFATA or another qualified institution.
- Develop an education program with Premier Gold or Noront to promote secondary students, such as bursaries, scholarships to college, internships.

2. Look at a program to increase cultural sensitivity and healing support to promote employment.

- Create a cultural liaison position for a period of several years who will help to have mining management understand the cultural issues around GFN as well as help community members cope with the strict working regime of the mine.
- Explore options with regard to people who have come through substance abuse programs. Look at other companies and how they might deal with it.
- Support for substance abuse programs. See if they might be interested in funding a traditional healing program and lodge if it was also for other First Nations (GFN has the land and is central)



3. Explore GFN business services to support the mining development

- Discuss with Premier Gold the most likely and viable service industries that may be needed and help prepare and bid on proposals for services. For example servicing pick-up trucks, or cleaning services, etc.

4. Look at options for investing in community infrastructure and programs.

- There may be a one-time injection of funds for the community on behalf of a mining company. These could be used to assist with housing or sewage. However, funding for these types of issues is best sought through other federal and provincial sources or through Band revenues generated through businesses that GFN operates.
- Develop on-going support for certain continuing programs such as an expansion of the school meal program (which is currently Tuesdays (breakfast) and Thursdays (lunch) only. The program could carry the name of the company, or the mine, or better some CEO or board member of the company to 'personalize' the program. This helps make the company a part of its success. It could also be a youth center with a counselor and special programs funded by the company for the duration of the mine etc.

5. Look at joint interests with other First Nations and develop a collective bargaining position.

- Develop collaborative team to approach and discuss options with other First Nations, particularly Aroland and Long Lake 58.
- Specific interests might include education programs (mentoring, bursaries etc.), developing a traditional healing facility in GFN, overall skill assessment, developing curriculum for upgrading skills, amongst others.



6. Look at developing a negotiations strategy.

- Create a small team to develop a negotiations strategy for Chief and Council on how GFN should approach Premier Gold and what to ask for. And how to approach other mining interests etc.

Recommendations for General Development

1. Look at strengthening Governance

- Develop more transparency with decision-making and how money is distributed in the community.
- Hold more council meetings regularly to improve communication and member involvement. **Key Recommendation.**
- Inform the community at community gatherings – perhaps with a 1-page fact sheet of issues so numbers and ideas cannot be misinterpreted or misquoted later.
- Explore joint opportunities with other First Nations.⁶
- Develop a strong relationship with Long Lake municipality. Look for opportunities to partner. This is particularly important with respect to understanding their development goals (influences things like water and sewage for GFN). Conduct a monthly meeting with either the Mayor or chief development officer.

⁶ Follow recommendations and statements in Matawa Nation "Gathering of Matawa Communities Report." 2012.



2. Look at off-reserve enterprises.

- Identify off-reserve investment opportunities which can provide a revenue stream for the long term, such as hotels, store complex, etc.
- Conduct a feasibility study and business plan for a café with a gift shop where GFN members could sell crafts (a woman's quilting, or beading group could be developed etc. to help build greater community cohesion), some traditional foods can be sold on the menu. This can be very much a women's coop initiative if there is sufficient interest. Look at buying an existing business and modifying it, or even going into partnership. **Key Recommendation.**
- Conduct a feasibility study and business plan for a hotel. Preferably an existing one.
- Identify partnerships with mainstream businesses that can see opportunities (heavy machinery maintenance, etc.). The benefit of partners can also be due to lending and borrowing issues. It may be easier to start up funding from banks with a business partner. One thing to note with partnerships is that there may be funding to help 'start' First Nations businesses so that partners are not invested in economic growth, but pay themselves through short term funding.
- Discuss with other Matawa Nations the concept of a 'business entrepreneurial development fund' for small businesses. Many First Nations members have a difficult time getting approved for loans for small businesses.
- Conduct a tourism strategy in anticipation of increased regional activity. Also include study on 'Traditional guiding and outfitting' – give mainstream people the opportunity to understand Ginoogaming culture.



3. Look at on-reserve enterprises

- Simply having 'space' is not sufficient for Ginoogaming to attract and maintain business. It needs to focus on what advantages it can provide for businesses to come and either independently set up, or become partners with the nation. This involves tax incentives, including gaming licenses, or using a 'First Nations' brand for 'traditional goods' such as blueberries or birch syrup which may have a market advantage over other producers.
- Conduct pre-feasibility studies (short feasibility) for solar power, blue berries or birch syrup farm. Or several other ideas that focus on employment for on-reserve members as well as revenue generation.\
- Identify business partners in high-income generating fields – particularly the casino. Let them conduct feasibility studies and analysis, run the marketing and business, and have the Band take the proceeds. Companies such as 'Chances' do this in British Columbia. Such an enterprise is not focussed on community member employment per se, but rather for band income generation. Actively explore options where the casino could be off-reserve or on another reserve (share license with another First Nation)⁷ in a higher density and more lucrative area. **Key recommendation.**
- Identify industries to partner with, in the idea of taking over the business after a certain amount of time – for example a diesel bar etc. The benefit of partners can also be due to lending and borrowing issues. It may be easier to start-up funding from banks with a business partner. One thing to note with partnerships is that there may be funding to help 'start' First Nations businesses so that partners are not invested in economic growth, but pay themselves through short term funding.

⁷ PC with Wally McKay.



- Conduct a housing inventory of GFN and projected housing needs in the region. Create a GFN Construction company specialising in housing, or partner with another existing contractor or company –even Lake Constance construction company to expand it and learn from their experiences. The housing Company could build ‘for-profit’ houses off reserve to take advantage of the regional economic boom, and also build ‘no-profit’ housing on GFN reserve. **Key recommendation**

4. Look at enhancing education programming.

- Expand the school meal program.
- Develop education role models. Celebrate people’s successes like graduating from high school.
- Create a local youth centre; encourage school through programs at centre. **Key recommendation.**

5. Look for opportunities to address substance abuse.

- Create a small task force to report to council on the best methods to address substance abuse, including incorporation of traditional healing and best methods to do that. Build on previous experiences such as Constantine Eagle’s Nest Village or Bedaban Healing Lodge.
- Conduct a feasibility study for a traditional healing centre, back to land traditional healing program, etc. The study should include the best sources of funding and an on-going business plan. Explore options like cultural camp, or also building cabins that could be used for tourism or community use when not being used for healing. **Key recommendation.**
- Create a local youth centre; encourage substance abuse programs at centre.



6. Look at addressing access to amenities issues.

- Discuss with the community the best way to address the problem of access to groceries, sports etc. It is important to acknowledge that this is an issue.
- Explore feasibility of a small corner store which sells the essential items (bread, eggs, milk, etc.), coop-cars, van service 3 times a week, a food order service (similar to home box delivery). **Key recommendation.**

7. Look at enhancing traditional values and culture.

- Advancing traditional practices is very much an internal issue for GFN. Form a small task force to review the actions mentioned here and develop an internal strategy for how to best maintain culture and tradition. Involve the community in choosing action priorities.
- Consider teaching people to move away from the expectation of being paid for providing traditional practices like fire keeping at ceremonies. This should be in combination with other work if possible.
- Promote youth to take responsibility for maintaining culture. Allow young people to take a lead in teaching and conducting ceremony.
- Assess the viability of developing crafts for sale, either at a GFN owned café or hotel, or through a wider network of sales. Possibly collaborate with Long Lake #58 or other Matawa Nations to develop a cooperative. The primary goal in maintaining culture, the secondary goal is making money.
- Create a 'back to the land' initiative. See if other First Nations are also experiencing this issue and look for common ways to address this, such as building community cabins on Long Lake



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GFN Community Needs Assessment

Background to the Plan

There are significant economic development opportunities in and around the Ginoogaming First Nation's (GFN) traditional territory ranging from mining, pipelines, forestry and energy transmission. Mining exploration companies are currently conducting advanced exploration and staking claims in the area. In particular, Premier Gold has a fairly advanced application for mining in the nearby town of Geraldton, and Noront is hoping to bring its Eagle's Nest mine into operation in the next 5 years to initiate the Ring of Fire development. This assessment focuses on the needs of the Nation in relation to the potential opportunities in the mining sector. The assessment emphasizes GFN's position relative to Premier Gold's Hardrock development in Geraldton because it is closer and will likely have a greater impact. It is also at a more advanced stage and therefore has more details. In the future, the needs associated with this development can be translated to other mining development and even other sectors.



GFN has already taken action to develop protocols and processes to enable the Nation to participate in resource development, particularly mining, and take full advantage of the opportunities that they offer. In particular, the GFN's Consultation and Accommodation Protocol outlines the actions the Nation will take to mitigate possible negative impacts on traditional, cultural and vocational uses of their land by its members. GFN is in the process of developing a Business Development Protocol to further facilitate development opportunities.



As part of their preparation, the GFN is undertaking community-based projects, including this Community Needs Assessment (CNA), a Social Impact Assessment (SIA), and an Economic Development Plan (EDP). This CNA is heavily community driven, and has been achieved through a high level of community engagement (See Section 2.1.2).

Anticipated outcomes and uses of the Community Needs Assessment are to:

- *Produce a clear understanding of the current situation (including strengths and resources) in the community and identify specific needs;*
- *Develop a list of potential goals for GFN to maximize their opportunities and benefits from surrounding local resource development initiatives;*
- *Empower the community to advance their well-being through the ability to seize opportunities from new development; and*
- *Act as a tool for negotiations with government and industry, so that GFN can build on and advance existing community initiatives and resources.*

Methodology

The approach for this assessment was developed through literature research, interviews with experts outside the community, a community engagement process (which formed the core of the study), and an analysis phase to help develop succinct recommendations (Section 7.2). The approach is intended to maximize community participation based on the limited number of engagement sessions that could be conducted. Also, as the CNA and SIA were to be conducted simultaneously, the community engagement process was designed to address the requirements of both studies.

During the community engagement process Beringia Planning was able to develop a solid and collaborative working relationship with Miller Dickson Blaise (MDB) who was conducting similar consultations for a Community Economic Development Plan. MDB and Beringia jointly facilitated several talking circles as well as the Community Open House (28 April, 2015). Beringia and MDB also exchanged information from their respective information gathering, documents, contact information, and the results of specific engagement encounters. They jointly developed outreach material for the community engagement. This collaborative approach



facilitated the exchange of information, reduced redundancy, contributed to a sense of solidarity and purpose for the community, and reduced the logistical tasks for GFN staff associated with the community engagement processes.

1.1 Community Needs Assessment

The CAN is a tool to help the community understand: 1) its current situation; 2) the things that are important to improve (related to education, health, and development, amongst others); and 3) its needs to achieve those aspirations. The goal of this CNA is to clearly identify and prioritize actions that the community can take to best take advantage of emerging mining projects and energy transmission project. It is a systematic three-step approach to answers three key questions:





Step 1: What is our situation now?

We need to understand the local context and situation to determine what the starting point is, what are the possible threats, weaknesses, strengths, and opportunities; and what are the community assets and resources (human, physical, cultural, etc.).

Step 2: What do we need to improve for the future?

Setting objectives to decide what we would like the future to be, based on the changes and opportunities from the proposed development activities. This is vital to identify potential avenues for actions. *“If we are not sure where we want to go any road will get us there.”*

Step 2: How do we do it?

