

**ANISHINABEK
NATION
ECONOMIC
BLUEPRINT**



Empower.
Evoke.
Evolve.

TABLE OF CONTENTS

Acknowledgements	1
Disclaimer.....	1
Acronyms	2
Introduction.....	3
Part I – Economic Overview.....	13
Part II – Action Plan.....	23
Level One: Community-Driven Action.....	25
Level Two: AN First Nations Collaboration	26
Level Three: Anishinabek Nation Sustenance	28
Supporting Activities – People	30
Supporting Activities – Land.....	31
Supporting Activities – Infrastructure.....	32
Supporting Activities – Finance	32
Part III – EDO Roadmap (Implementation Plan)	33
Part IV – Communications Strategy.....	56
Appendix 1 – CCOE Terms of Reference	63
Appendix 2 – EDOWG Terms of Reference	69
Appendix 3 – Anishinabek Community Economic Scorecard	73
Appendix 4 – Developing Community Economic Strategies	76



ACKNOWLEDGEMENTS

Chi-miigwetch to the staff and leadership of the Anishinabek Nation, Anishinabek Nation member First Nations, and community and government partners that have supported this important work through participating in online interviews, focus groups, and surveys. A special Chi-miigwetch to the Anishinabek Nation's Economic Development Officer Working Group for providing valuable input and feedback on the key findings, recommendations, Blueprint framework, and Economic Development Officer Roadmap.

At the time of publishing, the Economic Development Working Group is comprised of Economic Development Officers and other technicians from:

- Biinjitiwaabik Zaaging Anishinaabek
- Long Lake #58 First Nation
- Garden River First Nation
- Nipissing First Nation
- Wiikwemkoong Unceded Territory
- Mississaugas of Scugog Island First Nation
- Curve Lake First Nation
- Chippewas of Kettle & Stony Point First Nation

These representatives worked diligently to see through the development of this document and will undoubtedly be central to the implementation of the Roadmap.



Federal Economic Development
Agency for Northern Ontario

Agence fédérale de développement
économique pour le Nord de l'Ontario



nohfc

An Agency of
the Government
of Ontario



Indigenous and
Northern Affairs Canada

Affaires autochtones
et du Nord Canada

This 2024 document was developed with funding received from FedNor, Northern Ontario Heritage Fund Corporation, and Indigenous Services Canada.

ACRONYMS

Anishinabek Nation.....	AN
Chiefs Council on the Economy.....	CCOE
Department of Innovation, Science, and Economic Development.....	ISED
Economic Development Officer Working Group	EDOWG
Economic Development Officers.....	EDOs
Federal Economic Development Agency for Northern Ontario.....	FedNor
Indigenous Services Canada.....	ISC
Northern Ontario Heritage Fund Corporation.....	NOHFC
Prosperity and Growth Strategy for Northern Ontario.....	PGSNO



INTRODUCTION

The revitalized Economic Blueprint is many years in the making and is the result of the dedication of front-line workers, Anishinabek Nation (AN) leadership, and subject matter experts. The AN Economic Secretariat is committed to carrying out the actions set out in this document, working collaboratively with active economic development officers and entities, and reporting to the AN Chiefs-in-Assembly on a regular basis.

The long-term economic strategy for the AN begins with some background context, including a summary of the 2008 AN Economic Blueprint. In order for the proposed vision to resonate with users of this Blueprint, we must understand where we have been and what we bring to the table.

PURPOSE

The purpose of this revitalized Economic Blueprint is to guide the AN and member First Nations in recapturing economic leakage and developing local economies through strong regional relationships. The Economic Blueprint serves as a long-term strategic plan for AN's Economic Secretariat to support and advocate for AN member First Nations in their economic development undertakings.

The Economic Blueprint Roadmap is intended to support AN First Nations' Economic Development Officers (EDOs), via the Economic Development Officer Working Group (EDOWG), in implementing this strategy at the community and regional levels.



Figure 1.

Alignment of Chiefs Council on the Economy's Vision, EDOs' Capacities, and Citizens' Needs.

FRAMEWORK OVERVIEW

The updated Blueprint Framework is based on the principles of First Nations' sovereignty, nation-building, and reclamation. It includes three levels of support (Community-Driven Action, First Nation Collaboration, and Anishinabek Nation Sustenance), and four cross-cutting strategic priorities (People, Land, Infrastructure, and Finance).

This Framework was co-designed with the EDOWG and based on AN member First Nations' needs, priorities, and concerns as conveyed by EDOs and the data from the 2022 AN Economic Trends and Leakage Report. It was designed to ensure that the Economic Secretariat's vision aligns with AN citizens' economic needs, priorities, and concerns, and is reflective of the capacity levels of AN First Nation EDOs. (Figure 1).

APPROACH

In 2020, the AN conducted research on the overarching economic trends taking place at the federal, provincial, and regional levels. The resultant 2020 Revitalization Report identifies various sectors to which governments should pay attention, highlights labour market indicators, and includes a number of recommendations.

In 2021, the AN built upon the 2020 report by conducting research on the current state of AN member First Nations' economies. This work included a data and document review, focus groups, interviews, and online surveys (255 participants), and resulted in the 2022 AN Economic Trends and Leakage Report. The strategic planning process was defined by the following four interconnected principles outlined in Figure 2.

The plan is formed by AN member First Nations' economic needs & interests, staff capacities & challenges, and Leadership Council priorities.

The plan has been developed with AN Economic Blueprint stakeholders, Leadership Councils, AN member First Nations EDOs, and the EDOWG.

The plan was developed iteratively through cycles of collaboration, analysis, and revisions.

The plan aligns the Chiefs Council on the Economy's vision with AN First Nations' citizens' economic needs and EDOs' capacities.

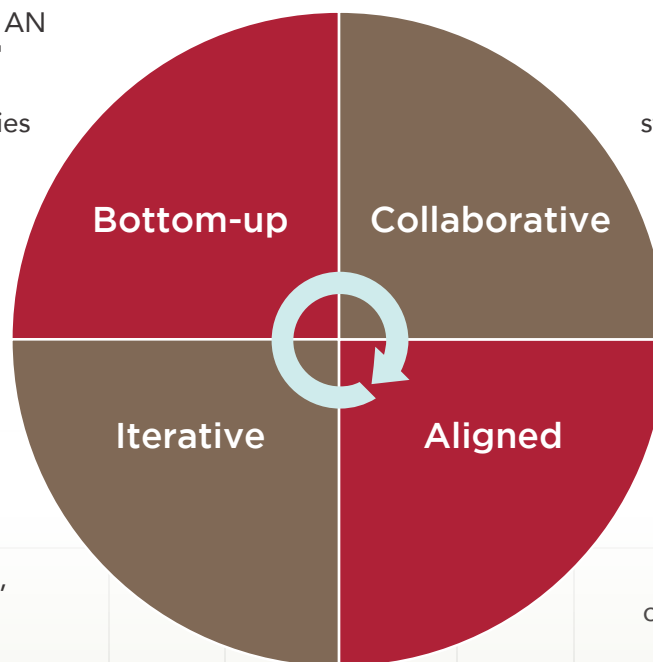


Figure 2.

Interconnected Approach Principles.

PROCESS

Figure 3. outlines the engagement and research process that informed this strategic plan. This includes the 2022 AN Trends and Leakage Report.

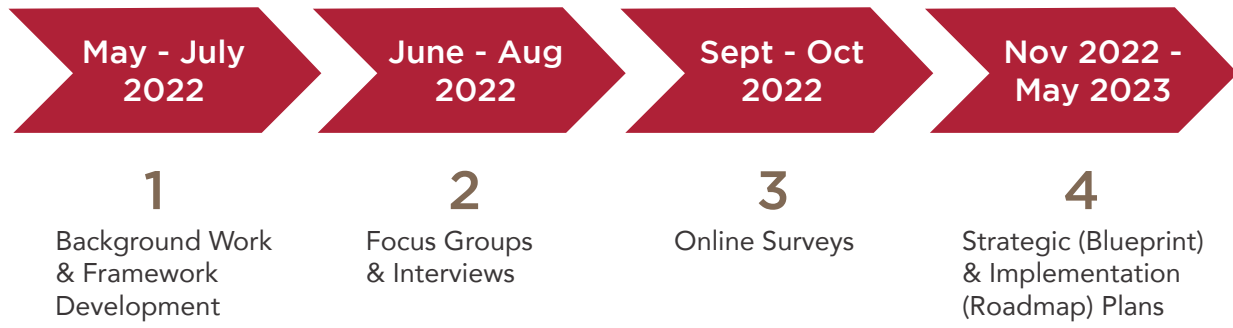


Figure 3.
Four-Part Process.

1. Background Work and Framework Development (May – July 2022)

Background work, Framework development activities, and associated deliverables included the following:

- Facilitated session with the EDOWG to gain input into the engagement plan and development framework based on the 2022 AN Trends and Leakage Report
- Stage 1 Development Report, including a (SWOT (strength, weaknesses, opportunities, and threats) analysis, target partner and participant engagement list, draft framework for the Blueprint, and recommended technical analysis tools to develop
- Targeted document review, including prior blueprints, strategic plans, and other documents provided by the AN, as well as other relevant academic and grey literature

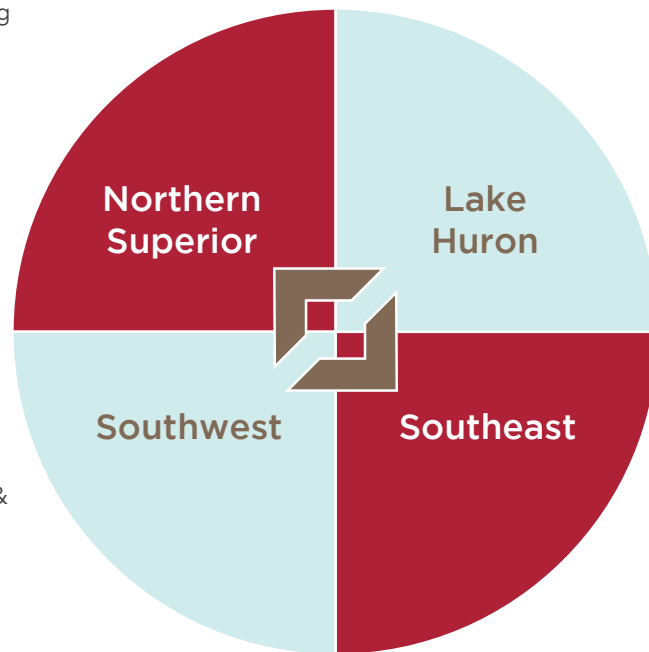
2. Focus Groups and Interviews (June – August 2022)

Online focus groups and interviews were conducted with 30 representatives of (Figure 4):

- AN Executive Leadership
- AN Economic Development Officer Regional Roundtable
- CCOE
- EDOWG
 - Getzidjig (Elder) Advisory Council

- Select AN Employees
- Steering Committee Members of the 2008 Anishinabek Economic Blueprint

- Biigtigong Nishnaabeg
- Biinjitiwaabik Zaaging Anishinaabek
- Long Lake #58



- Garden River
- M'Chigeeng
- Magnetawan
- Mississauga #8
 - Nipissing
 - Serpent River
- Wiikwemkoong Unceded Territory
- Chippewas of Georgina Island
 - Chippewas of Rama
 - Moose Deer Point

Figure 4.
Participation by AN Region.

3. Online Surveys (September – October 2022)

Online surveys were conducted with the following groups:

- AN member First Nation EDOs
- First Nation Leadership Councils
- AN Leadership

4. Strategic (Blueprint) & Implementation (Roadmap) Plans (November 2022 – May 2023)

Planning sessions were facilitated with the EDOWG and CCOE to present engagement and research data and co-develop the strategic (Blueprint), implementation (Roadmap), and communications plans in this Report. The draft and final reports were also presented to the EDOWG and CCOE.

OUTLINE

The Economic Blueprint is divided into four different parts that work together:

- Part One: provides the background context, including findings and recommendations from the 2008 AN Economic Blueprint, 2020 Blueprint Revitalization Report, and 2022 AN

Economic Trends and Leakage Report

- Part Two: the Action Plan, followed by an accompanying map of the resources needed to drive lands & resources, health, education, and legal activities that indirectly support the Blueprint
- Part Three: provides the Roadmap (Implementation Plan), including the purpose, overview, implementation notes, and the roadmap chart itself
- Part Four: provides the Communications Strategy, including the issue, goals and objectives, key messages, target audience, overview, communication flow, and communications plan chart

2008 AN ECONOMIC BLUEPRINT

First Nations Progression Model

The 2008 Blueprint promoted the use of the First Nations Progression Model, which was developed by the Membertou First Nation, and consists of three steps summarized in Figure 5.



Figure 5.

First Nations Progression Model.