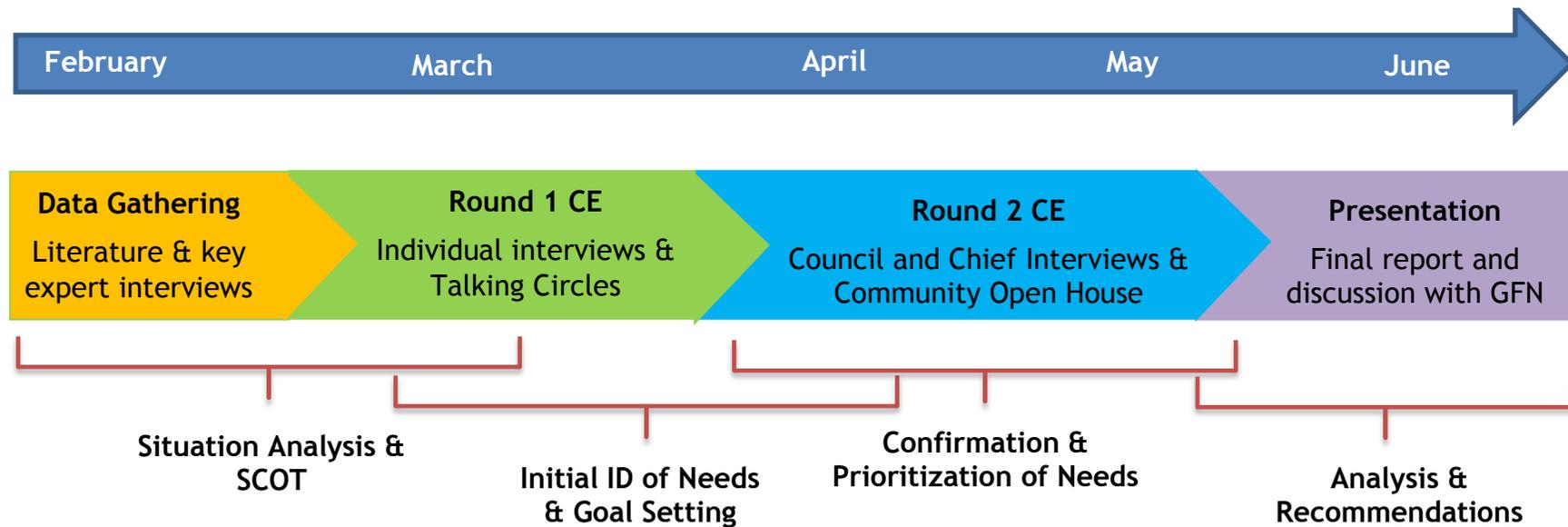
A needs assessment will prioritize the actions needed to best achieve the desired outcome defined above. Prioritization will be based on a number of factors including the potential for success, and the expected impact of the Action. The potential for success takes into account the control that the community has over the actions, as well as external influences.



1.2 Key steps and timeline

The key steps in developing the CNA involved a literature review, community engagement, and analysis (Figure 1).

Figure 1 CAN Process and Key Products





1.3 Data gathering and Community Engagement

Literature, on line, reports and Key Interviews

Preliminary data gathering focused on the community and the potential development associated with Premier Gold's Hardrock mine, Noront's Ring of Fire activities, and other potential development in the next 5-10 years. This was based on literature research and initial discussions with staff and experts.

- Key interviews: GFN Staff, Matawa Nation (RoFATA), Four Rivers Environmental, Premier Gold, Gold Corp.
- Literature reviews: This included information and reports supplied by GFN, including the 2003 Development Plan, Cultural Impact Assessment Report 2013, health reports etc.; studies conducted by Premier Gold; Statistics Canada; any additional material supplied by Matawa or Four Rivers Environmental. See References Annex H.

Community engagement

Between February and April 2015 a total of 75 community members were engaged through 17 interviews with experts and community members, 5 talking circles (which engaged 52 community members), and an Open House Community Gathering (where 42 adult community member attended).. Figure 2 shows the overall community engagement process conducted during the report development.

Principles of Community Engagement

The engagement was based on the following key principles:

- **Promote and brand a fun creative process** – A logo contest was conducted, festive display tables were done at Information House Session (28 March), GFN staff initiated a quilting session to develop a 'community quilt'; colourful posters and notices were developed for Talking Circles and Open House/Community Gathering; World Café and Bingo were conducted for Open House/Community Gathering (29 April).

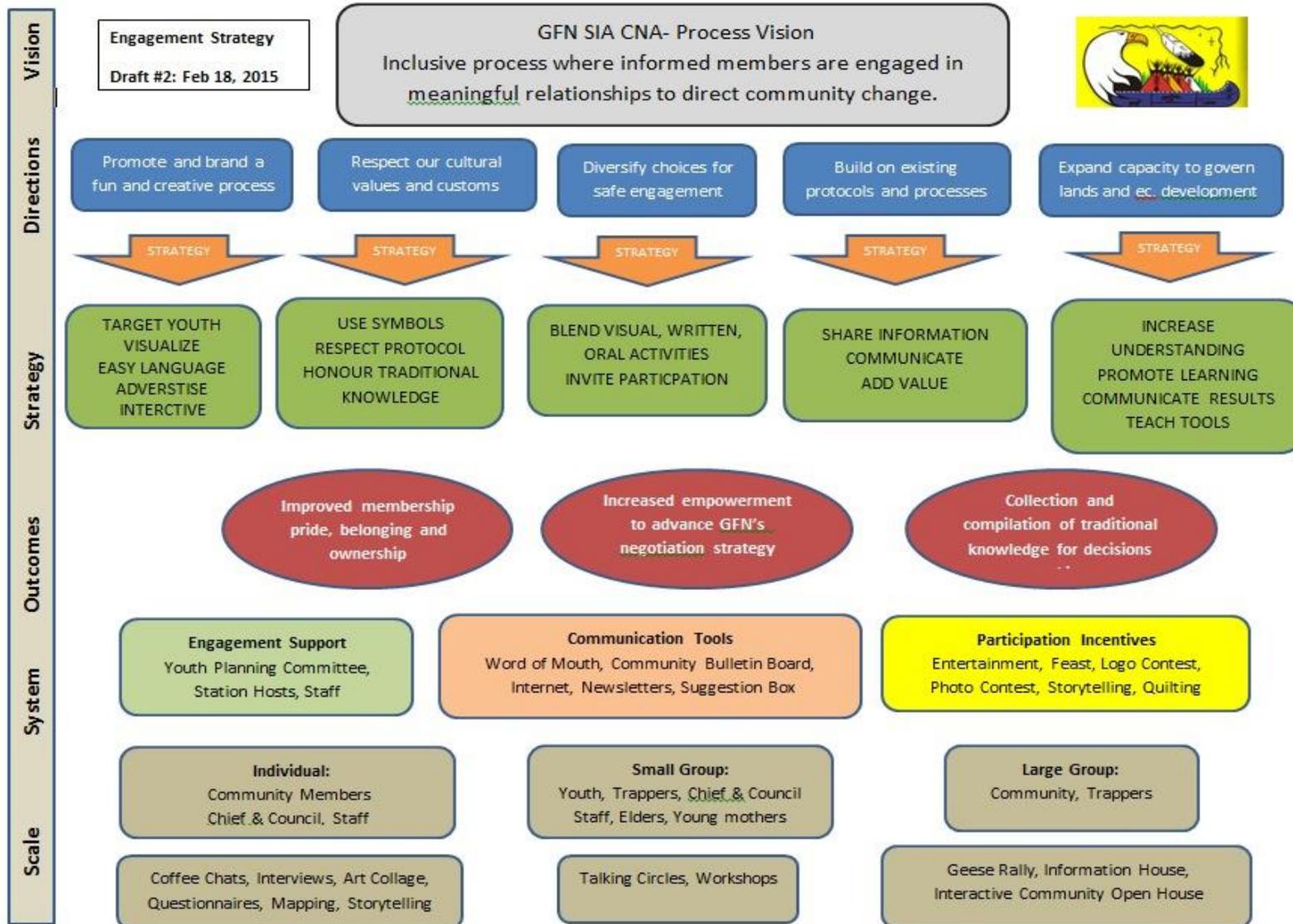


- **Respect our Cultural Values and Customs** – Key sessions were opened with prayer; tobacco gifted to elders; and, prizes at the Open House/Community Gathering were primarily specialty food baskets with smudging items such as sage and sweetgrass. Beringia also made a point of using simple ‘Ojibwe’ words where possible to encourage its use.
- **Diversify choices for safe engagement** - A variety of methods ranging from interviews (1-2 people), Talking Circles (10-15 people) and large community gatherings were developed. Surveys were not employed as time and resources did not permit a survey.
- **Build on existing protocols and process** - Where possible the process built upon existing protocols such as the business protocol.
- **Expand capacity to govern lands and economic development** - The process built upon and helped develop the skills of GFN staff. For example staff were shown techniques in facilitation and soliciting information, in particular with Ring of Fire work.





Figure 2 Community Engagement Process





Interviews

A total of 17 Interviews were conducted throughout the community engagement process, in addition to the initial 'preparation trip' which was spent developing a familiarity with the situation and building relations. Interviewees included GFN Staff, community members and several external experts (Matawa Nation (RoFATA), Four Rivers Environmental, Nishnawbe Aski Development Fund (NADF), Premier Gold, Gold Corp). In general, the GFN staff was interviewed based on their staff position. For a list of those interviewed see Annex D.

Interviews covered three areas:

- a) Basic information and overview of the situation - this allowed a more holistic type of information gathering.
- b) Theme confirmation - certain lines of thinking or ideas were confirmed and pursued.
- c) Focused information - specific information was solicited. This usually occurred towards the end of the process where certain ideas or themes were explored.

Talking Circles

A total of five Talking Circle meetings were conducted with Young Moms, Women Circle, Trappers, Elders, and Young Adult/Teens. Several of the same people attended two Talking Circles, which was useful in that not all the focus groups focused on the same themes. Moreover, in the case of the Trappers and Elders group, which had significant overlap in attendance, more focus could be placed on advancing discussions and carrying on from where the trapper circle had left off. A total for 41 different community members participated in Talking Circles.

Information Session

A gathering took place on March 27th, 2015, at the end of the first round of engagement, and provided an opportunity for community members to see the results of the initial engagement sessions.



The Open House/Community Gathering

The Open House/Community Gathering took place on Tuesday April 28th, 2015 in the gym of the training center. Some 42 adults, and 30 or so children attended a 'chili and bannock' dinner, World Café stations to extract information, and Bingo games (Annex B).

Community Outreach

All attempts were made to contact the community to inform them and involve them of the activities. Posters were sent to houses and placed in prominent places such as the Band office, Health Centre and social places such as Robin's Coffee Shop. The posters advertised the talking circles and Open House (Annex I).

The GFN website was down between the end of February and beginning of May which made it difficult to use during the bulk of the engagement process. Nevertheless, efforts were made to use the Matawa website and advertisements and updates were made available to them (Annex I).

To help bring more community ownership to the process a logo contest was held on March 29 at the Ginoogaming Information Session. The winning logo will appear on all the reports and posters from this process.

Confirmation with GFN staff

To ensure that the data and information was pertinent and appropriate Beringia Planning submitted periodic reports for review by GFN staff. In particular, results were shared for the Situation Assessment and Community Profile, the Report on the interviews and talking circles, the Report on the results of the open house/community gathering, the issues and concerns Report, and the Strengths/Challenges/Opportunities/Threats (SCOT) analysis, amongst others.

Figure 3 Wining Logo





Quality of the information and limitation of the data

The principle limitation on the quality of the data relates to limited planning information held by GFN or others. Contact was made with various organisations, including Four Rivers Environmental and Matawa, in an effort to secure available information.

The information obtained from the community engagement is representative of a wide range of community interests. An attempt was made to contact a variety of different groups. One of the groups which was least represented was the 25-40 year old groups which is the prime group associated with potential interest in working in the proposed mine. MDB did conduct a focus group with this sector which focused on advancing the SCOT analysis, and there were several 20-35 year olds who did during the 28 April Open House. Of the youth group none showed an interest in working directly at the mine.

1.4 Analysis of data

The information gathered from the literature review, key interviews, and community engagement were analyzed and refined over the course of the project. Because of the nature and time limitations of the consultation – developing goals, defining interests and objectives, and determining action priorities needed to be integrated throughout the process. As a consequence the primary needs and action priorities have been developed through a back chain analysis linking opportunities and interests.





What is our current situation?

1.1 Summary

The GFN is well positioned to take advantage of different opportunities associated with upcoming mining development in the region. The community has expressed interest in opportunities at the mines, servicing the mines, and both on and off-reserve business enterprises to take advantage of increased economic development in the region. There is a significant possibility that the on-reserve membership could grow if there was housing available to accommodate the return of members currently living outside the reserve. At the same time, there are several challenges that need to be addressed including reducing substance abuse, improving housing, and developing greater communication between leadership and the community. Nevertheless, there are real possibilities for GFN to benefit from greater economic activity.

Summary of Community profile

A full Community Profile & Situation Assessment is contained in Annex A. The major points as it relates to taking advantage of mining opportunities are as follows:

- GFN is well located to benefit from increased development associated with the PG mine and future mining activity associated with the Ring of Fire. The community is close to the highway, 5km south of Long Lake, and 40km from the project mine site. It has available land and 7km of lakefront on Long Lake, therefore there is room for developing on-reserve businesses and amenities.
- It has approximately 208 on-reserve members of which approximately 70-80 members are available for the 'workforce'. There are approximately 688 off-reserve members who might be enticed to return back if there are employment opportunities in the area.



- There are highly fluctuating employment rates in GFN. Approximately, 30-40% of the workforce appears to have stable positions associated with education, health and social services, and public administration in the band office (Table 5 -Annex A). There are about 30-40% who have fluctuating jobs primarily dependent on the resource sector.
- Currently, employment rates are high due to the operations of the Buchanan Mill. Consequently there is not a great deal of available skilled labour for work in the mines or other sectors. However, with fluctuations in forestry it may be better to transfer skilled labour to Premier Gold mine where there is 10-15 years of stable job opportunities.
- Health issues, and in particular addiction issues, are major priorities. Consistently throughout the community engagement process, 'addressing addictions' was defined as one of the top priorities. Currently, an estimated 60% of those over the age of 10 suffer from adverse effects of prescription drugs.
- There is a housing shortage on the reserve, and this is one of the most pressing issues, particularly if there is a potential for more members to return to take advantage of economic upturns.
- GFN has a low rate of members graduating from high school (approx. 50%), however this rate has been increasing over time. Interestingly, and encouragingly, most high school graduates go onto to some form of higher education such as apprenticeships or college. There is an opportunity to encourage both secondary and post-secondary education, but **particularly secondary education.**
- There is problem for on-reserve members in their able to access amenities—groceries in particular—as there are a number of families (estimated 20% of families) that do not have stable access to vehicles and therefore the 5km drive to Long Lake is prohibitive. This is real challenge in improving the lives of community members as it also affects access to amenities such as fresh food, banking, sports facilities and recreation, and other services.





Regional opportunities and development

There are proposed mining developments in the region that are projected to greatly influence the local and regional economies with both direct and indirect employment opportunities.

- There is a real potential for increased economic development in the nearby region, which will affect Ginoogaming, Long Lake and Geraldton. Premier Gold's Hardrock development is located at the current site of Geraldton. Activity will be ramping up over the next 3-5 years and continue for approximately 10 years before winding down. They are estimating some 320 direct jobs at the mine. Premier Gold estimates that a maximum of 100 of those jobs might be filled with people currently from the region, based on their current understanding of skills and availability.⁸ So they will also be encouraging at least another 220-250 employees and families to the region. Stantec also projects on average two additional indirect jobs associated with every direct job, in terms servicing the mine (catering, cleaning, office supplies, truck maintenance) as well for accommodating the general increase of people (restaurants, entertainment, financial services etc.). Therefore they are estimating an additional 600 jobs as related to the mine development in the direct region of GFN. They are not sure when the mine activity will commence in earnest.
- Regarding the Ring of Fire, Noront is hoping to develop its Eagle's Nest Mine in the near future which will run for an estimated 11 years, with potential for an additional 9. The Project is located near McFaulds Lake in the Ring of Fire, on the edge of the James Bay Lowlands and within the province's Far North planning area, approximately 540 kilometres (km) northeast of Thunder Bay and 570 km northwest of Timmins.⁹ In addition they are planning to develop the Blackbird Mine

⁸ See Stantec 2015. Environmental Baseline Data Report - Hardrock Project: Socio-Economic Premier Gold Mines Ltd. Available at http://www.premiergoldmines.com/i/pdf/BTR/Socio-ec/pgmh_eis_ea_bsl_socio-ec_fin.pdf; and personal communication with Amiel Blajchman, Premier Gold, (23 April).

⁹ Ontario, environment and energy, 2014, <http://www.ontario.ca/environment-and-energy/noront-eagles-nest-multi-metal-mi>



1km away from Eagle's Nest. There will therefore be the possibility of jobs, as well potential services to the mine. The community has identified the possibility of increased activity should Noront use Long Lac as a staging area for mine development. This however, is very speculative as there are no firm details as yet.





1.2 SCOT Analysis

The Strengths, Challenges, Opportunities and Threats (SCOT)¹⁰ analysis is part of the strategic planning process and helps identify key areas that need to be addressed. This analysis is based on the integration of the literature review, interviews and community engagement process.

In each of the categories issues and ideas are listed and divided between internal and external to the community. Internal issues and factors are those that are related to the community either geographically, socially, or economically. Those issues and factors that are seen as external are outside community, but still influence the community environmentally, socially or economically.



The importance of identifying internal and external factors helps to focus actions and mitigation measures. In general, action and mitigation measures that deal directly with internal issues are usually more easily addressed than those associated with external issues, as there is a greater degree of control over the actions and their outcomes. Nevertheless, external issues and factors need to be assessed and possibly monitored as they may greatly impact the success of any plan or strategy.

¹⁰ Formally known as SWOT - Strength, Weakness, Opportunities and Threats.



STRENGTHS

THREATS

Further environmental deterioration

Workforce not prepared

Close to the Hwy 11 & Long Lake

Trained staff

Community gatherings

Access to Education

Member of MATAWA

Experience in business

Casino License

Services for the mines

Loss of traditional values

Good Land Base

Community spirit

Off reserve - hotel, café

Tourism
Back to land program

Will lose opportunities as others develop more quickly

Increased substance abuse

On reserve businesses

Partnerships with business

Youth get bored

Addictions

Lack of education and training

Traditional Healing Centre

No control over jobs

Lack of transparency in leadership

Lack of life skills

Education and training, skills development

No control over bridge

Limited housing

Poor access to amenities

Not working with other First Nations effectively

OPPORTUNITIES

CHALLENGES



Strengths – Elements that will help the community take advantage of mining activities and increased economic development

Internal

- Community gatherings: Goose Rally (May), Pow Wow (August), Fall Feast, and Christmas gathering
- **There is a strong sense of community spirit, particularly from the young adults and teens, but also a strong sense of collective needs and priorities (i.e. housing and roads)**
- Traditional practices are strong amongst some people and could be expanded. About 20% of the community still actively participates in hunting, trapping and gathering and other traditional activities. Eating traditional foods is also important for a majority of community members
- The community rallies together when there are problems (such as the passing away of Elders)
- **A large amount of land on the reserve could be developed, or used for tourism, (a casino, cabins on lake, lodge)**
- **Ginoogaming holds one of only several licenses for a casino.**
- Rail line passes through the reserve that may be an area for a siding, or loading/unloading
- Industrial park land is already partially prepared for an industrial park.
- Existing health center with programs for substance abuse
- **Good access to education, good early childhood education, good access to mainstream education, access to training programs (ROTFAFA etc.). GFN has participated in the programs to date**
- Water and sewage connection, access to power and services
- Infrastructure space at the Training Centre (old school)
- Trained staff and community role models
- Awareness of issues and constructive ideas to address them

External

- Moderate to good access to Highway (can be improved)
- GFN holds a limited license to have a casino – this is very important
- Positioned well to benefit from development of Hard Rock mine near Geraldton. Potentially well located to provide services and goods to Ring of Fire development
- Premier Gold view GFN as a Nation they can do business with
- Matawa Nation can act as a strong central body for developing relations with industry and government.
- Potential to work closely with other Matawa Nations, in particular Long Lac #58



Challenges - what are the barriers to take advantage of mining

Internal

- **There is a significant section of the population without vehicle access, limiting them from shopping, sports facilities in Long Lake, and 'getting out on the land'**¹¹
- **Health and addictions – substance abuse is a major problem for many/most of the community**
- **Lack of housing – high occupancy rate per household**
- **Lack of transparency in decision-making and communication with community members**
- **Lack of education and training, Lack of life skills**
- **Not working with other First Nations effectively**
- Perceived lack of community spirit and pride amongst many of the adults
- There have been many instances where initiatives are dropped: the dog by law is not enforced, there used to be a restaurant/café, etc.
- There is a loss of traditional values and culture, particularly amongst the youth and some adults. People are expecting to be paid for things that used to be seen as community service and this is corroding the community culture
- Unprepared or only semi-prepared workforce. Lack of entrepreneurs to take advantage of opportunities
- People are spending less time on the land– the hunting is not as good as it used to be
- Many people cannot keep jobs that they get – either because the routine is too difficult to maintain or because of other stressors that often lead to substance abuse
- Lack of recreation opportunities on reserve

External

- **Access to Highway is not well maintained - the bridge is not owned by GFN but by Buchanan Forest so they have no control over the conditions**
- **They have no control over activities beyond the reserve on their traditional lands; there are contaminants, pollutants, logging affecting the traditional activities of the community; the quality and abundance of traditional foods is decreasing**
- **Not informed about activities or initiatives in the region (particularly municipality of Long Lake), they find out 'after the fact', others take advantage of development quickly.**
- Lack of solid partnership with municipality of Long Lake for economic development
- GFN may not have a good reputation with industry, or with Long Lake
- Police harassment¹²

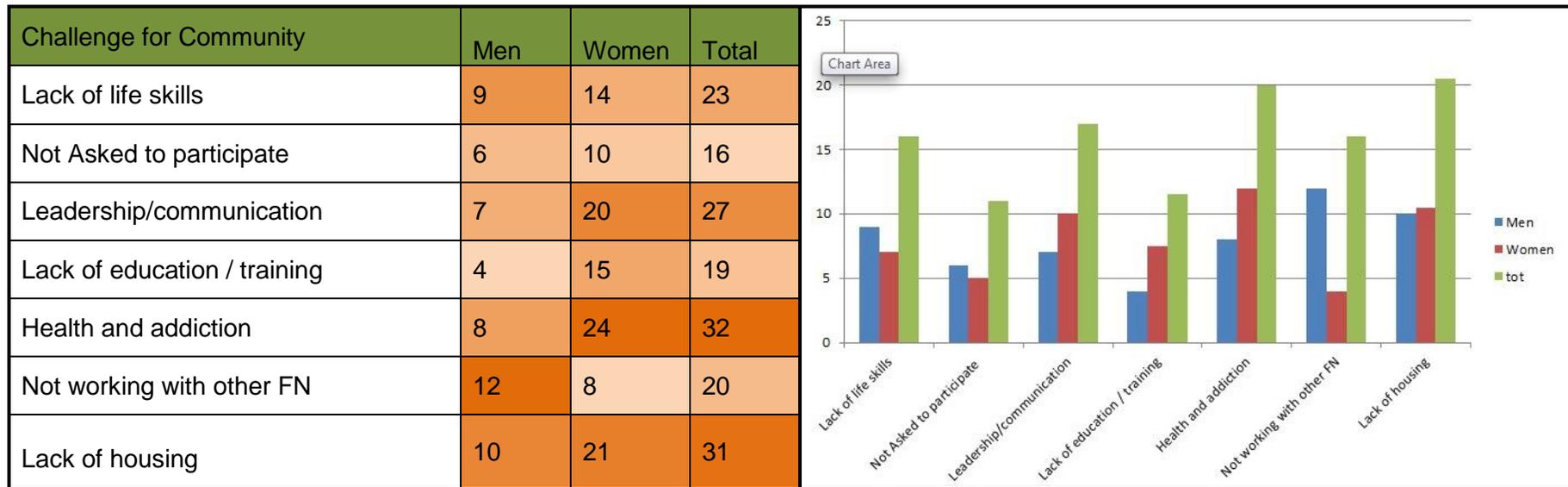
¹¹ This is a major challenge to family well being as illustrated from the 29 April Open House.