RECOMMENDATIONS

The 2008 Blueprint provides 20 recommendations framed within the First Nations Progression Model. Many of these recommendations have been retained in this new Blueprint and incorporated into the updated framework. Some recommendations have also been updated or adapted to reflect the many changes that have occurred since the original Blueprint was developed in 2008.

Step One: Building capacity in financial and quality management

1 ALL FIRST NATIONS WITHIN THE ANISHINABEK NATION NEED TO MAKE ECONOMIC DEVELOPMENT A PRIORITY

- Complete detailed Community Investment Profiles as a tool for attracting investment
- Develop four regional-based websites inclusive of all Anishinabek First Nations in each region
- First Nation leadership commit sufficient resources to economic development
- Assign the Anishinabek Nation Economic Portfolio to each of the Regional Chiefs

2 BUILD ON EXISTING FIRST NATION ECONOMIC FOUNDATIONS AND SUCCESSES

- First Nations should find ways to involve the best available expertise within their economic development initiatives
- The Anishinabek community must be actively engaged in supporting Economic Development
- Anishinabek organizations should highlight Indigenous business success stories on a regular basis to inspire others, particularly Indigenous youth
- An inventory to be completed at a community, regional, and/or Anishinabek Nation level to document groups that support aspects of economic and business development

3 DEVELOP A COMMUNICATION STRATEGY TO CONSISTENTLY PROMOTE THE ANISHINABEK NATION ECONOMIC BLUEPRINT BOTH INTERNALLY WITHIN THE ANISHINABEK NATION AND EXTERNALLY

- Audience includes government, industry, public, etc.
- A change management component should be a part of the communications strategy
- The Anishinabek Nation should increase web-based communication about economic development by establishing an Economic Development portal on the Anishinabek Nation website, anishinabek.ca

4 SEEK ISO 37000 CERTIFICATION

- The internal policies, procedures, and systems for good governance established during the ISO certification process provides global recognition that the First Nation has proper management systems in place, and that those systems are equal to or exceed those of many municipal and other external agencies.

5 ESTABLISH AND REPORT ON COMMUNITY ECONOMIC SCORECARD

- Each First Nation must establish a community Economic Scorecard to measure their economic growth. Sample Community Economic Scorecard can be found in Appendix 4 (page 94 of the 2008 Blueprint)

6 FOSTER A SUCCESSFUL BUSINESS ENVIRONMENT AMONGST ALL ANISHINABEK PEOPLE

- First Nation leaders will support their community's EDOs' involvement in EDO networks
- The Anishinabek Nation will support the expansion efforts of existing Indigenous businesses in the First Nations
- All Anishinabek organizations should practice protocols that promote a business mindset
- All Anishinabek organizations should demonstrate accountability by showing First Nation citizens where profits will be expended
- First Nations should find ways to distribute profits to both on and off-reserve citizens

7 ESTABLISH AN ANISHINABEK NATION ECONOMIC SECRETARIAT

- The Economic Secretariat would serve as a resource centre/clearinghouse to collect economic and demographic data and best practices for the Nation and member first Nations
- The Anishinabek Nation Economic Secretariat should use available and emerging data (e.g. most recent Statistics Canada Census) to update and maintain the Anishinabek Nation demographic profile
- The Anishinabek Nation Economic Secretariat can collect best practices and information and share them with each community so that they can be continuously built upon and improved

8 DEVELOP AN ECONOMIC INSTITUTIONAL CAPACITY THROUGHOUT THE ANISHINABEK NATION

- The Anishinabek Nation should create an Indigenous Business Association
- The Anishinabek Nation should establish a Dispute Resolution Mechanism within the Anishinabek Nation

9 THE ANISHINABEK NATION CHIEFS COUNCIL ON THE ECONOMY WILL BE MANDATED TO DEVELOP POSITIONS AND UNDERTAKE LOBBYING EFFORTS TO STIMULATE THE ANISHINABEK ECONOMY

- Lobby government on:
 - Establishing an endowment fund and business loan program for First Nations people in Ontario
 - Developing a consultation policy that must be adhered to by companies and governments in relation to resource development projects
 - Dismantling of other economic barriers

Step Two: Preparing for economic development

10 DEVELOP AND IMPLEMENT AN ECONOMIC DEVELOPMENT STRATEGY IN EACH ANISHINABEK FIRST NATION

- All First Nations will have an Economic Development Strategy that will incorporate the aforementioned tools and strategics
- Look to include regional districts, municipalities, and private industry in strategic planning
- Look for businesses that want to locate on reserve that can assist in investing of capital to install required infrastructure

11 DEVELOP AND IMPLEMENT ANISHINABEK HUMAN RESOURCE STRATEGY

- Whereby a skills and education inventory will be completed identifying the skill base of all First Nation citizens located on and off reserve
- First Nations should ensure that EDOs participate in mainstream accredited training

12 DEVELOP AND IMPLEMENT LAND-USE PLANS TO FOSTER NEW DEVELOPMENT

- A land-use plan will determine available lands for future development
- The Anishinabek Nation should design a template for on-reserve business regulations that may be adopted or customized to suit community needs

13 UTILIZE ANISHINABEK TRADITIONAL TERRITORIAL LANDS FOR ECONOMIC PURPOSES

- First Nations should determine if their community members are open to the opportunity to lease reserve land
- The Anishinabek Nation should negotiate urban reserves in local towns and cities based on the Saskatchewan model
- First Nations should undertake a traditional land-use study to document the traditional land-use information
- Consideration should be given to creating a First Nation company to carry out and collect traditional use studies for the entire Anishinabek territory

14 DEVELOP AND IMPLEMENT ANISHINABEK TAX POLICIES

- First Nations should develop taxation policies with respect to leased lands, tobacco sales, Non-Indigenous commercial operations on reserve, and Goods and Services Tax (GST) rebates, etc.

- The Anishinabek Nation, with the support of the member First Nations, will advocate for tax incentives for companies that partner with First Nations and/or for corporations that invest in Indigenous business
- The Anishinabek Nation, with the support of the member First Nations, will advocate for tax exemptions for First Nation wholly-owned corporations
- The Anishinabek Nation, with the support of the member First Nations, will advocate for allowing Anishinabek people working off-reserve to re-direct their income taxes to their First Nation

15 CARRY OUT FEASIBILITY AND MARKET STUDIES PRIOR TO INVESTMENT

- All Anishinabek Nation organizations should ensure that each business opportunity is properly assessed through market and feasibility studies, and the involvement of experts from the particular business field being assessed

16 DEVELOP AND UTILIZE TOOLS TO ACCESS CAPITAL

- Support the efforts of the Aboriginal Financial Institutions within the Anishinabek territory
- The Anishinabek Nation should consider developing a Trust Company as an economic tool to generate business capital
- The Anishinabek Nation should assist Anishinabek contractors that require a line of credit to secure Contract Guarantee Instruments

Step Three: Pursuing economic development

17 DEVELOP INVESTMENT POLICIES

- All Councils to include a report/update to the community on own-source revenues generated (i.e., revenues that do not include government program funding)
- The policy will also include a description on where revenues will be distributed (e.g., community programming, business investments, and dividends). It is recommended that any revenue sharing through dividends include off-reserve citizens

18 PLAN TO PARTICIPATE IN THE REGIONAL, ANISHINABEK NATION, AND GLOBAL ECONOMIES

- First Nations should establish a positive working relationship with nearby communities (i.e., First Nations and municipalities/cities)
- First Nations should actively identify corporations and companies working within the Anishinabek territory and seek out positive working relationships with them

- The Anishinabek Nation should organize networking opportunities between Anishinabek Nation businesses and non-First Nation businesses and investors

19

FIRST NATIONS SHOULD SEEK OUT BUSINESS OPPORTUNITIES THROUGHOUT THE ANISHINABEK NATION TERRITORY

- The Anishinabek Nation can determine how to coordinate economic activities within diverse sectors, communities, and regions by looking at the forecasts for Ontario's economy, identifying the top four businesses within each region
- Do not limit business development to within the First Nation
- Recognize housing development as an economic indicator
- Seek out business opportunities in the following sectors that are consistent with First Nation objectives:
 1. Tourism
 2. Renewable Energy
 3. Housing
 4. Natural Resource Development
 5. Green Industries
 6. New and emerging trends in technology

20

TAKE ADVANTAGE OF THE FEDERAL PROCUREMENT STRATEGY FOR INDIGENOUS BUSINESSES

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



PART I – ECONOMIC OVERVIEW

INTRODUCTION

Part One lays out the findings of economic research and community engagements conducted before and after the COVID-19 pandemic. During a time of halted travel and face-to-face collaboration, the Anishinabek Nation crafted a path toward a relevant economic strategy made possible with the time and expertise of consultants, experts, and front-line workers. The pandemic shed light on socioeconomic hurdles impeding First Nations for years, and the endeavour of updating the 2008 Economic Blueprint with an action plan reflective of the lingering issues and ever-evolving economic landscape was paramount.

The economic reality after the pandemic years created pause in this process. Apprehension and indecision were not uncommon at all levels, and crafting a blueprint – a reference document for years to come – during that period was challenging. There were also, and have been at the time of writing, geopolitical turmoil and regional windfalls, which reverberate in cycles – from international to local and back again. We carefully re-examined the landscape before assembling the pieces.

ECONOMIC TRENDS

The first step toward revitalizing the Economic Blueprint was taken with the development of the 2020 Economic Blueprint Revitalization Report (“Revitalization Report”). Initiated just as the world was learning about the impending threat of COVID-19, the Revitalization Report aimed to break down the economic trends – at the national, provincial, and regional levels – and make linkages across the Anishinabek Nation’s strategic regions.





Figure 6.
AN strategic regions.

NATIONAL TRENDS

The Revitalization Report identifies the six key strategy tables set out by the Department of Innovation, Science, and Economic Development's (ISED) Innovation and Skills Plan:

1. Advanced Manufacturing
2. Agri-food
3. Clean Technology
4. Digital Industries
5. Health/bio-sciences
6. Resources of the Future

The goal of the six strategy tables is to create economic growth and improve the quality of life for Canadians.

Strategically, it is noted that:

- All economic sectors must be digital sectors
- Regulatory agility is critically important
- Skills are the new currency
- Inclusiveness, diversity, and parity require commitment
- All levels of government need to operate at the speed of business and with better coordination
- Government procurement can be used to accelerate adoption of Canadian innovation, drive solutions to big challenges, and send powerful signals to the marketplace

Nationally, economies are strengthening and based primarily on a “staples thesis” with areas of Canada dominant in a variety of sectors tied to regional commodities and supporting industries.

Trending sectors nationally are the following:

- Retail
- Energy
- Manufacturing
- Agriculture
- Mining
- Fishing

In terms of the labour force makeup, the following table was taken from the Labour Force Survey and reflects average percentages from February 2022 to 2023 and February 2023 to 2024:

CANADA

Goods-producing sector

	2023	2024
Agriculture	1%	1%
Forestry, fishing, mining, quarrying, oil and gas	2%	2%
Forestry and logging and support activities for forestry	0%	0%
Fishing, hunting and trapping	0%	0%
Mining, quarrying, and oil and gas extraction	1%	1%
Utilities	1%	1%
Construction	8%	7%
Manufacturing	9%	9%
Durables	5%	6%
Non-durables	4%	3%

Services-producing sector

	2023	2024
Wholesale and retail trade	15%	14%
Wholesale trade	3%	3%
Retail trade	11%	11%
Transportation and warehousing	5%	5%
Finance, insurance, real estate, rental, and leasing	7%	7%
Finance and insurance	5%	5%
Real estate and rental and leasing	2%	2%
Professional, scientific, and technical services	9%	10%
Business, building, and other support services 12	3%	3%
Educational services	8%	8%
Health care and social assistance	13%	13%
Information, culture, and recreation	4%	4%
Accommodation and food services	5%	5%
Other services (except Public Administration)	4%	4%
Public Administration	6%	6%

Table 1.

Canada labour force makeup, by sector.

Health care and social assistance, retail, and service-producing sectors made up much of the national labour force.

The next table shows growth rates across the sectors at the national level, and includes data from February 2022, 2023, and 2024:

CANADA

Goods-producing sector	2022/23	2023/24
Agriculture	4%	-14%
Forestry, fishing, mining, quarrying, oil, and gas	0%	3%
Forestry and logging and support activities for forestry	-22%	21%
Fishing, hunting, and trapping	11%	-3%
Mining, quarrying, and oil and gas extraction	4%	1%
Utilities	9%	0%
Construction	5%	0%
Manufacturing	1%	0%
Non-durables	-3%	-8%

Services-producing sector	2022/23	2023/24
Wholesale and retail trade	-2%	0%
Wholesale trade	-3%	5%
Retail trade	-2%	-2%
Transportation and warehousing	-3%	11%
Finance, insurance, real estate, rental, and leasing	2%	1%
Finance and insurance	3%	1%
Real estate and rental and leasing	0%	-1%
Professional, scientific and technical services	5%	5%
Business, building and other support services 12	0%	-2%
Educational services	-1%	4%
Health care and social assistance	2%	3%
Information, culture and recreation	2%	2%
Accommodation and food services	10%	0%
Other services (except Publish Administration)	8%	6%
Public Administration	8%	3%

Table 2.