¹² From MDB Community Consultation Report March 23-27.



In the April 28th 2015 Open House, one of the stations specifically focused on challenges to development (Annex C). The seven themes had been identified by community members previously and are important areas to address (Table 1). Of those areas ‘lack of housing’, health and addiction’, and ‘leadership and communication’, are top priorities for the community, even when normalized for men and women (see graph).

Table 1 Major Challenges for the Community





Opportunities – what are the main potentials to advance due to mining and regional development

Internal

- **Develop on-reserve enterprises such as grocery store, sports facility, casino, warehouse, tourist cabins at lake, diesel bar, etc.**
- **Develop local ‘on the land’ treatment and healing camp – use as cultural camp for others; church or healing center**
- Promote greater awareness of existing educational and job training programs
- Both the Premier Gold and Ring of Fire are seen as opportunities for improving conditions for members of GFN; at the individual level there are likely possibilities for direct and indirect employment; at the Band level there are possibilities for both on-reserve and off-reserve economic investments
- Discussions with commercial companies can provide opportunities to address multiple issues, and also provide opportunity to bring other players to the table
- There is significant appreciation for cultural values and traditions, the knowledge of elders, and opportunities for promoting these, for example cultural camps
- Identify specific areas for harvesting and gathering, and move to have them protected, or at least sprayed after the harvesting season

External

- Work collectively with other Matawa Nations to develop communal approach to development; existing examples include a Unity Declaration and understanding on shared territories (Matawa 2012) and a regional statement (Matawa 2012)
- **Develop business off reserve to meet needs of increased population (hotels and restaurant/ café, develop guiding outfitting companies**
- Develop tourism, encourage traditional values and elements
- **Develop on reserve business that benefit from FN status (i.e. fuel, casino, etc.) to bring in external revenue**
- **Develop service sector for mine – cleaning company, catering, truck servicing, etcetera**



Threats

Internal

- Continued erosion of values, pride and work ethic from payments for participation in community events
- **Increased substance abuse connected to increased wealth, stress etc.; there may not be sufficient support programs or opportunities for people to get stay off of 'drugs'.**
- Continued erosion of traditional values
- Youth that are bored (not interested in traditional activities, or without enough recreational opportunities) may tend towards substance use/abuse
- Lack of focus on which initiatives to undertake, or commitment to carry through
- Lack of trained human resources for the Band to develop business
- Continued lack of communication between government and community
- Criminal records are a problem to get a job (particularly off reservation) even if the individual has been clean for a long time

External

- Increasing threat to traditional foods from more people, further pollution and increased industrial activity
- Recreational opportunities will continue to be eroded from external development activities – already areas are restricted for access because they are 'private' lands, mercury and pollution prohibits swimming or fishing in many lakes, there is increasingly less reason to be out on the land
- Greater access to substances and drugs from non-members, or off reservation members
- Greater competition from communities off the reservation
- Potential lack of coordination between Matawa Nations regarding development, or even competition
- Lack of coordination between municipality of Longlac and GFN
- There will be increased cars, and particularly trucks with dust



What do we need to improve for the future?

As the GFN approaches the potential for increased development it is important to take stock of what the community feels is important, and how they would like to see development carried out. During the interviews and talking circles different issues came to the fore. These were put into groups in order to be confirmed and assessed by members in a more quantitative assessment during the Open House.

1.1 What do people care about?

1.1.1 Community well-being

There is clear sense of the importance of '**community well-being**' amongst the members. Despite comments raised during the community engagement process regarding a lack of 'community spirit', when asked to determine priorities and actions members showed a strong sense of community. This was made clear from the responses during the Open House where people overwhelmingly voted for options that provided more jobs for community members over those that created fewer higher income jobs (Table 2).

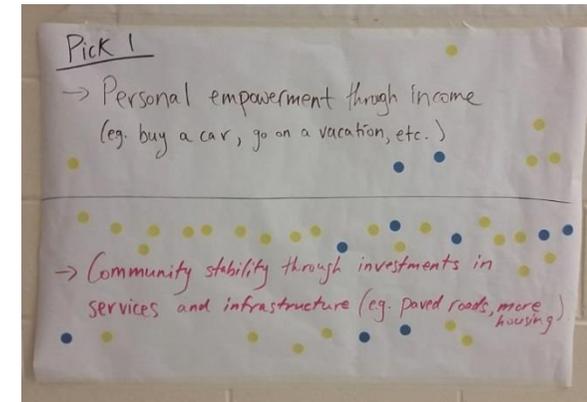
The sense of 'community well-being' is underscored by the results of the second question (Table 2) in which the community members clearly favoured community amenities such as better housing and roads over the importance of personal income generation. Members also indicated their preference for higher returns of investment over smaller perhaps more sustainable opportunities that were in keeping with traditional values. When asked, members did not necessarily dismiss sustainable industries, but were very aware of the need to generate income for GFN for community improvement. This is consistent with the community members appreciating the Bingo business that GFN runs as it provides significant revenues for the community.



Table 2 Preferred Development Approaches for GFN¹³

	What is economic development?	Men	Women	Total
1	Generating more jobs for Community members	13	25	38
	Creating fewer higher incomes in the community	2	4	6
2	Personal empowerment through income (i.e. buy a car, go to Thunder Bay)	2	5	7
	Community stability through investment in infrastructure (paved roads, houses)	8	24	32
3	Investment in smaller businesses with lower returns but incorporate traditional values	3	7	10
	Investment in larger resource projects with higher returns.	11	21	32

Figure 4 NEW IMAGE xx



The move towards high income generating activities needs should be viewed in light of the fact that members did not always opt for the most profitable venture. While it is true that members slightly favoured a ‘casino’ or ‘diesel bar’ over ‘blueberry farming’ or ‘birch syrup’, these options did not rank as high as a ‘solar power’ development, an Elders complex (Figure10 – Annex C), tourist cabins on the lake, a sports facility, a church/healing center, or a grocery store (Table 12 - Annex C). This indicates that income generation is important but is not the primary interest motivating community members.

¹³ From Table 1 - Annex B



1.1.2 Health

Guideline 1: Focus on opportunities to maximize community benefits

A healthy community and particularly dealing with addictions are major issues identified by members.¹⁴ Consistently, addressing addictions and substance abuse was viewed as a priority issue throughout the engagement sessions, as indicated in the SCOT analysis (Section 4.2). During the Open House it was viewed as one of the top challenges (along with housing) facing the community (Table 18 – Annex C), and was rated as one of the top three needs to be addressed in discussions with the mining sector (Table 20 – Annex C). ***“Without health we can’t do anything, forget working”.***

Health was also highlighted when looking at opportunities in terms of wanting a sports facility and a Church/healing centre. The reasons behind them were both related to reducing substance abuse and keeping physically and mentally healthy. Specifically with respect to the sports facility it was noted ***“We need somewhere to keep our teens busy and active and away from drugs”.***

Guideline 2: Focus on opportunities that address substance abuse (either directly or indirectly)

This second guideline is particularly important in light of the fact that one of the main negative impacts associated with new development in the region is the increase in substance abuse, due to increased availability and in some cases increased wealth to afford it.

¹⁴ Annex A



1.1.3 Self-reliance

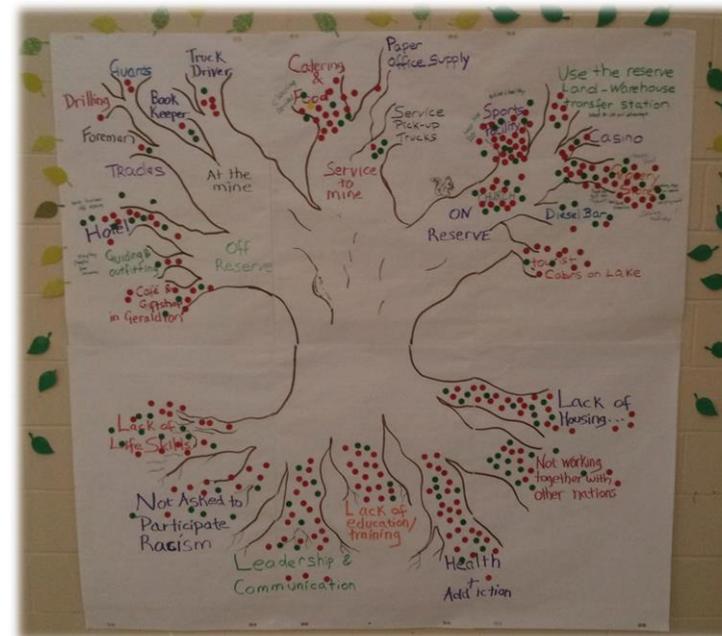
During the engagement process members were quick to promote ideas that focused on developing greater self-reliance as a community and for community members. Discussions on development associated with mining often related to jobs and income generation through entrepreneurship as opposed to simply being employees of a mine. **“We want to build things that we can control, and not just be employed by others as laborers”.**

This idea was underscored during the Open House when there was a clear preference for opportunities for ‘servicing the mine’ such as creating cleaning or catering company; ‘off-reserve enterprises’ like a hotel or café/gift shop; and ‘on-reserve enterprises such as a grocery store, tourist cabins, diesel bar, casino, or warehouse (Table 12 – Annex C).

Actual jobs at the mine were not insignificant, but there was clearly more emphasis on initiatives where the Band and individual members had more control over. It should also be noted that young males (25-30) were not well represented at the Open House, which is the age group that would most likely be attracted to mining jobs.

The overwhelming preference for an on-reserve sports facility, grocery store and a church/healing center illustrates the interest in providing greater access to amenities for community members, and not to be dependent on off-reserve amenities (Table 12 - Annex C).

Figure 5 Preferred Opportunities and Root Challenges



a



Guideline 3: Focus on opportunities that improve entrepreneurship, and increase GFN control of jobs and business

Guideline 3 does not mean that no effort should be placed on securing jobs at the Hardrock mine, which would also help improve opportunities for members in the future Ring of Fire development. Rather, it suggests that if GFN could develop business opportunities that are diversified and over which they have more control it would be more in keeping with the interests of the community.

1.1.4 Housing / infrastructure

Information gathered during the community engagement process re-enforced the 2003 Economic Development Plan priority of housing. In meetings with GFN staff, including the Band Manager, the lack of adequate housing was consistently mentioned as a priority need, and to a lesser extent the upgrading of roads, sewer and lighting. The lack of housing was cited as one of the major challenges facing the community to take advantage of the potential regional economic boom (Table 18 - Annex C). About 45% of the current housing is in drastic need of repair and upgrading.¹⁵ Also, during focus groups and interviews it was noted that there would likely be GFN off-reserve members who would like to return if there was available space. This is a concern among both GFN staff and administration as well community members who would like to see relatives return as well as build a stronger community. ***“The houses are too crowded”. “The builders didn’t build them well because they were for the reserve”.***



¹⁵ Annex A



The community is fully serviced for water and sewage, however this may be a concern in the future as the services are dependent upon Long Lac and there is no signed agreement for its continuation. There is concern that if Long Lake also grows with the increased economic development, then they may eventually need all their services and not be able to treat the waste from Ginoogaming. Currently there is pump station for sewage from the reservation to the facility in Long Lake.

The large training center, which was formally a high school, has modern facilities for training and sessions. Many members voiced the idea that there are opportunities to expand training programs easily.

Guideline 4: Focus on opportunities that can support or improve housing and infrastructure

1.1.5 Education



Somewhat linked to self-reliance is the strong acknowledgement of the importance of education for community members. The engagement process emphasized this, particularly at the secondary level. Encouraging children to finish high school was the top priority for the list of potential needs to be addressed by mining development (Table 15 – Annex C). Post secondary education and training was also acknowledged as important, particularly when looking at developing specific skills such as book keeping, or mining related skills. Lack of education and skills was continually mentioned as one of the main challenges facing the community. In this regard a detailed skills assessment would be a beneficial study for the community.

“Education is the most important things, it gives you the edge up”

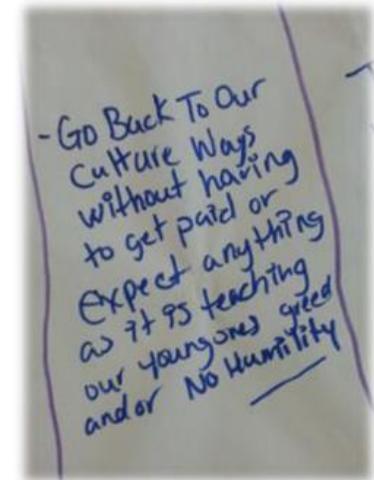


While it was generally acknowledged that there are fairly good education opportunities available to GFN members,¹⁶ there is currently not a strong culture in the community of prioritizing formal education. This is currently left to the families. As shown once students graduate from high school they tend to go on to other forms of higher education (Section 1.8 - Annex A). Therefore there is good opportunity to encourage students to finish high school. One option could be to increase opportunities for recognition, and to celebrate member's achievements in education, in order to develop community role models, another is expanding the meal program, which currently provides two meals a week (breakfast on Tuesdays and lunch Thursdays).

Guideline 5: Focus on opportunities that enhance education, particularly secondary education.

1.1.6 Traditional values, culture and healing

There is a strong sense of traditional values amongst the members, even the youth. Although there are different degrees of participation in traditional activities amongst members, everyone in the engagement process noted its importance. Many members also highlighted the concept of a traditional healing center during the interviews and focus groups (Annex E). The importance of a church or healing center was emphasized during the Open House—it was seen as the third most important opportunity available to the nation through increased development in the region (Table 17 – Annex C). This is particularly important, as it was an option that was added at the request of one of the groups of participants, and might have scored even higher had it been an available option from the start of the consultation process.



¹⁶ Annex A



There is also a sentiment that traditional values are being eroded through mainstream culture, but also through an internal lack of respect for practices that were once considered as part of a community duty and honour (and therefore volunteer roles). Although with good intentions, the Band has been paying for things that used to be voluntary, and this is seen as undermining traditional values.

Guideline 6: Focus on opportunities that respect and enhance traditional values and culture.

The sixth guideline is particularly important, as one of the main negative impacts anticipated with new development in the region is the erosion of traditional value and culture. There will be more access to mainstream society and there is a fear that traditional practices, such as hunting and fishing, will be less available.

“Everything now is about money not resources, we live in a time of greed.”

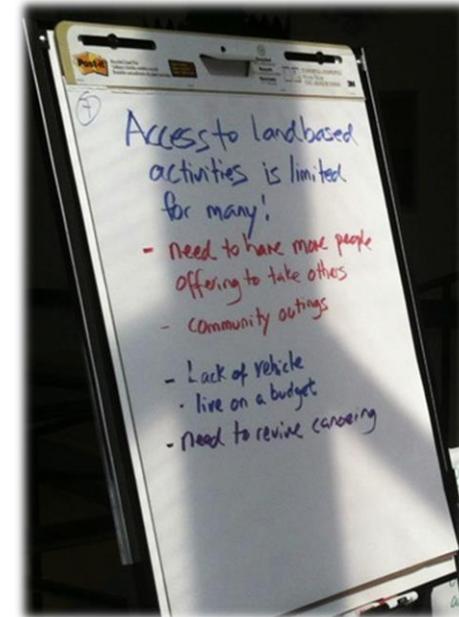
“Once the resources are gone, they’re gone.”

1.1.7 Improved Access to Amenities

Through the community engagement process, it was found that one of the main issues in the community is a lack of access to amenities, as they have no family vehicles. This includes services, groceries and shopping, access to sports facilities in Long Lake and beyond; and also the ability to get out on the land and conducting traditional food gathering practices. Although the reserve is only 5km away from Long Lake, it is still either expensive (\$9 dollars a taxi one way) or inconvenient (hitching a ride).

“Not everyone has a car”.

“It’s too expensive to get a taxi to Value Mart for groceries”.



for



This lack of accessibility and convenience is one of the key reasons behind the popularity of the suggestion to develop a grocery store or a sports facility. The sports facility also served to keep people healthy and active (away from negative distractions such as substance abuse) (Table 12 – Annex C).

Guideline 7: Focus on opportunities that improve accessibility to amenities

1.1.8 Good governance

Some regard the current administration as proactive, economically oriented (having developed a business protocol, etc.) and transparent. Others however feel that greater transparency is needed and decision-making needs to occur in a more formal manner and be less subjective. Greater communication and community involvement is needed to foster greater support for administration decisions.

“We are bit like a fish, going this way and then that way”.

As the administration is going to make deals and develop business on behalf of the Nation needs to enhance its communication to the Nation. It is acknowledged that it is difficult to get everyone together, particularly when some decisions are needed quickly. However, in April 2015 council had only met 4 times since the last elections in August 2013 indicating that council does not make many decisions in session.

Moreover, many feel that there needs to be stronger unity and collaboration between Matawa Nations in dealing with mining interests, and development in general. Many feel that there is a good opportunity with Matawa to develop a strong First Nation approach to planning, land use and revenue sharing in the region – but that is being wasted away as companies conduct ‘one-on-one’ negotiations and agreements.

“We need to develop a collective working relationship with other First Nations”¹⁷

¹⁷ Celia Echum, Matawa 2012. Matawa Nation "Gathering of Matawa Communities Report." 2012.



Another critical issue that emerged was the need to develop better relations with Long Lake municipality. This has its roots in being updated on all the potential development and “not being left behind the development wave”, but also in better dealing with essential infrastructure such as sewage and water which currently are run by Long Lake. There are real possibilities that if Long Lake expands it will no longer be able to treat the sewage from GFN. Some formal agreement or some provisions need to be made as a priority. The municipality of Long Lake could even become partners in approaching AANDC to get assistance for maintaining or enhancing water and sewage infrastructure, as they would benefit also.

Guideline 8: Focus on Good leadership and communication

1.2 Positioning to take advantage of potential opportunities

The potential opportunities that will be available for community members from the increased regional economic development will be related to:

- Employment opportunities
 - On-reserve (diesel bar, birch syrup, etc.)
 - Off-reserve (Hotel, café/gift shop)
 - Services for mine (Catering or cleaning, truck maintenance)
 - Mine related employment (drilling, truck driving, office work)
- Improved amenities / infrastructure (housing, roads)
- Social services (funding towards addiction programs, education, etc.)



The members who will be able to take advantage of the opportunities will depend on the opportunity itself. For example only those members with sufficient skills will be able to take advantage of mine related employment as there are specific qualifications needed. The same would apply for some of the service businesses to the mine, such as maintaining trucks. Also, there would need to be someone with entrepreneurial and business skills to set up and manage any of the band enterprises either on- or off-reserve.

The opportunities that provide improved amenities would be beneficial to a great majority of community members. Depending on the way it is set up education opportunities could be available to all (such as enhancing the meal program), or most needy (such as a bursary for low income families).





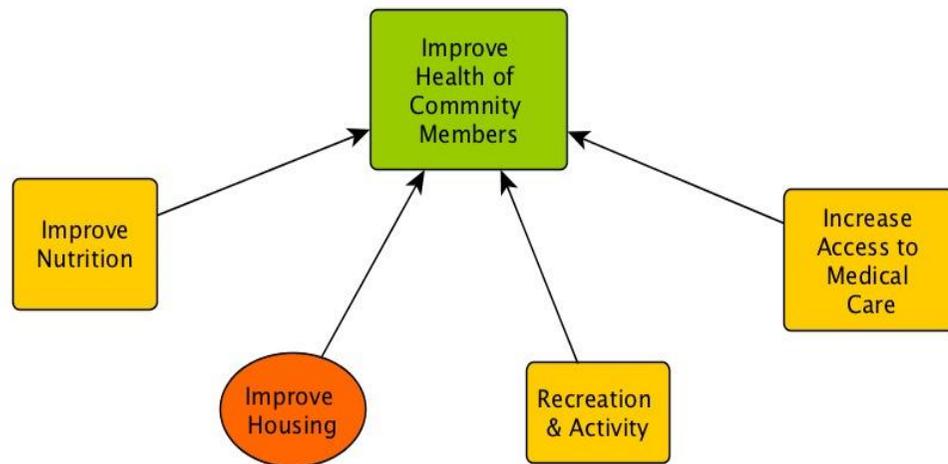
What do we want to improve?

1.3 Identifying Needs - Means Objectives

In determining what we want to improve it is important to distinguish between *fundamental* and *means objectives*. A fundamental objective of a community may be improving the overall health of community members. This can be done in a variety of ways such as to improve housing, improve nutrition, increase recreation and activities, increase awareness, or improve access to medical facilities. These different approaches can be thought of as the *means objectives* that help you arrive at the *fundamental objective* (Figure 6). *Fundamental objectives*, such as good health, good environment, social well being etc. are similar for almost all communities, although their relative importance is often different. Within these *fundamental objectives*, the specific approaches—

means objectives—that are deemed most important are *key means objectives*.

Figure 6 Example of Fundamental and Key Means Objectives



The *key means objectives* are often unique to a particular community as they are very dependent upon specific factors within a community. In the example in Figure 6 improving housing is the specific *key objective* to that community that will help achieve its fundamental objective.

Identifying *key means objectives* is important, as priorities actions can then be developed to achieve them in the most effective way possible.



1.4 Key Means Objectives (Needs) for Ginoogaming

The *key means objectives* for GFN with respect to mining and economic development were identified through thematic mapping and back analysis from the results of the community engagement sessions. They were the factors that most related to changing the community situation to achieve the fundamental objectives (Table 3). *Key means objectives* can be seen as the ‘priority needs’ of the community.

Table 3 Means and Fundamental Objectives in Mining Developments

	Means Objective (Needs)	➔	Fundamental Objective
1	<i>Reduce substance abuse.</i>		Strengthen Health & Well-Being, Increase Stable Employment.
2	<i>Improve housing and infrastructure.</i>		Strengthen Health and Well-Being
3	<i>Obtain, create and maintain jobs.</i>		Increase Self-Reliance, Increase Stable Employment, Strengthen Health and Well-Being.
4	<i>Strengthen education.</i>		Increase Self-Reliance, Strengthen Health and Well-Being.
5	<i>Increase access to amenities (such as clinic, groceries and sports facilities/recreation).</i>		Strengthen Health & Well-Being.
6	<i>Support traditional values and culture.</i>		Honour Our Culture, Strengthen Health and Well-Being
7	<i>Improve leadership and communication</i>		Promote Good Governance