Canada labour force growth rates, by sector.

Provincial Trends

Ontario accounts for 40% of Canada's economy, with most businesses located in Southern Ontario. It is home to 10 of Canada's biggest research and development spenders (i.e., Magna International, Rogers Communications, IBM Canada, Constellation Software, Blackberry, Apotex, General Motors of Canada, Open Text, AMD Canada, and Cisco Canada)².

On a provincial level, the diverse range of key traditional industries includes:

- Aerospace
- Automotive
- Chemical and biochemical
- Cleantech
- Financial Services
- Food and Beverage Manufacturing
- Forestry
- Industrial Automation and Robotics
- Information Technology
- Life Sciences
- Pharmaceuticals, Medical Devices, BioTechnologies
- Mining
- Tourism

² *Canada's Top Corporate R&D Spenders 2017, Research Infosource*

Again, in order to identify labour force trends, the Labour Force Survey was referenced and filtered to show values of February 2023 and February 2024 for comparison:

ONTARIO

Goods-producing sector	2023	2024
Agriculture	1%	1%
Forestry, fishing, mining, quarrying, oil, and gas	0%	0%
Forestry and logging and support activities for forestry	0%	0%
Mining, quarrying, and oil and gas extraction	0%	0%
Utilities	1%	1%
Construction	7%	7%
Manufacturing	10%	10%
Durables	6%	7%
Non-durables	4%	3%
Services-producing sector	2023	2024
Wholesale and retail trade	14%	14%
Wholesale trade	4%	3%
Retail trade	11%	10%
Transportation and warehousing	5%	5%
Finance, insurance, real estate, rental, and leasing	9%	9%
Finance and insurance	6%	7%
Real estate and rental and leasing	2%	2%
Professional, scientific, and technical services	11%	11%
Business, building, and other support services	3%	3%
Educational services	8%	8%
Health care and social assistance	12%	12%
Information, culture, and recreation	4%	4%
Accommodation and food services	5%	5%
Other services (except Public Administration)	3%	4%
Public Administration	6%	6%

Table 3.

Ontario labour force makeup, by sector.Inc.

Ontario's labour market also shows a higher share of workers in health care and social assistance, retail trade, and other service-based sectors.

The next table shows labour force growth rates across the province from February 2022 to 2023 and from February 2023 to 2024:

ONTARIO

Goods-producing sector	2022/23	2023/24
Agriculture	16%	-4%
Forestry, fishing, mining, quarrying, oil, and gas	5%	0%
Forestry and logging and support activities for forestry	-51%	31%
Mining, quarrying, and oil and gas extraction	20%	-3%
Utilities	12%	-1%
Construction	3%	-2%
Manufacturing	3%	1%
Durables	3%	5%
Non-durables	2%	-6%
Services-producing sector	2022/23	2023/24
Wholesale and retail trade	-3%	-4%
Wholesale trade	-6%	-2%
Retail trade	-2%	-5%
Transportation and warehousing	-6%	10%
Finance, insurance, real estate, rental and leasing	4%	0%
Finance and insurance	6%	3%
Real estate and rental and leasing	-1%	-11%
Professional, scientific and technical services	4%	6%
Business, building and other support services 12	-3%	-5%
Educational services	0%	4%
Health care and social assistance	2%	1%
Information, culture and recreation	-2%	3%
Accommodation and food services	7%	-1%
Other services (except Public Administration)	8%	10%
Public Administration	9%	1%

Table 4.

Ontario labour force growth rates, by sector.

AN ECONOMIC LEAKAGE

Key Findings

The Economic Trends and Leakage Report provides a snapshot of the state of AN member First Nations economies during a particularly dynamic period. The information was collected through engagements with AN member First Nations EDOs, community members, and business owners (255 participants), as well as a document review. The findings from the study have been used to inform this updated 2023 Report to support AN member First Nations in developing their community and regional economies (Figure 7).

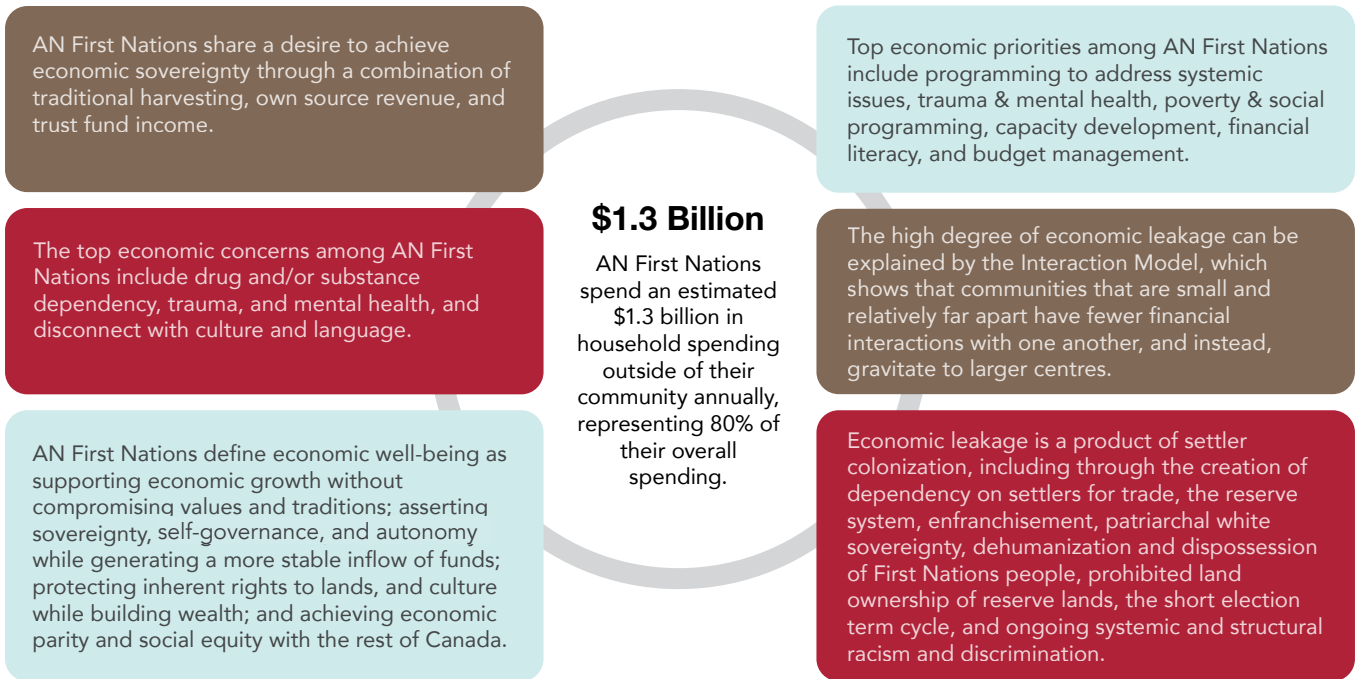


Figure 7.

2022 AN Economic Trends & Leakage Study Findings.

Based on these findings, the 2022 Report provides six recommendations for AN to consider in updating their 2008 Blueprint to support AN member First Nations in realizing economic well-being (Table 5).

- 01** Develop a decolonizing framework for the updated Blueprint
- 02** Support healing among AN First Nation from trauma, addictions, and mental health issues
- 03** Support advocacy work for AN member First Nations
- 04** Support capacity development among AN member First Nations
- 05** Support AN EDOs in preparing funding applications and reporting
- 06** Support AN First Nations in evidence-base decision-making

Table 5.

2022 AN Economic Trends & Leakage Study Recommendations.

SOCIOECONOMIC BARRIERS

The project team worked with AN member First Nations' EDOs largely through engagements with the EDOWG to inform the 2022 Report and to update the original 2008 Blueprint for this Report. One of the main EDO recommendations from the 2022 Report was that a decolonizing Blueprint framework is needed for the updated 2023 Report. Specifically, they shared a desire to use a community-based approach that is more flexible, less prescriptive, and that can be adapted to the unique contexts of individual AN member First Nations. In response, the EDOWG co-developed a new Blueprint and Roadmap framework that reflects this approach, but also retains the elements of the First Nations Progression Model and recommendations from the original 2008 Blueprint that were deemed relevant by the EDOWG.

The updated Blueprint Framework (outlined in Part Two) is based on the principles of First Nations Sovereignty, Nation Building, and Sustenance. The Roadmap framework (outlined in Part Three) promotes multiple pathways and implementation steps as options for achieving the goals set out in this new Blueprint.

This report reflects two other important shifts from the original 2008 Blueprint that were inspired by the 2022 Report:

1. AN member First Nations define economic well-being in a fulsome manner, foregrounding individual and community well-being and inclusive of socioeconomic and health-related outcomes rather than a strictly economic focus; and
2. AN member First Nations identify systemic social issues, such as problematic substance use/dependence, trauma, and mental health issues as their main economic concerns because of the barriers these issues pose to community economic capacity.

Mitigating these challenges is key to supporting economic development in AN First Nations. At the same time, these trauma and addictions treatment and healing programs are generally outside of the scope and capacity of EDOs. This Blueprint and Roadmap provide opportunities for AN to support and facilitate the development of collaborative partnerships with organizations or departments that have existing mandates to address these challenges.

PART II – ACTION PLAN

INTRODUCTION

Part two of the 2024 Economic Blueprint is the Action Plan, the work that will be carried out at the community level to the regional level and to the Anishinabek Nation level. In this section, we lay out the framework, which is built around four main pillars that have been identified as main concerns to our First Nations; these pillars were employed in the 2022 National Indigenous Economic Strategy (<https://niestrategy.ca/>). Each strategic pillar is addressed through the three levels. The purpose of this Action Plan is to guide the AN Economic Secretariat and Chiefs Council on the Economy in support of our First Nations' pursuit of economic well-being, readiness, and prosperity.

BLUEPRINT FRAMEWORK

The Blueprint framework below was co-designed with the AN Leadership Council and EDOWG, drawing heavily on the original 2008 Blueprint, and updating and adapting it based largely on the research and engagements conducted for the 2022 Report. Specifically, the EDOWG shared a desire to develop a more flexible, and less prescriptive approach to the updated Blueprint framework that can be adapted to the unique contexts of individual AN member First Nations. The framework focuses on principles of First Nation Sovereignty, Nation Building, and Sustenance. It includes three levels of action and four cross-cutting strategic priorities that participants identified as critical to supporting AN First Nations in achieving their economic goals (Figure 9).

LEVELS OF ACTION

1. **Community-Driven Action** includes encouraging AN member First Nations community-level economic initiatives.
2. **AN First Nations Collaboration** involves creating an environment for AN member First Nations to collaborate on Nation-to-Nation economic initiatives.
3. **Anishinabek Nation Sustenance** includes identifying and securing resources for the AN to pursue long-term mutually beneficial and sustainable economic initiatives.

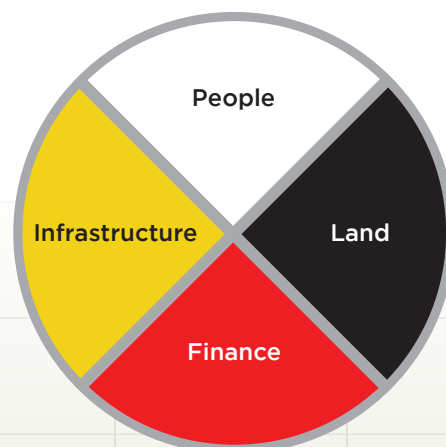


Figure 8.
Strategic Priorities.

Our First Nations understand and can best address their respective economic priorities, concerns, and goals (**Community-Driven Action**). Additionally, we are stronger working together as partners (**First Nations Collaboration**) while respecting our individual First Nations' sovereignty. Lastly, we must hold the federal and provincial governments accountable for sharing the wealth they enjoy from our lands and resources (**Anishinabek Nation Sustenance**). This means respecting our rights to meaningful consultation and accommodation (including the right to refuse) and engaging in Nation-to-Nation partnership opportunities that can help us to reclaim our rightful jurisdiction and share in the benefits.

STRATEGIC PRIORITIES

Each level contains four interconnected strategic priorities:



PEOPLE: collaboration, education, advocacy, and building of community groups that support economic development capacity.



LAND: advocacy and securing of land and resource rights for AN First Nations to support both environmental protections and land-based competitive advantages.