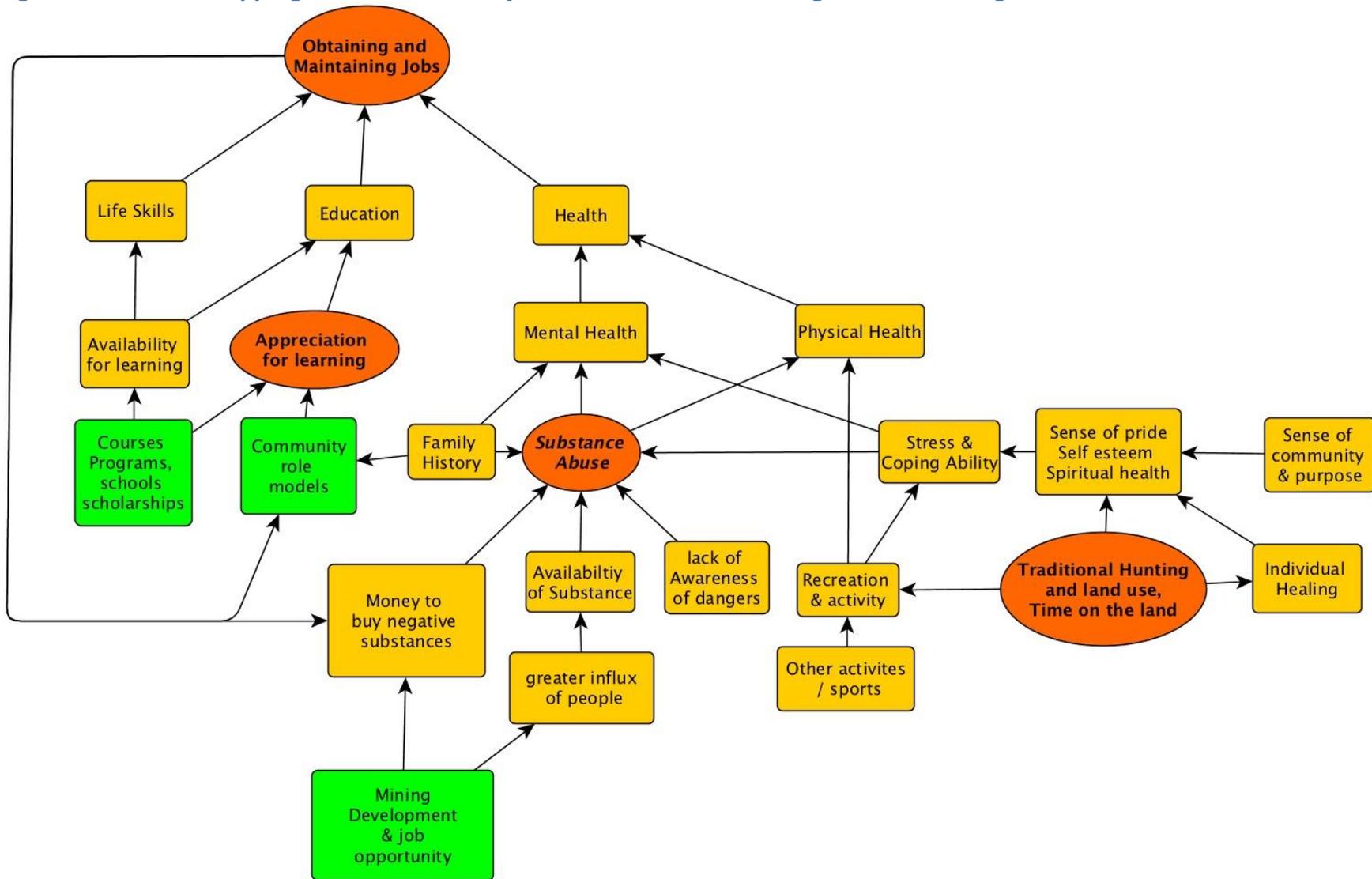
One of the clear *key means objectives* in Ginoogaming is to improve housing (2) as a way to improve the health of members, and encourage more members to return to the reserve. This is a simple and easily identifiable *key means objective* and after ‘reducing substance abuse’ was consistently one of the most cited issues. It was identified as one of the top three challenges facing the community.

Often, however, when assessing a community as complex as Ginoogaming *key means objectives* may be inter-related and their identification may not be straightforward. Mapping the themes and factors associated with objectives can help to clarify issues. Figure 7 shows the mapping associated with factors relating to economic development and jobs. The mapping was constructed based on the community engagement and shows a number of inter-related factors and objective.

One of the fundamental considerations in terms of the potential economic development for the region is ‘increasing stable employment and being more self-reliant (3)’, which is obtained by ‘creating, obtaining and maintaining jobs’. Not surprisingly, the objective of ‘increasing levels of education and skills (4)’ was also seen as important. This clear and direct objective was forwarded many times over the course of the engagement sessions. However, it was also evident that Ginoogaming has fairly good access to education and training through a variety of programs. Nevertheless, it has a low rate of members completing high school and post secondary education. The ‘key objective’ is thus ‘increasing engagement and value of education’, primarily through role models, family influence, celebrating success like graduation and encouraging completion of high school. Obtaining desirable jobs, perhaps related to mining, in turn creates role models.



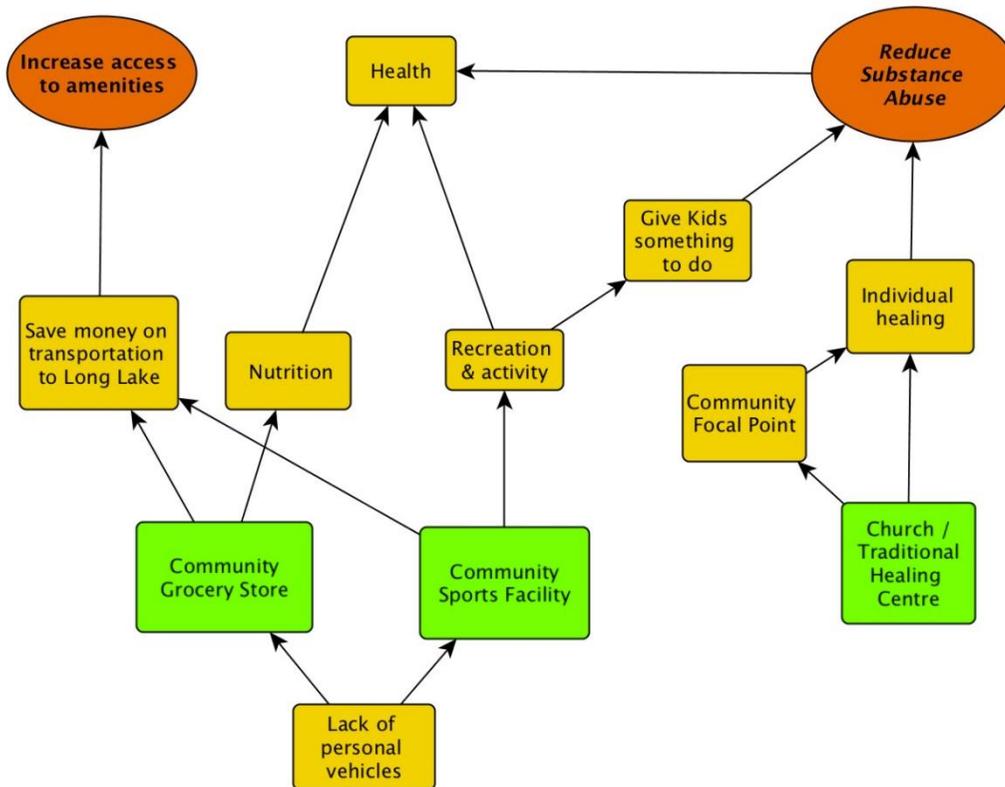
Figure 7: Thematic Mapping of Factors and Objectives Related to Obtaining and Maintaining Jobs



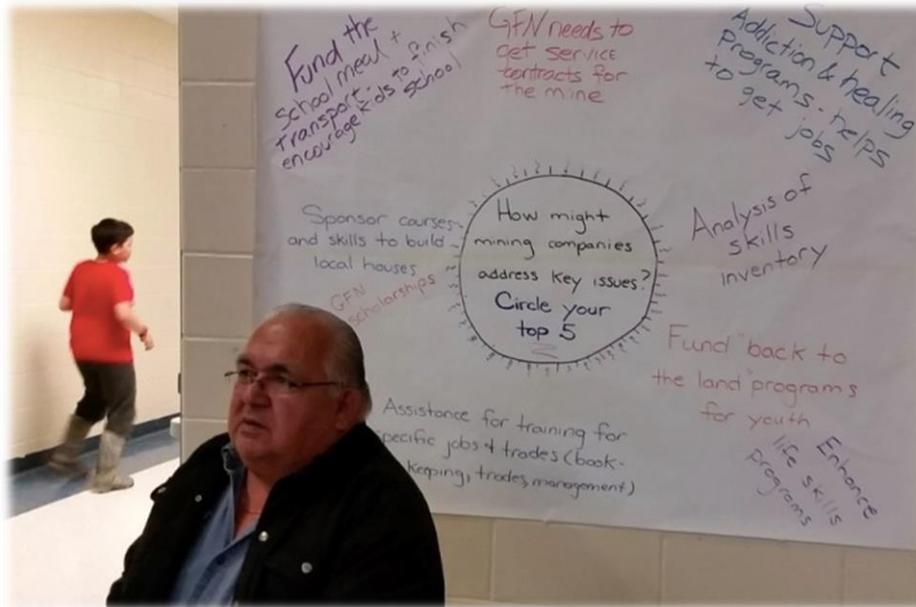


Possibly the most important factor for Ginoogaming is the key role that ‘reducing substance abuse (1)’ has in its relation to jobs and economy. The importance of addressing substance abuse was consistently emphasized through out the engagement process and was consistently one of the top priorities and a major challenge facing the nation.

Figure 8 Mapping of interests behind grocery store, sports facility etc.



Also, although less obvious, traditional values and culture—especially hunting and being on the land—plays an important part in obtaining and maintaining jobs, through its relation with mental health and wellness. The role of tradition and culture was underscored in many sessions in relation to developing community connection, self-esteem, as a stress release and as a way of maintaining presence in mainstream society. Again its importance was underscored throughout the engagement process.



During the Open House session community members emphasized the need for on-reserve facilities, in particular a grocery store, sports facility, and church/healing center. It is important to map out the fundamental reasons behind these facilities. Unlike a casino or diesel bar, which will bring in external revenue to the band these, are not revenue generators. It can be argued that a sports facility could attract external revenue; however, it would have to be very impressive and well operated facility, such as a swimming pool, or racket ball complex to encourage people to come from Long Lake and Geraldton. When asked the reason behind the sports facility the primary reasons were to **“keep people healthy”** and **“keep teens occupied and away from drugs”** (Figure 8).

Likewise, the fundamental reasons behind wanting facilities like a grocery store were to **“save money on taxis”** and make it **“more convenient to get things”**. There are numerous families who don’t have access to vehicles and this makes simple shopping or accessing other amenities difficult. The key objective therefore is to ‘*improve access to amenities*’ for community members. This could be achieved through a community grocery store, but also through a mini-van service, co-op cars that families can book to take shopping, or a box service delivery for groceries. The development of a grocery store may not be economically feasible in the short term as there may not be the on-reserve population to support it. In the future as more members return home it may be viable option.

Leadership and decision-making, and communication are seen as key elements as they are the foundation to all the future direction of the Nation. They are the building blocks of how the Nation can prosper.



How do we get there?

1.5 Identification of Priority Needs and Actions

The priority needs correspond to the key means objectives (Table 3), which was developed to help focus activities and energy for development. In this context, the purpose of such a 'needs' list is not to determine which is the 'most important' need. Arguably they are all as important as one another, particularly, as they often inter-relate at some level. Moreover, opportunities to address them are rarely open-ended, in that funds that may be available for development might not be available to be used for health or education. Consequently, sources of funding may constrain where emphasis is placed.

It is, however, beneficial to assess them to give a high level screening of their relevance given certain funding and time constraints. Also, it helps begin to think about which 'needs' can be best addressed by different mechanisms, i.e. government grants, contracts with mining industries, etcetera. The 'needs' or *key mean objectives* are assessed in terms of:

- i. Frequency of problem/issue and level of impact.
- ii. Feasibility to address the issue (how technically complicated, long term/ short term, costs).
- iii. Impact or consequences of addressing the issue.

Table 4 shows the results of the high level screening, and Table 5 shows the actions that emerged during the consultation to address them. Note this is not a comprehensive list of actions, nor are they necessarily the 'most effective' action that could be developed to address a specific need. Rather they are the actions that had traction during the community engagement process.