INFRASTRUCTURE: social, capital, and economic infrastructure policy development and projects.



FINANCE: finance strategies and initiatives that support economic development projects through investment, revenue sharing, and financial policy creation.

IMPLEMENTATION

This Blueprint is intended to be used primarily by the Economic Secretariat and its governing body, the CCOE. As a strategic oversight body of the AN, the Economic Secretariat has the ability to advocate, conduct research, convene committees, and provide other supports (including training, toolkits, templates, etc.) to its member First Nations. It is outside of the scope of the Economic Secretariat to direct AN member First Nations via the EDOWG or otherwise on how they can implement the Blueprint. Instead, the EDOWG has shared that the best way for member EDOs to implement this Blueprint is through the companion Roadmap that follows in Part Three, which provides pathways and implementation options that can be adapted to each member First Nation's unique context.

The CCOE is the steering wheel, the EDOWG is the engine.

LEVEL ONE: COMMUNITY-DRIVEN ACTION

OVERARCHING GOAL:

Build capacity necessary for community-level economic initiatives.



PEOPLE

1. Gain an understanding of First Nations' needs, capacity, and goals in relation to advocacy work by conducting an annual online survey to member First Nation's administration and community members.
2. Provide training, toolkits, templates, or other support for:
 - Targeted capacity development in First Nation finance, economic development, and employment and training
 - Conducting community skill inventories
 - Developing community workforce engagement strategies



LAND

1. Provide training, toolkits, templates, or other support for:
 - Identifying economic opportunities using asset mapping and other techniques



INFRASTRUCTURE

1. Provide training, toolkits, templates, or other support for:
 - Organizational reviews
 - Capital inventory analyses
 - International Standards Organization (ISO) Certification to demonstrate good governance



FINANCE

1. Provide training, toolkits, templates, or other support for:
 - Community investment profiles as a tool to attract investment and show readiness
 - Feasibility studies and business plans prior to investment
2. Provide information about community-level funding:
 - Through federal and provincial governments for economic development
 - Through Indigenous Financial Institutes for economic and business development

LEVEL TWO: AN FIRST NATIONS COLLABORATION

OVERARCHING GOAL:

Link and guide AN member First Nations in Nation-to-Nation economic initiatives with one another.



PEOPLE

1. Enhance the Economic Development Officer Working Group with targeted topics (business partnerships, labour force engagement, etc.)
2. Facilitate discussions to foster business partnership opportunities among AN member First Nations in the following sectors:
 - Real estate
 - Bulk purchasing
 - Manufacturing
 - Retail trade
 - Professional and technical services



LAND

1. Establish networks/committees for economic development and lands technicians to collaborate, share best practices and challenges, and strike a balance between conservation and development.
2. Facilitate discussions to foster business partnership opportunities among AN member First Nations in the following sectors:
 - Eco-tourism
 - Harvesting and natural resource development
 - Green industries, including renewable energy



INFRASTRUCTURE

1. Develop an online economic toolkit for AN member First Nations, including a business directory with listings and descriptions.
2. Establish an AN:
 - Knowledge Institute to protect AN knowledge, culture, and language



1. Provide information about regional-level funding:
 - Through federal and provincial governments for economic development
 - Through Indigenous Financial Institutes for economic and business development
2. Provide training, toolkits, templates, or other support related to:
 - Anishinabek tax policies
 - Cost-benefit analyses
3. Research cost-sharing (group-purchasing) opportunities for AN First Nations.
4. Seek out opportunities for First Nations-owned pension investment funds.



LEVEL THREE: ANISHINABEK NATION SUSTENANCE

OVERARCHING GOAL:

Identify and secure resources for the AN to pursue long-term mutually beneficial and sustainable federal and provincial government economic initiatives.



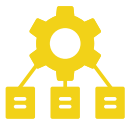
PEOPLE

1. Maintain adequate capacity within the Economic Secretariat and CCOE to address emerging opportunities and threats.
2. Advocate for labour set-asides to ensure First Nations members are afforded employment opportunities in regional projects.



LAND

1. Participate in Lands and Resources committee meetings and events to uphold the principle of connectedness between lands and development.
2. Develop an AN Tourism Strategy that includes a map of cultural landmarks and significant areas and provides economic considerations of conservation.



INFRASTRUCTURE

1. Present a unified position statement and advocate for the adoption of the Fiscal Transfer Agreement, Transition, and Implementation Plan.
2. Leverage federal and provincial government funding to establish an AN:
 - Business Association
 - Regional Trade Centre
 - Trust Company as an economic tool to generate business capital
 - Dispute Resolution Mechanism to address business or economic conflicts
3. Work with the federal government to provide training on the Federal Indigenous Procurement Strategy.



FINANCE

1. Research and consolidate in an online resource:
 - Information about federal and provincial governments funding for First Nations economic development
 - Investment options and policies
2. Seek out own-source revenue streams to sustain functionality of the Economic Secretariat.

SUPPORTING RESOURCES (SOCIOECONOMIC ACTION PLAN)

The engagement process that took place from 2021–2024 brought forth many challenges that front-line workers, namely EDOs, face in their day-to-day roles. The original 2008 Blueprint, along with the revamped Action Plan set out above, provide pathways for First Nations that are equipped with the necessary tools to identify and secure partnerships, funding, and general capacity.

This section addresses the shortfalls of the original 2008 Blueprint in terms of attention to socioeconomic barriers.

STRATEGIC PRIORITIES

Each level contains four interconnected strategic priorities:



PEOPLE: collaboration, education, advocacy, and building of community groups that support economic development capacity.



LAND: advocacy and securing of land and resource rights for AN First Nations, to support both environmental protections and land-based competitive advantages.



INFRASTRUCTURE: social, capital, and economic infrastructure policy development, and projects.



FINANCE: finance strategies and initiatives that support economic development projects through investment, revenue sharing, and financial policy creation.

IMPLEMENTATION

This Socioeconomic Action Plan is intended to be shared with the appropriate representatives within the Anishinabek Nation and member First Nations. It is outside of the scope of both the Economic Secretariat and EDOs to carry out the activities outlined next.

SUPPORTING ACTIVITIES – PEOPLE



Potential departments involved:

- Social Development
- Health
- Education
- Labour Market Development

1. Research and advocate for:

- Recognition of sovereignty and self-governance
- Health programs that address community trauma and substance misuse healing

2. Convene Committees with AN member First Nations about:

- Trauma and substance misuse healing to share and learn best practice from one another
- Special interests, as represented by existing Advisory Councils and the National Building Council, which will communicate strategies, programs, and policies.

3. Leveraging federal and/or provincial government funding, research and advocate for:

- Recognition of sovereignty and self-governance
- Health programs that address community trauma and substance misuse healing

4. Provide training, toolkits, templates, or other support for:

- Organizational reviews
- Human Resources reviews and policy development
- Traditional laws and practices that support community well-being (e.g., oganaawsawin/Child-Well-being Law, Doodemaag/Clan System).

SUPPORTING ACTIVITIES – LAND

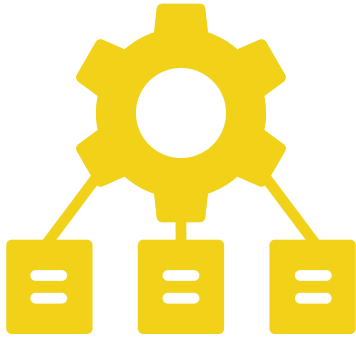


Potential departments involved:

- Lands and Resources
- Education

1. Research community:
 - Land rights, including land claim settlements
 - Consultation protocols
2. Provide training, toolkits, templates, or other support for:
 - Developing Land-Use Plans to foster sustainable economic development
3. Research AN:
 - Land rights, including land claim settlements
 - Consultation protocols
4. Advocate for AN:
 - Consultation protocols
5. Convene Committees with AN First Nations and federal and provincial governments as well as Industry leaders to:
 - Lobby for land rights, including land claim settlements and land-back pursuits
 - Enforce AN First Nations consultation protocols

SUPPORTING ACTIVITIES – INFRASTRUCTURE



Potential departments involved:

- Infrastructure
- Legal and Justice
- Governance
- Special Initiatives

1. Participate in internal and external Infrastructure Working Groups and report back to the CCOE and EDOWG on relevant developments and findings, including economic roadblocks and feasible opportunities.
2. Establish an AN Knowledge Institute to protect AN culture and language.

SUPPORTING ACTIVITIES – FINANCE



Potential departments involved:

- Administration

1. Seek out opportunities for a First Nations-owned pension investment funds and other collective purchasing activities.
2. Support economic development corporations in joint venture due diligence, including financial analysis.

PART III – EDO ROADMAP (IMPLEMENTATION PLAN)

INTRODUCTION

Part Three provides the EDO Roadmap (Implementation Plan), including the purpose, overview, implementation notes, and the Roadmap chart itself.

PURPOSE

The Roadmap has been designed to serve as a companion document to the Economic Blueprint, bridging the gaps between the 2008 recommendations and the real experiences of First Nations EDOs. While the Blueprint serves as a strategic plan for the AN Economic Secretariat to support and advocate for AN member First Nations in economic development, the Roadmap is intended to support AN First Nations EDOs, via the EDOWG, in implementing this strategy at the community level. This Roadmap recognizes that EDOs are largely working alone; to capitalize on opportunities, we must create linkages across departments and organizations. Not all activities must be completed; however, we present options within the four pillars, reflecting the various starting points of First Nations. It is ultimately designed to be adaptable to help inform a work plan for implementation that will meet the diverse and changing needs of the EDOWG and the AN member First Nations it represents.

OVERVIEW

The chart includes implementation options (goals and pathways) as well as outcomes, measures, and supports.

There are four main goals of the Roadmap that align with the Blueprint:

- Conduct research to understand AN member First Nations' needs, capacities, and goals; enhance our capacity; and make evidence-based decisions that promote community-level economic well-being
- Provide training and templates to AN member First Nations to enhance capacity for our community economic well-being
- Support and facilitate AN member First Nations' engagement in Nation-to-Nation economic initiatives with one another to address systemic barriers to rebuild a healthy regional Anishinabek economy
- Optimize opportunities for AN member First Nations to reclaim economic sovereignty based on Nation-to-Nation relationships with the federal government

Under each goal, there are:

- Several pathways that represent implementation options for EDOs to achieve the associated goal
- Anticipated outcomes associated with achieving the goal, measures to monitor and assess progress, and potential supports needed to achieve the goal

The content of the Roadmap reflects community-level work, including research, engagement, capacity development, and committee oversight. However, it will be used to inform the type of advocacy work contained in the Blueprint to ensure it is community-driven. The Roadmap goals are presented somewhat chronologically, but the pathways provide options for implementation based on the specific context (needs, priorities, and capacities) of the AN member First Nation. The timelines provided with the measures are guidelines only that assume a baseline of starting with the need to gain a greater understanding of needs to inform evidence-based decision-making. Ultimately, the EDOWG will determine how to interpret the chart into a viable work plan, and individual EDOs will determine how best to implement the plan within their respective communities.

IMPLEMENTATION

This Roadmap is intended to be used primarily by EDOs. The EDOWG will develop and coordinate work plans to support the Roadmap, provide updates to the Economic Secretariat on progress at semi-annual meetings, and assemble committees to implement specific components of the work plan.

Implementation Options (Goals & Pathways)

Outcomes, Measures, and Supports

1. Conduct research and community engagement to understand your First Nation's needs, capacities, and goals, which will enhance Chief and Council's ability to make evidence-based decisions.

- Compile available data and resources related to your community's economic needs and aspirations, including results of community needs surveys, economic development plans, labour market statistics, and economic leakage
- Develop community indicators and measures for economic well-being taking into consideration a fulsome definition of economic well-being
- Engage community members to collect data related to their economic needs, including employment and training levels, socioeconomic barriers, and the use of land for both cultural and commercial activities
- Conduct asset/strength mapping, capital inventory analysis, and skills inventory analysis of economic development capacity/readiness, and identify gaps using the First Nations Progression Model (e.g., development corporation, staff, finance systems, feasibility studies, business plans, etc.)
- Conduct research on community-level and AN-regional level land rights and consultation protocols
- Collaborate with other staff / departments to create a community database to store and track community-level data from the survey securely over time that can be used for grant writing, program design, and decision-making
- Convey community needs and capacity to Chief and Council
- Develop a data sharing agreement with the AN to securely store and benchmark data to understand trends over time
- Promote AN research and launch and monitor annual online survey to enhance participation in your community. Host community information sessions and engagements about the survey with incentives and support community members in completing the survey with devices on site, as well as print versions whereby staff can enter the online survey on participants' behalf

Outcomes

- Chief and Council will be better positioned to address community's needs and make decisions based on member-derived data, and will be aware of the Anishinabek Nation's objectives and activities with respect to the economy

Measures

- Community database (Year 1)
- Indicators and measures for data tracking (Year 1)
- Data sharing framework (Year 1)
- Economic strength mapping (Annual)
- Skills inventory of community (Annual)
- Capital inventory analysis (Annual)
- Program and outcome data (Annual)

Potential Supports

- Other department leads (Lands and Resources, Legal and Justice, Health, Education), IT, and consultants with programming, engagement, and/or research backgrounds

2. Participate in Anishinabek Nation-led initiatives, including committees, events, and community visits to enhance capacity for our community economic well-being.

- Attend AN virtual events
- Attend AN in-person events
- Participate in AN workshops that focus on:
 - Community engagement
 - Proposal writing
 - Land-use planning and consultation protocol development
 - Workforce readiness, skills development, and workforce engagement strategies
 - Business plan development
 - ISO certification for administration and business bodies
 - Partnership development
 - Collective purchasing
- Promote AN initiatives by:
 - Developing a contact list for targeted participants for the AN to include in invites
 - Sharing promotional materials on social media, with contact lists, post information in community hubs (administrative building, Political Office, etc.)
 - Working with employment and training and Ontario Works to offer incentives for completion

Outcomes

- The EDO will have enhanced capacity and support to carry out activities ranging from community engagement to arranging collective purchasing and other nation-to-nation activities

Measures

- Participation in workshops – basic to advanced (Year 1)
- Land-Use Plan developed or updated with learning from workshops and templates (Year 2)
- Consultation protocol developed or updated with learning from workshops and templates (Year 2)
- Economic Development Strategy developed/updated with learning from workshops and templates (Year 2)
- Workforce Engagement Strategy developed or updated with learning from workshops and templates (Year 2)

Potential Supports

- Other department leads (Lands and Resources, Legal and Justice, Labour Market Development), organizational partners, and consultants with training backgrounds in areas of interest

3. Engage in Nation-to-Nation economic initiatives with neighbour First Nations to address systemic barriers and rebuild a healthy regional Anishinabek economy.

- Take part in the annual Anishinabek Nation Economic Development Opportunities (ANEDO) Forum
- Stay up to date on the monthly AN Economic Development newsletter
- Share relevant information with your colleagues
- Build relationships across sectors in the region to address systemic barriers to AN First Nation economic development with partners such as:
 - Municipalities and townships
 - Local healing centres and other social services-related organizations
 - Local employment and training organizations in the development of a workforce engagement strategy
 - Resource development companies (mining, forestry, etc.)
 - Other companies/organizations consequential to the regional economy, such as manufacturing
- Participate in learning opportunities with other AN member First Nations, focusing on:
 - Developing common economic well-being indicators and measures to support regional data comparability for benchmarking purposes
 - Strengths, skills, capacities, and gaps to identify opportunities for collaboration on skill development or business ventures (e.g., tourism, renewable energy, natural resource development, real estate development, green industries, etc.)
 - Land rights and consultation protocols
- Compare socioeconomic determinants of health and land-based outcomes in communities against economic development outcomes to determine trends
- Actively participate in the EDOWG and inform Chief and Council about the outcomes and activities

Outcomes

- A better-connected network of EDOs that support one another and ensure information (opportunities, threats, initiatives, etc.) flows to and from leadership to be acted upon

Measures

- Formalized relationships developed with local partners (Year 2)
- Land-Use Plan developed or updated with learning from other AN First Nations (Year 2)
- Consultation protocol developed or updated with learning from other AN First Nations (Year 2)
- Economic Development Strategy developed or updated with learning from other AN First Nations (Year 2)
- Workforce engagement strategy developed or updated with learning from other AN First Nations (Year 2)
- First Nation community-level data (including business listings) included in AN economic development toolkit (Year 2)
- Attend ANEDO Forum (Annual)

Potential Supports

- Other department leads (Lands and Resources, Legal and Justice, Labour Market Development), organizational partners (Addictions and Trauma Treatment Centres), and consultants with training backgrounds in areas of interest
- Templates and tools from AN for Land-Use Plans, consultation protocols, economic development strategies, and workforce engagement strategies

4. Champion AN member First Nations’ initiatives to reclaim economic sovereignty and support Nation-to-Nation relationships with government and industry.

- Share opportunities with community members and business owners
- Participate in online surveys
- Attend engagements and share outcomes with colleagues and members
- Participate in regional working groups to establish and mobilize or inform government tables that will develop:
 - An enhanced economic development funding formula
 - A national model for equity-based partnership agreements for resource development projects
 - A financial lending framework reflective of the modern economy
 - An enhanced additions/returns to reserves process
 - Effective First Nations procurement mechanisms that reflect the reality of on-reserve businesses
- Generate own-source revenue to reinforce economic sovereignty by:
 - Developing businesses drawing on feasibility studies and business plans,
 - Making investments informed by evidence-based decision-making tools and expert advice, and/or
 - Implementing community taxation policy frameworks should your First Nation wish to pursue

Outcomes

- The initiatives at the Anishinabek Nation reflect the needs of member First Nations on a regional level
- EDOs are empowered to champion AN’s initiatives and actively inform the work at the Political-Territorial Organization level
- Progress is being made towards economic sovereignty and Nation-to-Nation relationships with government and industry, with frameworks for equity-based partnership agreements, financial lending, and returns to reserves

Measures

- Business plan(s) developed (Year 3+)
- Feasibility study(ies) conducted (Year 3+)
- Community investment profile developed (Year 3+)
- (If applicable) Taxation law / policy passed (Year 3+)
- Businesses developed (Year 4+)
- Investments made (Year 4+)
- Participation in the development of Fiscal Transfer Agreement, Transition, and Implementation Plan (Year 3+)
- Implement and monitor AN Governance Agreement, Fiscal Transfer Agreement, and Transition Plan (if applicable)
- Own-source revenue generated (Year 4+)

Potential Supports

- Consultants with training backgrounds in areas of interest, federal partners
- Templates and tools from AN for agreements

Table 6.
EDO Roadmap.

EDO PATHWAYS

The below tables map the various pathways available to EDOs to aid in using the Roadmap. What we heard is that the position's duties largely depend on the priorities set by Chief and Council, the internal administrative capacity, and any internal or external resources that are allocated to economic development, including economic development corporations or investment vehicles.

EDOs will need to self-assess based on the descriptions below, first choosing the scenario that suits their First Nation and then determining their own capacity level and the First Nation's resources available to carry out the activities.

The tables below begin with a base pathway for those just beginning in their careers and who have limited or are unsure of the available resources at their disposal. Each successive row in the tables are pathways that build upon the previous rows. As you move your way up with the capacity ranking and your community amasses more resources, you can move down the rows and through each pathway.

PRIORITIES

1. Immediate Priorities:

- Marker: **Red banner**
- Description: (1) The First Nation has urgent needs that must be addressed in the short term, (2) Council's agenda is lacking a focus on economic development, and/or (3) the First Nation does not have an economic development plan in place.
- Example: Crisis management, critical infrastructure repairs, urgent funding applications.

2. Short-Term Priorities:

- Marker: **Orange banner**
- Description: (1) The First Nation has important needs to be addressed within the next year to three years, (2) Council has an economic development portfolio holder but Council's agenda is not aligned with the Roadmap, and/or (3) the First Nation has an economic development plan but it needs to be updated.
- Example: Workforce training, small business support programs, initial stages of strategic planning.

3. Long-Term Priorities:

- Marker: **Green banner**
- Description: (1) The First Nation has strategic goals to be achieved over several years, (2) Council has an economic development portfolio holder and Council's agenda aligns with the Roadmap, and/or (3) the First Nation has an up-to-date economic development plan.
- Example: Large-scale infrastructure projects, long-term economic diversification strategies, major policy reforms.

CAPACITY

Individual capacity is considered less important than available resources for the purposes of this Roadmap.

1. Low Capacity:

- Marker: Red **'C'**
- Description: Limited staff, minimal infrastructure, basic economic development knowledge, experience: 0-12 months.
- Example: Small team, no dedicated economic development office.

2. Medium Capacity:

- Marker: Orange **'C'**
- Description: Moderate staff, some infrastructure, intermediate economic development knowledge, experience: 1-3 years.
- Example: Dedicated economic development office with part-time staff, some local partnerships.

3. High Capacity:

- Marker: Green **'C'**
- Description: Full staff, robust infrastructure, advanced economic development knowledge, experience: 3 or more years.
- Example: Well-established economic development office with full-time staff, strong local and regional partnerships.

RESOURCES

Available resources is considered a more important indicator than individual capacity for the purposes of this Roadmap as having resources can lead to increased capacity to a greater degree than the opposite.

1. Limited Resources:

- Marker: Red **'R'**
- Description: Minimal funding, few tools and technologies, limited access to training.
- Example: Reliance on basic office equipment, minimal budget for projects.

2. Moderate Resources:

- Marker: Orange **'R'**
- Description: Adequate funding, access to some tools and technologies, occasional training.
- Example: Budget for key projects, access to basic economic development software.

3. Abundant Resources:

- Marker: Green 'R'
- Description: Ample funding, access to advanced tools and technologies, regular training opportunities.
- Example: Substantial project budgets, access to cutting-edge economic development software, regular professional development.

COMMENT: In rolling out the Blueprint, the Economic Secretariat intends to walk each EDO through the Roadmap in selecting the one that best fits.

1. Conduct research and community engagement to understand your First Nation's needs, capacities, and goals, which will enhance Chief's and Council's ability to make evidence-based decisions.
2. Participate in Anishinabek Nation-led initiatives, including committees, events, and community visits to enhance capacity for our community economic well-being.
3. Engage in Nation-to-Nation economic initiatives with neighbour First Nations to address systemic barriers and rebuild a healthy regional Anishinabek economy.
4. Champion AN member First Nations' initiatives to reclaim economic sovereignty and support Nation-to-Nation relationships with government and industry.

Community Scenario One: Immediate Needs

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness	<p>CR CR CR</p> <p>Focus on immediate needs as defined by your Chief and Council</p>	<p>Focus on immediate needs as defined by your Chief and Council</p>	<ul style="list-style-type: none"> Occasionally read the monthly AN Economic Development newsletter 	<p>Focus on immediate needs as defined by your Chief and Council</p>
	<p>CR</p> <ul style="list-style-type: none"> Compile available data and resources Conduct basic environmental scan Convey community needs and capacity to Chief and Council 	<ul style="list-style-type: none"> Attend AN virtual events Participate in workshops that focus on: <ul style="list-style-type: none"> Community engagement Proposal writing 	<p>See above</p> <ul style="list-style-type: none"> Take part in the annual ANEDO Forum Stay up to date on the monthly AN Economic Development newsletter Share relevant information with your colleagues 	<ul style="list-style-type: none"> Share opportunities with band members and business owners
	<p>CR</p> <p>See above</p>	<p>See above</p> <ul style="list-style-type: none"> Attend AN in-person events 	<p>See above</p> <ul style="list-style-type: none"> Participate in learning opportunities with other First Nations, focusing on: <ul style="list-style-type: none"> General topics to increase capacity in areas relevant to your community 	<p>See above</p> <ul style="list-style-type: none"> Participate in brief online surveys
	<p>CR</p> <p>See above</p> <ul style="list-style-type: none"> Define basic indicators Design basic community survey to understand members' general needs Conduct community engagement 	<p>See above</p>	<p>See above</p>	<p>See above</p>

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario One: Immediate Needs

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness	CR See above	See above <ul style="list-style-type: none"> Participate in workshops that focus on: <ul style="list-style-type: none"> Land-use planning and consultation protocol development 	See above	See above
	CR See above	See above	See above	See above
	CR See above <ul style="list-style-type: none"> Define indicators and measures for fulsome economic well-being 	<ul style="list-style-type: none"> Participate in workshops that focus on: <ul style="list-style-type: none"> Workforce readiness, skills development, and workforce engagement strategies 	See above	See above <ul style="list-style-type: none"> Participate in larger online surveys

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Two: Short-Term Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness	CR Focus on carrying out your current work plan	Focus on carrying out your current work plan	<ul style="list-style-type: none"> Occasionally read the monthly AN Economic Development newsletter Take part in the annual ANEDO Forum 	Focus on carrying out your current work plan
	CR <ul style="list-style-type: none"> Compile available data and resources Design enhanced community survey to understand members' needs (with added focus on labour market statistics) 		See above	<ul style="list-style-type: none"> Share opportunities with band members and business owners
	CR See above <ul style="list-style-type: none"> Design enhanced community survey to understand members' needs (with added focus on socioeconomic barriers) 		See above	See above