Table 4 Means Objectives Assessment

	Means Objective	Frequency/level of effect	Feasibility to address the issue	Impact of addressing the issue
1	<i>Reduce substance abuse</i>	Very high. ¹⁸ It is a major challenge	Very difficult, complicated, long term issue; requires constant and dedicated funding	Very high positive impact on the community
2	<i>Improve housing, and infrastructure</i>	Very high. ¹⁹ Also important if members want to return	Technically simple; medium term issue; it is a very high cost issue	High positive impact.
3	<i>Obtain create and maintain jobs.</i>	High. 40-50% of employment fluctuates	Moderately difficult; medium-long term; requires entrepreneurial skills, related to education and health.	Very high, allows more self-reliance, self-esteem, better health
4	<i>Strengthen education</i>	50% of people don't finish high school.	Moderately difficult; meal programs and bursaries are technically easy; changing family attitudes and building role models is harder.	Very high in terms of self-esteem, and long term self-reliance and health
5	<i>Increase access to amenities.</i>	Many people don't have vehicles at their disposal	Technically simple depending on the amenity; it could be expensive if bringing amenities to the reserve; or administratively difficult if developing co-op transportation.	High impact. Related to cost savings, individual self-reliance, more control.
6	<i>Support traditional values, culture.</i>	Only about 20-30% of families regularly participate in traditional activities	Technically simple; requires funding and commitment of individuals	Potentially very high, as it will have big effects for self-esteem
7	<i>Improve leadership and communication</i>	It is seen as in important issue	Technically very easy; requires a small shift in organization and attitude	Potentially high in terms of community attitude

¹⁸ 60% of those over 10 have been shown to have negative effects associated with prescription drugs (Health Report 2013). Also, Annex A & B.

¹⁹ 45% of houses are need of major repairs or re-building (AANDC 2014). Annex A



Table 5 Needs and Actions

	Needs 'Means Objective'	Actions
1	<i>Reduce substance abuse</i>	<ul style="list-style-type: none"> • Create a Youth Centre (walking distance) where they can hangout, watch films, access WIFI, have counsellor there for support etc.; create role model program • Develop traditional healing program/ local land-based detox program; cultural healing centre on the land; get increased support from DELICO to use local existing opportunities. • Develop greater awareness of programs to build life skills • Build church or Healing Centre where people can talk, get a cup of coffee, etc. • Acknowledge successes of those who have gone through detox and are still clean
2	<i>Improve housing, infrastructure</i>	<ul style="list-style-type: none"> • Create a GFN construction company for houses • Involve AANDC to help negotiate future sewage provisions with Long Lake • Generate more income for the band to spend on upgrading infrastructure.
3	<i>Obtain, create and maintain jobs.</i>	<ul style="list-style-type: none"> • Look at off-reserve businesses: Build a café and craft gift store / Hotel • Develop tourism strategy including guiding and outfitting, cabins on the lake, etc. • Take advantage of GFN land size: <ul style="list-style-type: none"> ○ Warehouse, transfer station for rail, blueberry farming, birch syrup, solar power. ○ Maybe a land swap ○ Get mainstream interested in the industrial park idea • Take advantage of On-Reserve benefits: <ul style="list-style-type: none"> ○ Diesel station (lower prices for fuel) ○ Expand BINGO / create new Casino (not in the community area) – Gambling license • Develop contracts with the mine for services: cleaning, catering, truck servicing, etc. • Develop relations with the mine to help train individuals for jobs: <ul style="list-style-type: none"> ○ Conduct skills inventory - identify key skill sets in the community and needs for mine ○ Develop a job mentoring or job shadow program with mine companies. • Create Community-mining liaison person for people to help maintain their jobs at the mine; acts as a cultural communicator between corporate mining and GFN.



4	<i>Strengthen education</i>	<ul style="list-style-type: none"> • Increase meal program • Set up mining scholarship program • Develop a job mentoring program with mining company (internship program) • Initiate a role model program where people who have succeeded share their knowledge • Create a youth center where certain programs can be given (life skills, etc.) • Celebrate success – acknowledge those that have graduated
5	<i>Increase access to amenities</i>	<ul style="list-style-type: none"> • Develop a grocery store (essential items at a cheaper cost), sports facility, Elders complex on reserve • Improve access for off-reserve amenities – co-op cars, community van, etc. • Develop a cost agreement with Long Lake to use the Arena for community members • Create a youth center where teens and others can do constructive things as well as just hang out. It has to be centrally located.
6	<i>Support traditional values, culture</i>	<ul style="list-style-type: none"> • Identify key areas for plant gathering; work to protect them • Conduct food study on bio-accumulation, health of foods (before the mine operates) • Stop paying for traditional volunteer work, bring back pride in doing things • Youth mentoring youth program • Develop a language program on-reserve; All buildings should have signage in Ojibwe • Get in the habit of official greetings for all meetings, use in band office, etc. • Make YouTube videos with youth doing traditional things • Make traditions more accessible to outsiders • Let youth help lead community ceremony – give them more cultural responsibility • Create a youth centre with cultural motifs, have cultural programs. • Develop program on traditional medicines (see what other programs are doing)
7	<i>Improve leadership and communication</i>	<ul style="list-style-type: none"> • Increase number of council meetings • Improve communication and transparency and take advantage of community gatherings to update community members • Develop greater linkages and collaboration with other First Nations



Integration into Negotiation Strategy

1.6 Combining Community Interests

In developing an effective negotiation strategy it is important to look at the actions of interest to the mining company as well as those of interest to GFN. It is also useful to look at whether some of GFN's interests might be of interest to other First Nations in the area.

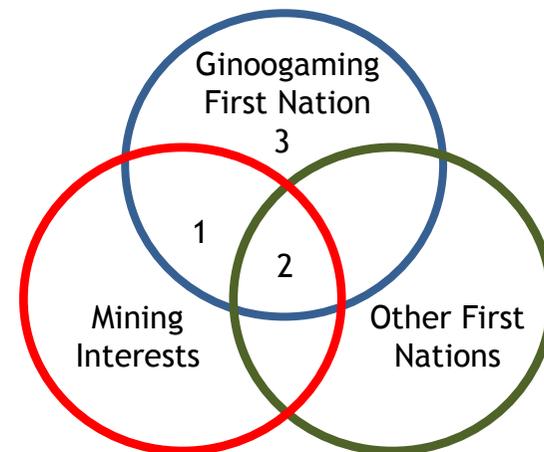
There are three types of actions that GFN should consider (Figure 9):

1. **Actions that benefit GFN and the mining company:** These are the easiest to negotiate and agree upon as they involve only two sides. The caution here is that the balance of power may be skewed towards the company as they know what they are prepared to spend and GFN does not. It may be hard to get a 'fair' deal. Trust and relationship building will be very important.

*It is true that each First Nation may individually negotiate their own issues with the mining company even though they may be the same interests for each.

2. **Actions that benefit GFN, other First Nations, and the mining company:** These are next easiest to negotiate as they still involved interests of the mining company. They may be harder to agree upon as they involve other First Nations. However, GFN might get a better deal in collaborating with other First Nations, as they will have more bargaining power.

Figure 9 Mapping of interests





*It is recommended to keep these focused on 'easy wins' like a 'skill assessment among First Nation communities'. This way GFN can get an assessment completed, and still have room for Type 1 actions in their specific negotiations.

3. **Actions that benefit only GFN:** These are considerably more difficult to negotiate, as there is not a clear benefit or interest to the mining company. In this regard there are a couple of options:
 - Try to show the indirect benefits to the mining company – i.e. more housing means healthier and happier work force; better education means better potential employees in the long term; etc.
 - Appeal to the good will and public relations of the company. - "*Premier Gold builds a youth center in GFN*"
 - See if there are joint interests with other First Nations and develop unified positions to negotiate with the Province and with companies.

Table 6 outlines the different actions that have emerged over the course of the community engagement process along with their priority in terms of addressing *key means objectives*. It also identifies their relationship to mining and the potential interests of other First Nations. Note: the priority rating for GFN is relative. All the actions in this table have been forwarded or promoted at various times throughout the community engagement process, and therefore can all be considered priority actions.



Table 6 Actions and strategy development with mining interests

Action	Needs / Mean objective	GFN Priority	Action Type	Comment
Increase council meetings and communication with community	Improve leadership and communication	High	3	One of the major obstacles for development. This is entirely an internal issue and has no place in negotiations. It is here for completeness.
Build a grocery store on GFN land	Improve access to amenities (grocery)	High	3	The objective could likely be more efficiently achieved another way through increased transportation to Long Lake, co-op car system, or grocery delivery service.
Church and traditional healing center; support traditional addictions healing program on GFN land	Reduce substance abuse; help obtain and maintain jobs; support traditional values and culture.	High	3	Spiritual enhancement, improve self-esteem, address addictions. Could be a combined facility. Can also show the relationship between healthy long-term employees and benefits to the mine. Depending on the amount of traditional medicine and values that are incorporated it can increase traditional culture. It could be opened up to the other nations (as GFN has more land) and make it more of interest to the mining company as it would have a bigger impact. (Type 2)
Sports Facility on GFN land	Improve access to amenities; reduce substance abuse	High	3	Keeping teens busy is important for reducing substance abuse. A sports facility could have multiple benefits with a variety of programs associated with it. It could be done in conjunction with a business to generate money (study required).



Action	Needs / Mean objective	GFN Priority	Action Type	Comment
Youth center on GFN land	Improve access to amenities; reduce substance abuse; strengthen education; obtain and maintain jobs; increase traditional values	NA ²⁰	3	A youth center could potentially address a multitude of key objectives for the Nation. Programs could promote traditional culture (like drumming) or education, an addictions or guidance councilor could be available at certain times. Most importantly it must be a place where teens can be teens, and they want go.
Enhance funding for school meal program	Strengthen education.	High	3	Secondary education is an important priority. School meals can help kids be more attentive in school and keeps them interested in attending. Note: This could be framed as of interest to the mining company in order to shift from Type 3 to Type 1.
Scholarship program or mentoring for students	Strengthen education	Med	1	As the scholarship or mentoring program could be designed to 'create' the skills needed for the mining company (either direct or services) it is Type 1. Could be of interest to other nations if done as a package – shift from Type 1 to Type 2.
Provide assistance with training (job shadowing) for specific jobs and trades, such as book keeping and management	Strengthen education; obtain and maintain jobs.	Med	1	This should be of specific interest to the mining company, as they may want to show a certain number of First Nations employees. It may even be part of their deal with the province.
Courses and skills to build local houses: carpentry, construction, project management, etc.	Improve housing and infrastructure.	High	3; 1 (indirect)	Help maintain control over one of the most pressing issues on reserve. Develop revenue; create employment by accessing off-reserve contracts for revenue generation for the Band. It is primarily for GFN (Type 3) can be related to construction and carpentry for mine buildings (Type 1)

²⁰ There was no ranking of this at the Open House, but in the engagement process it was mentioned numerous times.



Action	Needs / Mean objective	GFN Priority	Action Type	Comment
Fund a 'back to the land' program' for youth	Support traditional culture and identity	High	3	Could be of interest to other Nations if done as a package. Transfer from Type 3 to Type 2.
Partner with business to develop a hotel/resort or a café	Obtain and maintain jobs (also provide band revenue)	Med	3	Potential for new business, promote self-reliance. Partnering allows for GFN skills to be developed during the running of the project.
Work with Mining interest to help get service contracts like – servicing trucks, food and supply services, land monitoring and stewardship, etc.	Obtain and maintain jobs	Low	1	Potential for new business; promote self-reliance. The low priority should not be viewed as absolute; it is low in relation to others.
Enhance Life Skills program	Obtain and maintain jobs	Low	1	There are already a number of life skills programs available. It is possible that some agreement can be made that employees of the mine would need to undertake some additional education or life skills enhancement as part of maintaining a job.
Skills assessment for GFN and identify gaps	Obtain and maintain jobs	Low	1	Could be of interest to other Nations if done as a package (Type 2)
Develop specific programs to address skills gaps	Obtain and maintain jobs	Low	1	Could be of interest to other Nations if done as a package (Type 2)
Develop on reserve casino or spa	Obtain and maintain jobs; housing and infrastructure (increase band revenue)	Low	3	Mainly for increasing band revenue for infrastructure and other community needs.