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Two: Short-Term Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty	
Economic Readiness	CR	<p><i>See above</i></p> <ul style="list-style-type: none"> • Design enhanced community survey to understand members' needs (with added focus on employment and training) • Convey community needs and capacity to Chief and Council 	<ul style="list-style-type: none"> • Attend AN virtual events • Participate in workshops that focus on: <ul style="list-style-type: none"> ○ Community engagement ○ Proposal writing 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Stay up to date on the monthly AN Economic Development newsletter • Share relevant information with your colleagues • Participate in learning opportunities with other First Nations, focusing on <ul style="list-style-type: none"> ○ General topics to increase capacity in areas relevant to your community ○ Developing common economic well-being indicators and measures to support regional data comparability for benchmarking purposes 	<i>See above</i>
	CR	<i>See above</i>	<i>See above</i>	<i>See above</i>	<p><i>See above</i></p> <ul style="list-style-type: none"> • Attend engagements and share outcomes with colleagues and members

C Low Capacity	R Limited Resources
C Medium Capacity	R Moderate Resources
C High Capacity	R Abundant Resources

Community Scenario Two: Short-Term Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
CR	<p><i>See above</i></p> <ul style="list-style-type: none"> • Define enhanced economic indicators and measures • Conduct asset/strength mapping • Develop a data sharing agreement with the AN to securely store and use data 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Participate in workshops that focus on: <ul style="list-style-type: none"> ○ Land-use planning and consultation protocol development ○ Workforce readiness, skills development, and workforce engagement strategies 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Build relationships across sectors in the region to address systemic barriers, with partners such as: <ul style="list-style-type: none"> ○ Municipalities and townships ○ Local healing centres and other social services-related organizations • Participate in learning opportunities with other First Nations, focusing on: <ul style="list-style-type: none"> ○ Strengths, skills, capacities, and gaps to identify opportunities for collaboration on skills development ○ Developing common economic well-being indicators and measures to support regional data comparability for benchmarking purposes 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Participate in larger online surveys
CR	<p><i>See above</i></p> <ul style="list-style-type: none"> • Conduct capital and skills inventory analyses 	<p><i>See above</i></p>	<p><i>See above</i></p>	<p><i>See above</i></p>

C Low Capacity R Limited Resources
C Medium Capacity R Moderate Resources
C High Capacity R Abundant Resources

Community Scenario Two: Short-Term Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
CR	<p><i>See above</i></p> <ul style="list-style-type: none"> • Collaborate with other staff/ departments to create a community database and update over time – grant writing, program design, and decision-making 	<p><i>See above</i></p>	<p><i>See above</i></p> <ul style="list-style-type: none"> • Build relationships across sectors in the region to address systemic barriers, with partners such as: • Local employment and training organizations in the development of a workforce engagement strategy 	<p><i>See above</i></p>
CR	<p><i>See above</i></p> <ul style="list-style-type: none"> • Promote AN research and launch annual online survey 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Participate in workshops that focus on: <ul style="list-style-type: none"> o Business plan development 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Participate in learning opportunities with other First Nations, focusing on: <ul style="list-style-type: none"> o Land rights and consultation protocols • Compare socioeconomic determinants of health and land-based outcomes in communities against economic development outcomes to determine trends • Participate in the EDOWG and inform Chief and Council about the outcomes and activities 	<p><i>See above</i></p> <ul style="list-style-type: none"> • Participate in extensive online surveys • Participate in regional working groups to establish and mobilize or inform government tables that will develop: <ul style="list-style-type: none"> o An enhanced economic development funding formula o An enhanced additions/returns to reserves process o Effective First Nations procurement mechanisms that reflect the reality of on-reserve businesses

C Low Capacity R Limited Resources
C Medium Capacity R Moderate Resources
C High Capacity R Abundant Resources

Community Scenario Three: Strategic Goals

		1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
	CR	<ul style="list-style-type: none"> • Compile available data and resources • Conduct basic environmental scan • Convey community needs and capacity to Chief and Council 	<ul style="list-style-type: none"> • Attend AN virtual events • Participate in workshops that focus on: <ul style="list-style-type: none"> ○ Community engagement ○ Proposal writing 	<ul style="list-style-type: none"> • Take part in the annual ANEDO Forum • Occasionally read the monthly AN Economic Development newsletter 	<ul style="list-style-type: none"> • Share opportunities with band members and business owners
Economic Readiness	CR	See above	See above	See above <ul style="list-style-type: none"> • Stay up to date on the monthly AN Economic Development newsletter • Share relevant information with your colleagues • Participate in learning opportunities with other First Nations, focusing on <ul style="list-style-type: none"> ○ Developing common economic well-being indicators and measures to support regional data comparability for benchmarking purposes 	See above <ul style="list-style-type: none"> • Attend engagements and share outcomes with colleagues and members

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Three: Strategic Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness	CR See above	See above	See above	See above
	CR See above	See above	See above	See above <ul style="list-style-type: none"> Participate in larger online surveys
	CR See above	See above	See above	See above
	CR See above <ul style="list-style-type: none"> Define comprehensive economic indicators and measures Conduct asset/strength mapping 	See above <ul style="list-style-type: none"> Participate in workshops that focus on: <ul style="list-style-type: none"> Land-use planning and consultation protocol development Workforce readiness, skills development, and workforce engagement strategies Promote AN initiatives by <ul style="list-style-type: none"> Developing a contact list for targeted participants for AN events and initiatives 	See above <ul style="list-style-type: none"> Build relationships across sectors in the region to address systemic barriers with partners such as: <ul style="list-style-type: none"> Municipalities and townships Local healing centres and other social services-related organizations Developing common economic well-being indicators and measures to support regional data comparability for benchmarking purposes 	See above

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Three: Strategic Goals

		1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness		See above	See above	See above	See above
	CR	<ul style="list-style-type: none"> Design comprehensive community survey and incentives to understand members' needs (with added focus on employment and training, labour market statistics, socioeconomic barriers, and economic leakage) Develop a data sharing agreement with the AN to securely store and use data 	<ul style="list-style-type: none"> Participate in workshops that focus on: <ul style="list-style-type: none"> ISO certification for administration and business bodies Collective purchasing Business plan development 	<ul style="list-style-type: none"> Participate in learning opportunities with other First Nations, focusing on: <ul style="list-style-type: none"> Strengths, skills, capacities, and gaps to identify opportunities for collaboration on business ventures 	<ul style="list-style-type: none"> Participate in extensive online surveys Participate in regional working groups to establish and mobilize or inform government tables that will develop: <ul style="list-style-type: none"> An enhanced economic development funding formula An enhanced additions/returns to reserves process Effective First Nations procurement mechanisms that reflect the reality of on-reserve businesses

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Three: Strategic Goals

	1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness	<p><i>See above</i></p> <ul style="list-style-type: none"> Collaborate with other staff/ departments to create a community database and update over time, focusing on grant writing, program design, and decision-making Promote AN research and launch annual online survey supported by community information sessions and engagements 	<p><i>See above</i></p> <ul style="list-style-type: none"> Promote AN initiatives by: <ul style="list-style-type: none"> Sharing promotion materials on social media, with contact lists, post information in community hubs Working with employment and training and Ontario Works to offer incentives for completion 	<p><i>See above</i></p> <ul style="list-style-type: none"> Build relationships across sectors in the region to address systemic barriers, with partners such as: <ul style="list-style-type: none"> Local employment and training organizations in the development of a workforce engagement strategy Participate in learning opportunities with other First Nations, focusing on: <ul style="list-style-type: none"> Land right and consultation protocols 	<p><i>See above</i></p>

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

Community Scenario Three: Strategic Goals

		1. Community Profile	2. AN Initiatives	3. Regional Economy	4. Economic Sovereignty
Economic Readiness		<p>See above</p> <ul style="list-style-type: none"> • Conduct capital and skills inventories analyses and identify gaps using the First Nations Progression Model 	<p>See above</p> <ul style="list-style-type: none"> • Participate in workshops that focus on: <ul style="list-style-type: none"> ○ ISO certification for administration and business bodies ○ Partnership development 	<p>See above</p> <ul style="list-style-type: none"> • Build relationships across sectors in the region to address systemic barriers, with partners such as: <ul style="list-style-type: none"> ○ Regional resource development companies ○ Other companies/organizations consequential to the regional economy • Compare socioeconomic determinants of health and land-based outcomes in communities against economic development outcomes to determine trends • Actively participate in the EDOWG, informing Chief and Council and championing causes on a regional level 	<p>See above</p> <ul style="list-style-type: none"> • Participate in regional working groups to establish and mobilize or inform government tables that will develop: <ul style="list-style-type: none"> ○ A national model for equity-based partnership agreements for resource development projects ○ A financial lending framework reflective of the modern economy on reserves • Generate own-source revenue to reinforce economic sovereignty by: <ul style="list-style-type: none"> ○ Developing businesses drawing on feasibility studies ○ Making investments informed by evidence-based decision-making tools and expert advice, and/or ○ Implementing community taxation policy frameworks should your First Nation wish to pursue
	CR				

C Low Capacity

C Medium Capacity

C High Capacity

R Limited Resources

R Moderate Resources

R Abundant Resources

EDO ROADMAP CASE STUDY

The Migisii First Nation (MFN) is a community with moderate economic capacity, moderate resources, and a mix of immediate and short-term priorities. The EDO Sarah has been tasked with using the roadmap to enhance the community's economic well-being and build a sustainable development strategy.

Initial Assessment:

- Capacity Level: Medium Orange 'C'
- Resources Level: Moderate Orange 'R'
- Priority Level: Immediate and Short-Term Red and Orange banners

Pathway Selection:

Sarah selects a hybrid pathway from the roadmap, utilizing both orange banner and red banner tables to address the MFN's needs:

1. Conduct Research and Community Engagement

- Activities:
 - Compile available data and resources
 - Design enhanced community survey to understand members' needs (with added focus on labour market statistics)
 - Convey community needs and capacity to Chief and Council
 - Define basic economic indicators and measures
 - Conduct asset/strength mapping
 - Develop a data sharing agreement with the AN to securely store and use data
- Implementation:
 - Sarah collaborates with local departments to gather initial data on the community's economic activities, assets, and capacities
 - She conducts a Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis with community leaders to identify key areas of focus
 - Sarah shares with the AN the data agreed upon by leadership
- Outcomes:
 - MFN's basic community profile is integrated into the AN database, and the SWOT analysis provides clear insights into the community's economic strengths and gaps
- Timeline: 6 months

2. Participate in Anishinabek Nation-led Initiatives

- Activities:
 - Attend AN virtual and in-person events, including workshops focusing on community engagement and proposal writing
 - Promote AN initiatives by developing a contact list for targeted participants and sharing promotional materials on social media and in community hubs
- Implementation:
 - Sarah attends AN workshops facilitated by experts in economic development and land-use planning, inviting community members and neighbouring First Nations
 - Sarah uses templates for economic strategic and land-use planning and is guided through the process of customizing these to fit her First Nation's needs
- Outcomes:
 - The community develops a robust economic development strategy and land-use plan, and local capacity is significantly enhanced
- Timeline: 1 year

3. Engage in Nation-to-Nation Economic Initiatives

- Activities:
 - Take part in the annual Anishinabek Nation Economic Development Opportunities (ANEDO) Forum and stay up to date on the monthly AN Economic Development newsletter
 - Build relationships with local municipalities, healing centers, and employment and training organizations
 - Participate in learning opportunities with other AN member First Nations, focusing on developing common economic well-being indicators, strengths, skills, capacities, and gaps
- Implementation:
 - Sarah identifies potential joint projects with neighbouring First Nations, such as a regional tourism initiative and a renewable energy project
 - She organizes the first meeting of the regional economic forum, inviting representatives from neighbouring communities to discuss shared economic challenges and opportunities
 - Regular workshops and meetings are held to share tools, templates, and best practices
- Outcomes:
 - Joint economic projects are initiated, enhancing regional economic strength and collaboration
 - The regional economic forum becomes a cornerstone for ongoing cooperation and

shared economic development

- Timeline: 1.5 years

4. Promote Economic Sovereignty

- Activities:
 - Share relevant opportunities from the Anishinabek Nation with band members and businesses
 - Share pertinent information from the Anishinabek Nation with colleagues
 - Participate in larger online surveys
 - Be informed about Anishinabek Nation working group activities and ready to participate when capacity and resources are sufficient
- Implementation:
 - Sarah organizes information sessions to share these opportunities with band members and business owners, encouraging participation and gathering feedback.
 - She actively participates in online surveys that inform Anishinabek Nation economic sovereignty strategies
- Outcomes:
 - Communications from and through the Anishinabek Nation will more effectively reach community members and businesses, improving First Nations' responsiveness to and readiness for opportunities
 - Through regional partnerships and a collaborative approach, MFN strengthens its position in negotiations with government and industry, working towards long-term economic sovereignty
- Timeline: 3-4 years

Monitoring and Evaluation:

Sarah participates in the Anishinabek Nation's monitoring and evaluation framework to track progress and ensure the goals are being met:

- Monthly Reports: regular updates on the progress of each pathway and adjustments as needed
- Community Feedback: surveys and focus groups to gather feedback from community members on the impact of the initiatives
- Performance Metrics: tracking key performance indicators such as participation rates in workshops, completion of strategic documents, and progress on joint projects

PART IV – COMMUNICATIONS STRATEGY

INTRODUCTION

Part Four provides the Communications Strategy, including the issue, goals and objectives, key messages, target audience, overview, communication flow, and communications strategy chart.

ISSUE

Anishinabek Nation member First Nations have experienced challenges with economic growth and development. The AN developed the 2008 Economic Blueprint to support the regional and community-level economic development of member First Nations; however, the previous Blueprint had low uptake among member First Nations. The AN has updated it based on stakeholder feedback to make it more flexible and community-focused. This communications strategy aims to increase the use and staying power of the Economic Blueprint.

GOALS & OBJECTIVES

- ✓ **Awareness:** All stakeholders know what the *Economic Blueprint* and Roadmap are and are familiar with the content.
 - Raise awareness among stakeholders about the new *Economic Blueprint* and Roadmap by engaging them in ongoing, targeted, and multi-media communications about the Report
- ✓ **Commitment:** All stakeholders value the *Blueprint* and Roadmap and are committed to implementing them together.
 - Encourage the implementation of the *Economic Blueprint* and Roadmap by embedding learning opportunities about how to use the *Blueprint* and Roadmap into communications
- ✓ **Ownership:** All stakeholders embed the *Blueprint* and Roadmap into their First Nations / organizational strategic or work plans and implement it in their day-to-day work.
 - Foster community ownership of the plan by taking a strengths-based, collaborative approach that encourages a community of practice (AN First Nations sharing and learning from one another about implementation) and celebrates success stories



Continuous: All stakeholders remain engaged in implementing the *Blueprint* and Roadmap for the duration of the Report’s life cycle (until an updated Report is developed).

- Support AN member First Nations in successfully implementing the plan by taking a cyclical approach that ensures ongoing communication with all stakeholders

KEY MESSAGES

The key messages that this Communications Strategy aims to deliver include:

- AN member First Nations enjoyed a thriving regional economy prior to settler colonization. Rebuilding it will require a regional plan, commitment, and collaboration
- Economic development is essential to the prosperity of AN member First Nations, but economic readiness includes addressing systemic barriers and developing capacity
- Evidence-based decision-making is critical and requires a strong understanding of community economic capacity, gaps, and goals
- AN member First Nations have unique needs and priorities in terms of economic development and can choose pathways that best reflect their unique needs and priorities
- Generation of own-source revenue and assertion of Nation-to-Nation relationships with the federal government are critical to our sustenance of economic-sovereignty

TARGET AUDIENCE(S) (INTERNAL AND EXTERNAL)

Target audiences of this Communications Strategy are shown in the Figure 9 below.



AN Staff

- Economic Development Manager
- Economic Policy Analysts
- Economic Project Coordinators
- Employment & Training Technicians
- Communications Officers



AN member First Nations

- Leadership
- Energy Advisors
- Tourism Advisors
- Economic Development Department
- Communications Department
- Lands & Resources Department
- Housing Department
- Employment and Training Department



Anishinabek Nation citizens

- Youth
- Adults
- Elders
- Business owners
- Entrepreneurs



External Partners

- Government Bodies
- Contractors
- Business partners
- Financial Institutions

Figure 10.
Target audiences.

STRATEGY OVERVIEW

It is recommended that the Anishinabek Nation use a multi-level, continuous, differentiated approach drawing on multimedia

- Multi-level to provide targeted communications based on each level of support in the *Blueprint* (Economic Blueprint and work plan based on the Roadmap)
- Continuous communications about the *Blueprint*, as well as any developments and success stories shared regularly at meetings, on all available platforms
- Differentiated content and sharing methods based on target audience. (i.e., condensed, graphic, social media for community vs. detailed, specific for Leadership and staff)
- Use multimedia to maximize reach and accessibility for all individuals despite any barriers or preferences

COMMUNICATION FLOW

Figure 11 displays how ongoing communication about the *Blueprint* and work plan (to be developed by the EDOWG based on the Roadmap) implementation will flow among stakeholders. As shown in Figure 13:

- Committees report to the EDOWG at quarterly meetings about the progress of the Work Plan (based on the Roadmap) and receive direction from the EDOWG on next steps
- The EDOWG members report back to their respective communities' Leadership regularly (as determined by communities) about *Blueprint* implementation progress and success stories
- AN Economic Secretariat Staff report to the Chiefs Council on the Economy at semi-annual meetings on behalf of the EDOWG about the work plan progress
- AN Economic Secretariat Staff will engage the AN Communications Department to develop communications materials and promote the Economic *Blueprint's* use to AN member First Nations

COMMUNICATION FLOW

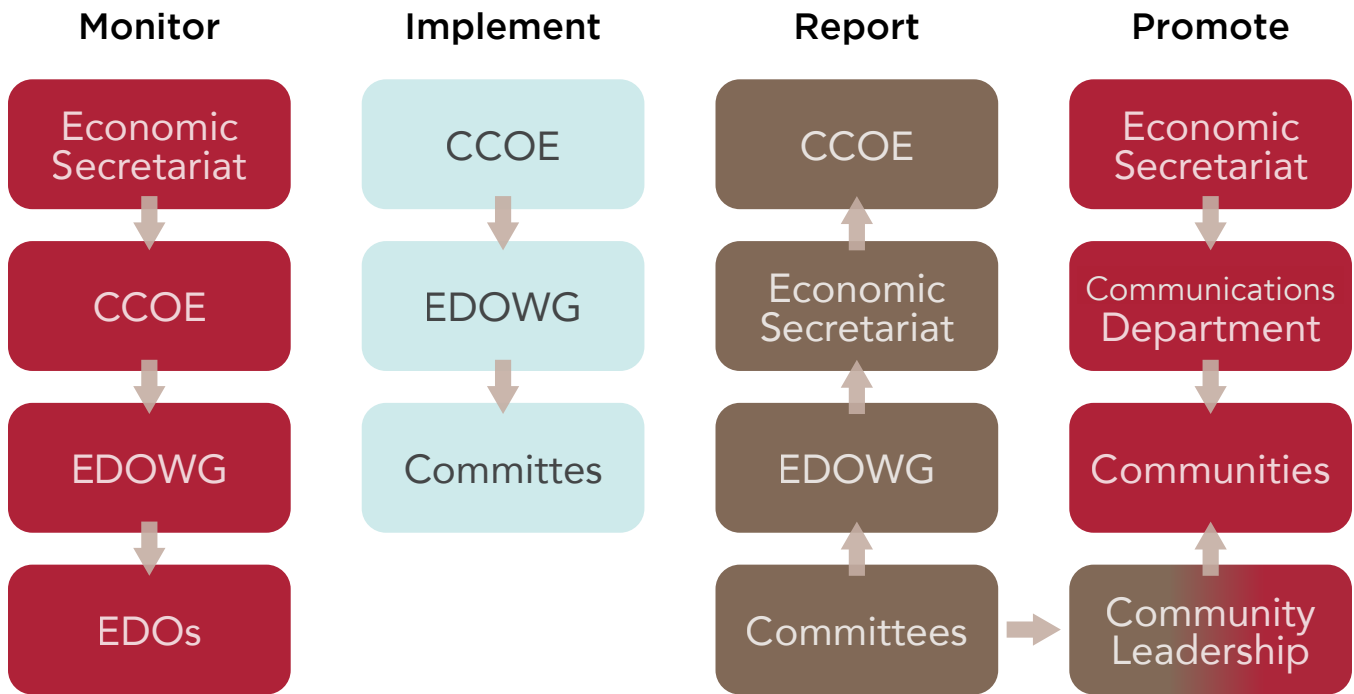


Figure 11.
Communication flow.

COMMUNICATIONS STRATEGY

Table 6 provides an overview of the communications strategy. This strategy includes three phases:

1. Pre-launch
2. Launch
3. Ongoing Communications

STEP	METHOD	TARGET AUDIENCE	RESOURCES
Pre-Launch (October – December 2024)			
Presentation to EDOWG	<ul style="list-style-type: none"> • Online presentation about the Economic Blueprint and Roadmap 	EDOWG and regional groups	<ul style="list-style-type: none"> • Blueprint and Roadmap • Presentation
Presentation to Chiefs Council on Economy	<ul style="list-style-type: none"> • Online presentation about the Economic Blueprint and Roadmap 	Chiefs and Councillors	<ul style="list-style-type: none"> • Blueprint and Roadmap report • PowerPoint presentation
First internal communication	<ul style="list-style-type: none"> • E-mail all AN staff communication about Economic Blueprint and Roadmap Report • Develop and post posters internally at AN facilities about the Report launch and implementation 	AN Staff	<ul style="list-style-type: none"> • Short presentation at an all-staff meeting • E-mail • Posters • Mzinhigan
First EDO communication	<ul style="list-style-type: none"> • E-mail EDOs communication about Economic Blueprint 	EDOs	<ul style="list-style-type: none"> • E-mail • Blueprint and Roadmap report • Economic Development Newsletter
Internal AN implementation information session	<ul style="list-style-type: none"> • Review the Blueprint with AN staff who will be engaged in its implementation 	AN Economic Development & Communications Staff	<ul style="list-style-type: none"> • PowerPoint presentation
Internal Member First Nation communication	<ul style="list-style-type: none"> • E-mail from AN Chiefs Council on the Economy about the Blueprint 	Member First Nations Leadership	<ul style="list-style-type: none"> • Blueprint and Roadmap report • One-page summary

STEP	METHOD	TARGET AUDIENCE	RESOURCES
Launch (October – March 2025)			
News Release	<ul style="list-style-type: none"> • Develop news release, media advisory and poster about the Blueprint for: <ul style="list-style-type: none"> ○ Anishinabek News ○ Other News Outlets ○ AN social media 	Member First Nation leadership, staff, and community members	<ul style="list-style-type: none"> • Blueprint and Roadmap report • One-page summary • Social media graphics • Update AN website
Podcast	<ul style="list-style-type: none"> • Produce and share a podcast about the Blueprint 	Member First Nation leadership, staff, and community members and communications officers	<ul style="list-style-type: none"> • Video
Virtual Community Information Sessions	<ul style="list-style-type: none"> • Provide a series of virtual information sessions open to AN citizens about the Blueprint and Roadmap 	Directors of Operations, Lands and Infrastructure, Community Entrepreneurs and Business Owners	<ul style="list-style-type: none"> • Blueprint and Roadmap report • PowerPoint presentation • Video

Table 7.
Communications Strategy.

STEP	METHOD	TARGET AUDIENCE	RESOURCES
Ongoing Communications (January 2025 – Ongoing)			
Committee Updates at EDOWG Quarterly Meetings	<ul style="list-style-type: none"> Committees report to the EDOWG at quarterly meetings about the work plan progress 	EDOWG	<ul style="list-style-type: none"> Verbal or written reporting according to Committee Terms of Reference
EDOWG Bi-Annual Updates to the Chiefs Council on the Economy	<ul style="list-style-type: none"> EDOWG to provide updates on the Work Plan progress 	AN Chiefs Council on the Economy	<ul style="list-style-type: none"> Briefing (with or without PowerPoint presentation) & verbal update
Member First Nations Leadership Updates	<ul style="list-style-type: none"> The EDOWG members report back to their respective communities (Chiefs & Councils) regularly (as determined by communities) 	AN member First Nations Leadership	<ul style="list-style-type: none"> Briefing (with or without PowerPoint presentation) & verbal update
Member First Nation Updates	<ul style="list-style-type: none"> The EDOWG members report back to their respective communities (membership) via communications officer when progress is made, or a significant update is required 	AN member First Nations Community (via AN Communications Officer)	<ul style="list-style-type: none"> Social Media First Nation websites First Nation newsletters <i>Anishinabek News</i> Mzinhigan Economic Development newsletter
AN Economic Success Story Series	<ul style="list-style-type: none"> AN Economic Development Staff engage the AN Communications Department to share economic success stories occurring within AN First Nations at least quarterly 	AN First Nations (via AN communications and Economic Development Departments)	<ul style="list-style-type: none"> Social Media <i>Anishinabek News</i> First Nation websites First Nation newsletters
Regional Chiefs Meeting	<ul style="list-style-type: none"> AN Economic Development Staff present update on Economic Blueprint progress at annual Regional Chiefs Meetings 	AN member First Nations Chiefs	<ul style="list-style-type: none"> Briefing (with or without PowerPoint presentation) & verbal update

APPENDIX 1

CHIEFS COUNCIL ON THE ECONOMY

TERMS OF REFERENCE





Terms of Reference

Chiefs Council on the Economy

Purpose and Role of the Council

The purpose of the Chiefs Council on the Economy (CCOE) is to provide a forum that links political vision with the progress of the implementation of the Anishinabek Nation's Economic Blueprint. On an ongoing basis, the CCOE will:

- Provide guidance, leadership and recommendations for the implementation, monitoring, and evaluation of the Anishinabek Nation's Economic Blueprint; and
- Solicit the advice and direction of Anishinabek First Nations and Anishinabek Nation members on economic development issues; and
- Work to ensure the development and facilitation of economic development opportunities in Anishinabek First Nations; and
- Recommend ways of implementing direction received from Anishinabek First Nations regarding economic issues; and
- Recommend ways to address feedback received from regions, Anishinabek First Nations, and Anishinabek Nation members; and
- Oversee the implementation of recommendations concerning economic initiatives and issues addressed by the Council; and
- Undertake advocacy of economic development initiatives and the Economic Blueprint.