Action	Needs / Mean objective	GFN Priority	Action Type	Comment
Tourist cabins at the lake	Obtain and maintain jobs; housing and infrastructure (increase band revenue)	Low	3	Should be confirmed with a tourism strategy – other options are guiding and outfitting.
Warehouse on GFN land	Obtain and maintain jobs; housing and infrastructure (increase band revenue)	Low	3	Mainly for increasing band revenue for infrastructure and other community needs.
Solar power farm	Obtain and maintain jobs; housing and infrastructure (increase band revenue)	Med	3	Mainly for increasing band revenue for infrastructure and other community needs
Blueberry farm, solar power	Obtain and maintain jobs; housing and infrastructure (increase band revenue)	Low	3	Mainly for increasing local jobs, maintaining control, and increasing band revenue for infrastructure and other community needs

The different colors in Table 6 represent the ‘relative’ significance of the GFN Priorities and Action Types. It does not create a strategic plan for action. Actions that are of high priority for GFN and are also of interest to mining companies (Type 1) should be fairly easy to negotiate both in terms of what the community feels is important and what the mining company needs. Actions that are of less priority to the community (low) could still also be of interest to the mining company. These actions should still be considered, as there is an opportunity to access funding through the companies at this time (i.e. conducting a skills assessment and training).



1.7 Key Recommendations:

Table 6 is not a strategy or action plan document. It simply outlines the broad priorities of the community with respect to negotiating with the mining companies. Further analysis is needed with respect to the economic feasibility of developing many of these ideas, such as grocery store, Elders lodge or solar power. In discussing options with the mining company—and as GFN continues to develop its economic development strategy and its negotiating position with mining interests—it should maintain the guidelines outline in Section 1.1, namely:

Table 7 Guidelines for development

Principles for development	
1	Focus on opportunities to maximize community benefits
2	Focus on opportunities that address substance abuse (either directly or indirectly)
3	Focus on opportunities that improve entrepreneurship, and increase GFN control of jobs and business
4	Focus on opportunities that can support or improve housing and infrastructure
5	Focus on opportunities that enhance education, particularly secondary education.
6	Focus on opportunities that respect and enhance traditional values and culture
7	Focus on opportunities that improve accessibility to amenities
8	Promote good leadership and communication



1.7.1 Recommendations for negotiations with mining companies

The key area of opportunity for GFN in working with the mining company is to increase employment opportunities, primarily through jobs directly in mining or service industries related to the mining sector. In this regard:

Recommendations related to GFN and Mining Interests

1. Look at developing skills improvement for jobs.

- Conduct a detailed community skills inventory to help secure mining jobs (including office related work (bookkeeping, accounting, secretarial) and service industries (particularly cleaning services, painting and maintenance, pick-up truck services etc.). The survey should be conducted with Premier Gold for example to specifically check for needed skills and job inventory.
- Develop a curriculum for needed skills with some certainty that people completing them will have an opportunity for work, or interviews etc. Perhaps run it through ROFATA or another qualified institution.
- Develop an education program with Premier Gold or Noront to promote secondary students, such as bursaries, scholarships to college, internships.

2. Look at a program to increase cultural sensitivity and healing support to promote employment.

- Create a cultural liaison position for a period of several years who will help to have mining management understand the cultural issues around GFN as well as help community members cope with strict working regime of the mine.
- Explore options with regard to people who have come through substance abuse programs. Look at other companies and how they might deal with it.



- Support for substance abuse programs. See if they might be interested in funding a traditional healing program and lodge if it was also for other First Nations (GFN has the land and is central).

3. Explore GFN business services to support the mining development.

- Discuss with Premier Gold the most likely and viable service industries that may be needed and help prepare and bid on proposals for services. For example servicing pick-up trucks, or cleaning services, etc.

4. Look at options for investing in community infrastructure and programs.

- There may be a one-time injection of funds for the community on behalf of a mining company. These could be used to assist with housing or sewage. However, funding for these types of issues is best sought through other federal and provincial sources or through Band revenues generated through businesses that the band operates.
- Develop on-going support for certain continuing programs such as an expansion of the school meal program (which is currently Tuesdays (breakfast) and Thursdays (lunch) only. The program could carry the name of the company, or the mine, or better some CEO or board member of the company to 'personalize' the program. This helps make the company a part of its success. It could also be a youth center with a counselor and special programs funded by the company for the duration of the mine etc.

5. Look at joint interests with other First Nations and develop a collective bargaining position.

- Develop collaborative team to approach and discuss options with other First Nations, particularly Aroland and Long Lake 58.
- Specific interests might include education programs (mentoring, bursaries etc.), developing a traditional healing facility in GFN, overall skill assessment, developing curriculum for upgrading skills, amongst others.



6. Look at developing a negotiations strategy.

- Create a small team to develop a negotiations strategy for Chief and Council on how GFN should approach Premier Gold and what to ask for. And how to approach other mining interests etc.

1.7.2 For GFN advancement in general

The following recommendations are to be taking in conjunction with those from the Social Impact Assessment

Recommendations for General Development

1. Look at strengthening Governance.

- Develop more transparency with decision-making and how money is distributed in the community.
- Hold more council meetings regularly to improve communication and member involvement. **Key Recommendation.**
- Inform the community at community gatherings – perhaps with a 1-page fact sheet of issues so numbers and ideas cannot be misinterpreted or misquoted later.
- Explore joint opportunities with other First Nations.²¹

²¹ Follow recommendations and statements in Matawa Nation "Gathering of Matawa Communities Report." 2012.



- Develop a strong relationship with Long Lake municipality. Look for opportunities to partner. This is particularly important with respect to understanding their development goals (influences things like water and sewage for GFN). Conduct a monthly meeting with either mayor or chief development officer.

2. Look at off-reserve enterprises.

- Identify off-reserve investment opportunities which can provide a revenue stream for the long term, such as hotels, store complex, etc.
- Conduct a feasibility study and business plan for a café with a gift shop where GFN members could sell crafts (a woman's quilting, or beading group could be developed etc. to help build greater community cohesion), some traditional foods can be sold on the menu. This can be very much a women's coop initiative if there is sufficient interest. Look at buying an existing business and modifying it, or even going into partnership. **Key Recommendation.**
- Conduct a feasibility study and business plan for a hotel. Preferably an existing one.
- Identify partnerships with mainstream businesses that can see opportunities (heavy machinery maintenance, etc.). The benefit of partners can also be due to lending and borrowing issues. It may be easier to start up funding from banks with a business partner. One thing to note with partnerships is that there may be funding to help 'start' First Nations businesses so that partners are not invested in economic growth, but pay themselves through short term funding.
- Discuss with other Matawa Nations the concept of a 'business entrepreneurial development fund' for small businesses. Many First Nations members have a difficult time getting approved for loans for small businesses.
- Conduct a tourism strategy in anticipation of increased regional activity. Also include study on 'Traditional guiding and outfitting' – give mainstream people the opportunity to understand Ginoogaming culture.



3. Look at on-reserve enterprises

- Simply having 'space' is not sufficient for Ginoogaming to attract and maintain business. It needs to focus on what advantages it can provide for businesses to come and either independently set up, or become partners with the nation. This involves tax incentives, including gaming licenses, or using a 'First Nations' brand for 'traditional goods' such as blueberries or birch syrup which may have a market advantage over other producers.
- Conduct pre-feasibility studies (short feasibility) for solar power, blue berries or birch syrup farm. Or several other ideas that focus on employment for on-reserve members as well as revenue generation.
- Identify business partners in high-income generating fields – particularly the casino. Let them conduct feasibility studies and analysis, run the marketing and business, and have the Band take the proceeds. Companies such as 'Chances' do this in British Columbia. Such an enterprise is not focussed on community member employment per se, but rather for band income generation. Actively explore options where the casino could be off-reserve or on another reserve (share license with another First Nation)²² in a higher density and more lucrative area. **Key recommendation.**
- Identify industries to partner with, in the idea of taking over the business after a certain amount of time – for example a diesel bar etc. The benefit of partners can also be due to lending and borrowing issues. It may be easier to start-up funding from banks with a business partner. One thing to note with partnerships is that there may be funding to help 'start' First Nations businesses so that partners are not invested in economic growth, but pay themselves through short term funding.

²² PC with Wally McKay.



- Conduct a housing inventory of GFN and projected housing needs in the region. Create a GFN Construction company specialising in housing, or partner with another existing contractor or company –even Lake Constance construction company to expand it and learn from their experiences. The housing Company could build ‘for-profit’ houses off reserve to take advantage of the regional economic boom, and also build ‘no-profit’ housing on GFN reserve. **Key recommendation**

4. Look at enhancing education programming.

- Expand the school meal program.
- Develop education role models; Celebrate people’s successes like graduating from high school,
- Create a local youth centre; encourage school through programs at centre. **Key recommendation.**

5. Look for opportunities to address substance abuse.

- Conduct a feasibility study for a traditional healing centre, back to land traditional healing program, etc. The study should include the best sources of funding and an on-going business plan. Explore options like cultural camp, or also building cabins that could be used for tourism or community use when not being used for healing. **Key recommendation.**
- Create a local youth centre; encourage substance abuse programs at centre.

6. Look at addressing access to amenities issues.

- Discuss with the community the best way to address the problem of access to groceries, sports etc. It is important to acknowledge that this is an issue.



- Explore feasibility of a small corner store which sells the essential items (bread, eggs, milk, etc.), coop-cars, van service 3 times a week, a food order service (similar to home box delivery). **Key recommendation.**

7. Look at enhancing traditional values and culture.

- Advancing traditional practices is very much an internal issue for GFN. Form a small task force to review the actions mentioned here and develop an internal strategy for how to best maintain culture and tradition. Involve the community in choosing action priorities.
- Consider teaching people to move away from the expectation of being paid for providing traditional practices like fire keeping at ceremonies. This should be in combination with other work if possible.
- Promote youth to take responsibility for maintaining culture. Allow young people to take a lead in teaching and conducting ceremony.
- Assess the viability of developing crafts for sale, either at a GFN owned café or hotel, or through a wider network of sales. Possibly collaborate with Long Lake #58 or other Matawa Nations to develop a cooperative. The primary goal in maintaining culture, the secondary goal is making money.
- Create a 'back to the land' initiative. See if other First Nations are also experiencing this issue and look for common ways to address this, such as building community cabins on Long Lake.



Conclusion

If the predictions of the mining sector over the next 3 to 5 years come to fruition there will be significant economic development opportunities in the region. Ginoogaming is well positioned to take advantage of some of these opportunities. It has a workforce with skills in the resource sector (forestry), and with some additional training, could be ready for work in the mining sector. GFN also has an entrepreneurial administration that is looking forward, in order to take advantage of a variety of potential initiatives. The community has good existing opportunities for education and training, and a significant land base to use for development. GFN is a strong community with a well-developed sense of communal priorities, and a segment of the population with a strong sense of tradition and cultural values.

At the same time GFN does face some challenges. These include a housing shortage, aging or soon to be inadequate infrastructure, a high rate of drug abuse, erosion of traditional values and culture, and a need for greater clarity and communication in leadership.

Through this report the groundwork has been laid out for Ginoogaming to economically advance and develop its human and natural resources. In dealing with the mining interests, it will be important to educate industry on the interconnectedness of community issues, such as drug and alcohol abuse and maintaining skilled employment. Developing a position such as a liaison officer could promote successful inclusion of GFN members into the workforce. As well, developing partnerships could also help Ginoogaming maximize its benefits in the short term, in order to take advantage of the boost in the regional economy.

Discussions with the mining companies and the Provincial government should focus on: i) helping to promote education, and in particular members completing high school; ii) addressing substance abuse – potentially through traditional healing, and/or a youth centre to provide resources for young people to address the multiple challenges they face; iii) helping to position Ginoogaming to obtain service contracts for mining, in particular Premier Gold's Hardrock development. It will be important to develop a negotiation strategy to maximize the potential benefits associated with discussions with the mining sector. It would also be of importance to develop greater solidarity between the Matawa Nations to negotiate collective opportunities with the mining sector.

This report was developed with significant input from the community. As Chief and Council are faced with many different decisions, issues and opportunities—both from the mining sector as well as other aspects of development—it will provide a basis for making sound decisions for the benefit of the community.