Membership

The CCOE shall be comprised of the following members:

- The Anishinabek Nation Portfolio Holder on Revenue, Finance and the Economy; and
- Eight (8) Anishinabek Nation Chiefs or designates as selected by the Chiefs, two from each of the four Anishinabek Nation regions (Robinson-Huron, Robinson-Superior, Southwest, Southeast); and
- In an ex-officio capacity, the Grand Council Chief or his/her delegate.
- For greater certainty, if a member cannot attend a meeting, he or she shall send a designate to attend in their place.

Member Responsibilities:

Members shall:

- Respond to requests for advice, guidance and recommendations from the Anishinabek First Nations, as requested; and
- Ensure that a Chiefs Council on the Economy meeting is convened prior to each Grand Council Assembly; and
- Review and recommend strategies to disseminate information to their respective regions; and
- Provide a report to the Anishinabek Nation Economic Development Department as required, on the views and input received by the regions; and
- Report on the political views pertaining to economic issues brought forward from the local level when attending regional and Grand Council meetings.

Technical Support

There shall be one (1) individual assigned to undertake coordinating duties for all CCOE meetings. The individual, a paid employee of the Anishinabek Nation (Union of Ontario Indians), will hereafter be referred to as the Coordinator.

All technical support to the CCOE shall be coordinated through the Anishinabek Nation Economic Development Department and shall include:

- Logistical support, including scheduling and coordinating meetings;
- Secretariat functions, including recording minutes of meetings;
- Administrative support, including information management and dissemination;
- Undertake technical research and/or outsource such duties at the behest and discretion of the CCOE; and
- Other duties as defined under the technical team members' respective job descriptions.

Term of Membership

Each member shall serve a term of three (3) years.

Appointment, Removal, and Resignation Process

All appointments and removals are made by the respective Anishinabek Nation Grand Chiefs. Grounds for removal may include poor general attendance including missing two consecutive CCOE meetings. Members may resign by providing written notice to the CCOE Chair. Members may appoint a delegate to attend a CCOE meeting on their behalf.

Chair

The CCOE Chair shall be the Anishinabek Nation Portfolio Holder on Revenue, Finance and the Economy or the Grand Council Chief or his/her delegate and shall speak on behalf of the CCOE. If

the Chair is unavailable for a meeting, the remaining members shall appoint a Chair from among themselves.

Quorum

For the purposes of conducting the business of the CCOE, quorum shall consist of four (4) CCOE members.

Frequency of Meetings

Members shall:

- Meet quarterly or more frequently as required to conduct the required business of the CCOE;
- Attend any regional meetings in their respective regions; and
- Attend Grand Council meetings.

Meeting Process Protocol

Pre-meeting

No later than two (2) weeks prior to the meeting:

- the CCOE Coordinator will ensure that the invitation, which is to include the location/coordinates indicated on the agenda (see Appendix 1 – CCOE Meeting Agenda Template), is distributed to members at least two (2) weeks prior to the proposed meeting date;
- CCOE members will be requested to provide any agenda items they wish to discuss; and

No later than one (1) week prior to the meeting:

- the Coordinator shall distribute to CCOE members the agenda and any materials – including previous meeting minutes and/or documents to be reviewed at the upcoming meeting; and
- Respective CCOE members will advise the Coordinator of his/her absence and whom he/she wishes to delegate, if applicable

During Meeting

Call to Order:

- The meeting shall be called to order by the CCOE Chair

Meeting Agenda:

- Members will have the opportunity to strike agenda items and/or defer topics to a subsequent meeting;
- Agenda items not provided in advance shall be addressed during new business;
- Time shall be allotted to account for business that arise throughout the meeting
- Motion to approve the agenda

Meeting Summary Notes

- The Coordinator and/or another appointed paid employee of or consultant to (if necessary) the Anishinabek Nation (Union of Ontario Indians) will record meeting summary notes using the CCOE Meeting Summary Template (Appendix 2);
- Members will have the opportunity to veto the recording of summary notes and/or identify agenda items to be discussed in camera; and
- Summary notes shall accentuate action items and include the party/parties to whom the action item has been assigned.

Motions

- Motions shall be employed for the purpose of approving the agenda, accepting the previous meeting summary notes, moving action items, and establishing meeting dates/times and locations;
- First and second movers must be identified; and
- Majority vote must be established in order to pass a motion

Subsequent Meetings

- The CCOE shall attempt to arrive at a date/time and location at which the subsequent is to be held; and
- If a date has not been agreed upon the subsequent meeting shall be tentatively scheduled for the month that is at least 90 days from the date of the current meeting.

Web-based/Teleconference Meetings

Web-based/teleconference meetings are subject to the procedures laid out above; however, they shall also be subject to the following:

- Members shall make an effort to arrive on the video/audio call with enough time to account for technical difficulties
- The Coordinator will advise the CCOE that the meeting will be recorded and that members will have the opportunity to veto the recording and/or identify agenda items to be discussed in camera;
- Meetings will be recorded and saved in a secure, password-protected storage device;
- In-camera sessions, however, will not be recorded; and
- Recordings will be saved

Post-meeting

Meeting Summary Notes and/or Video/Audio Recording

- The Anishinabek Nation Economic Development Department shall review the meeting summary notes and/or video/audio recording and make necessary adjustments within one (1) week of the meeting date; and
- The CCOE Chair shall be given the opportunity to review the meeting summary notes and/or video/audio recording prior to the next meeting.

Compensation

Members of the Council shall be compensated in accordance with the policies of the UOI/Anishinabek Nation. In the case of honouraria, members will be compensated in the manner that follows:

- To be determined by UOI administration

Conflict of Interest

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

Amendment

The CCoE Terms of Reference is to be reviewed, at minimum, annually and may be amended through consensus of the members and by providing a report on any amendments to be presented at Grand Council.

APPENDIX 2

ECONOMIC DEVELOPMENT OFFICER

WORKING GROUP

TERMS OF REFERENCE





ANISHINABEK NATION

ECONOMIC DEVELOPMENT OFFICER WORKING GROUP

Terms of Reference

Purpose and Role

The purpose of the Economic Development Officer Working Group is to provide a forum that links community vision with the implementation of key economic development initiatives mandated through the Chiefs in Assembly.

In addition, they will provide community level information and recommendations to be vetted and presented to the Chiefs Council on the Economy.

On an ongoing basis, the EDO Working Group will:

- Provide guidance, input, information, and recommendations towards the revitalization of the Anishinabek Nation Economic Blueprint;
- Provide recommendations on advice and direction obtained from the Chiefs in Assembly, when necessary;
- Assist in the development and facilitation of the AN Economic Blueprint;
- Recommend ways of developing and implementing direction mandated from the Chiefs in Assembly regarding the Economic Blueprint; and
- Any other related support such as information sharing, information distributing, advocacy, etc. in the development of the Economic Blueprint.

Membership

Eight (8) Economic Development Officers made up of 2 regional representatives from each Anishinabek Nation region (Southeast, Southwest, Northern Superior, and Lake Huron). Membership is on a volunteer basis and the Chiefs in Assembly will be informed about each member ongoing participation.

For continuity and to ensure regional representation, if a member cannot attend a meeting, the Anishinabek Nation requests that he or she shall send a designate to attend in their place.

Appointment, Removal, and Resignation Process

All appointments and removals will be made by the respective participating Anishinabek First Nation Chiefs. Members may resign by providing written notice to the Working Group Chair and Anishinabek Nation Economic Development department representative. The member may appoint a delegate to attend a working group meeting on his/her behalf.

Chair

The Working Group Chair shall be elected by the Working Group members. The Working Group Chair shall speak on behalf of the Working Group. If the Chair is unavailable for a meeting, the remaining members shall appoint a Chair from among themselves.

HEAD OFFICE: NIPISSING FIRST NATION

1 Migizii Miikan, P.O. Box 711 | North Bay, ON P1B 8J8 | Ph: 705-497-9127 | Fax: 705-497-9135 | 1-877-702-5200
info@anishinabek.ca | www.anishinabek.ca | Anishinabek Nation | @AnishNation



ANISHINABEK NATION

Quorum

For the purposes of conducting the discussions of the working group, quorum shall consist of four (4) Working Group members.

Meeting Process Protocols

Web-based/teleconference meetings are subject to the following:

- Members shall make an effort to arrive on the video/audio call with enough time to account for technical difficulties
- The Coordinator will advise the Working Group that the meeting will be recorded and that members will have the opportunity to veto the recording and/or identify agenda items to be discussed in camera;
- Meetings will be recorded and saved in a secure, password-protected storage device;
- In-camera sessions, however, will not be recorded; and
- Recordings will be saved for no longer than one (1) calendar year.

Other Meetings

Members shall:

- Meet monthly or more frequently as required to conduct the required deliverables; and
- Attend any regional meetings in their respective regions.

Notice of meetings shall be sent out one (1) month prior to a proposed meeting date to ensure that quorum for meeting is met.

HEAD OFFICE: NIPISSING FIRST NATION

1 Migizii Miikan, P.O. Box 711 | North Bay, ON P1B 8J8 | Ph: 705-497-9127 | Fax: 705-497-9135 | 1-877-702-5200
info@anishinabek.ca | www.anishinabek.ca | Anishinabek Nation | @AnishNation



ANISHINABEK NATION

**Anishinabek Nation Grand Council Assembly
Chippewas of Kettle and Stony Point First Nation (Online Meeting)
June 1-3, 2021**

RESOLUTION – #2021-23

Subject: Economic Development Officer Working Group
Mover: Michele Solomon (Proxy), Fort William First Nation
Second: Chief Melvin Hardy, Biinjitiwaabik Zaaging Anishinaabek
Status: Carried
Opposed: None
Abstentions: None

WHEREAS:

1. The Economic Development Program provides information, advocacy, and technical expertise to empower Anishinabek Nation communities and entrepreneurs for economic self-governance, sustainability, wealth creation, and financial independence;
2. The Economic Development Program has seen an increased need for more community level input and feedback regarding initiatives that are currently being undertaken and have been mandated through the Chiefs in Assembly; and
3. The program is seeking to develop and implement an Economic Development Officer Working Group that would provide input, feedback, and recommendations surrounding key initiatives such as revenue sharing (gas and tobacco), cannabis, the revitalization of the Anishinabek Nation Economic Blueprint, etc.

THEREFORE BE IT RESOLVED THAT WE, THE ANISHINABEK CHIEFS-IN-ASSEMBLY:

1. Direct the Economic Development Program to develop an Economic Development Officer (EDO) Working Group and the roles and responsibilities of the working group, which would consist of 2 representatives from each of the four Anishinabek Nation regions;
2. Direct the EDO Working Group to establish a terms of reference for the Economic Development Officer Working Group; and
3. Direct the Economic Development Program to provide regular working group updates to the Chiefs Council on the Economy on information updates, any recommendations, or additional information.

Reginald Niganobe
Grand Council Chief

Joe Miskokomon
Southwest Deputy Grand Council Chief

HEAD OFFICE: NIPISSING FIRST NATION

1 Migizii Miikan, P.O. Box 711 | North Bay, ON P1B 8J8 | Ph: 705-497-9127 | Fax: 705-497-9135 | 1-877-702-5200
info@anishinabek.ca | www.anishinabek.ca | Anishinabek Nation | @AnishNation

APPENDIX 3

ANISHINABEK COMMUNITY ECONOMIC SCORECARD





APPENDIX 3 - COMMUNITY ECONOMIC SCORECARD

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

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

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

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

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

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

Anishinabek Nation Economic Scorecard

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

APPENDIX 4

DEVELOPING COMMUNITY ECONOMIC STRATEGIES





APPENDIX 4 - DEVELOPING COMMUNITY ECONOMIC STRATEGIES

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

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

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

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

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

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

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

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

A strategic plan contains a combination of these elements:

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

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

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

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

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

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

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

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