
KITIGAN ZIBI ANISHINABEG

Economic Development Plan

2013-2020

A Path Forward

An Overview Of Community Views
Of The Economic Development Opportunities
In Algonquin Territory





Chief And Council Message

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Part 1: Our View

What Is Community Economic Development?

A community-based approach to economic development is about improving the economic well-being of a community through investment attraction and job creation. Another approach, the net gain of money flow, called an “economic base” focuses on bringing in money from outside the community into the community, not just recirculating the same money in the community.

The business sector experience provides a very helpful view to frame the discussion.

“We have reached a level of development where new business start-ups are just pulling money away from each other’s businesses. Only so many businesses can survive. We need to attract outside sources”

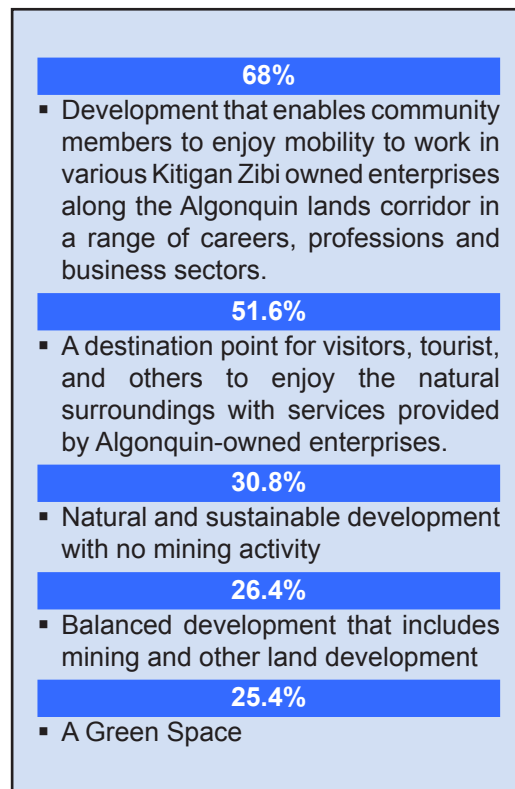
It’s About Jobs

300 new full-time jobs must be created to change the persistent, low wage, intermittent, jobs access that typifies the region to provide work that employs people in ways that allow them to give their full potential and expertise to a job, a goal articulated in the community vision

Where We Want To Develop Opportunities

Community members want to enjoy mobility to work in various Kitigan Zibi-owned enterprises along the Algonquin lands that includes:

- The Kitigan Zibi Reserve
- The lakes and rivers systems throughout the traditional lands
- Proximity forest opportunities (Lac Dumont)
- La Vérendrye Wildlife Reserve at La Domaine, Mont Tremblent
- Developing opportunities in conjunction with other Algonquin communities
- Ottawa, Victoria Island, National Capital Commission Lands - Government contracting, educational partnerships
- Algonquin-wide Territory - forestry, silviculture, harvesting and natural resources sector partnerships

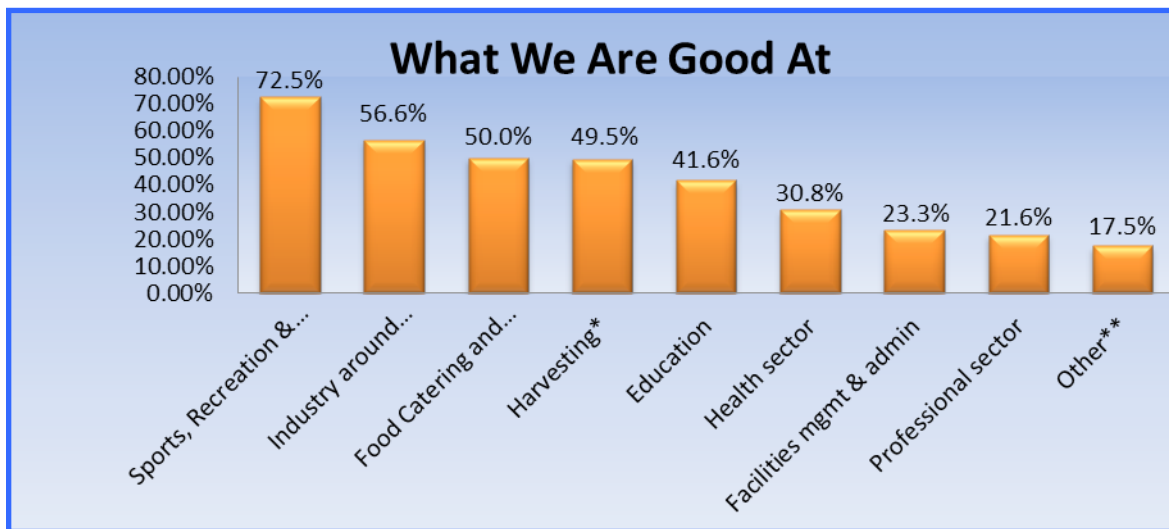


Kitigan Zibi Community Strengths

Sporting, Recreation and Events Management

Seventy-two percent of the respondents describe Kitigan Zibi's value proposition (*what we have been good at delivering*), as sporting, recreation and events management.

A long history of sporting competitions such as canoe racing, organized sport tournaments, an array of community events hosted over decades including skills honed at logging camps, fire prevention work, guiding and outfitting activities result in skills sets that are transferable to the service sectors and relevant to today's economy.



*Harvesting and other comments include references to Awazibi.

Traditional Algonquin Skills

Over half (56.6%) of the survey group see the Algonquin traditional skills industry as being important to economic development. The focus groups suggest some traditional skills provide an advantage upon which to build eco-tourism, education, the health sector, and artisan pursuits. Master canoe builders, woods craftsmanship, birch bark arts, beading and sewing design, cooking, medicinal plants and herbal skills and other knowledge areas including legends (Wisakejack), stories and folklore are perceived to be a huge community asset. Music and arts are also frequently mentioned.

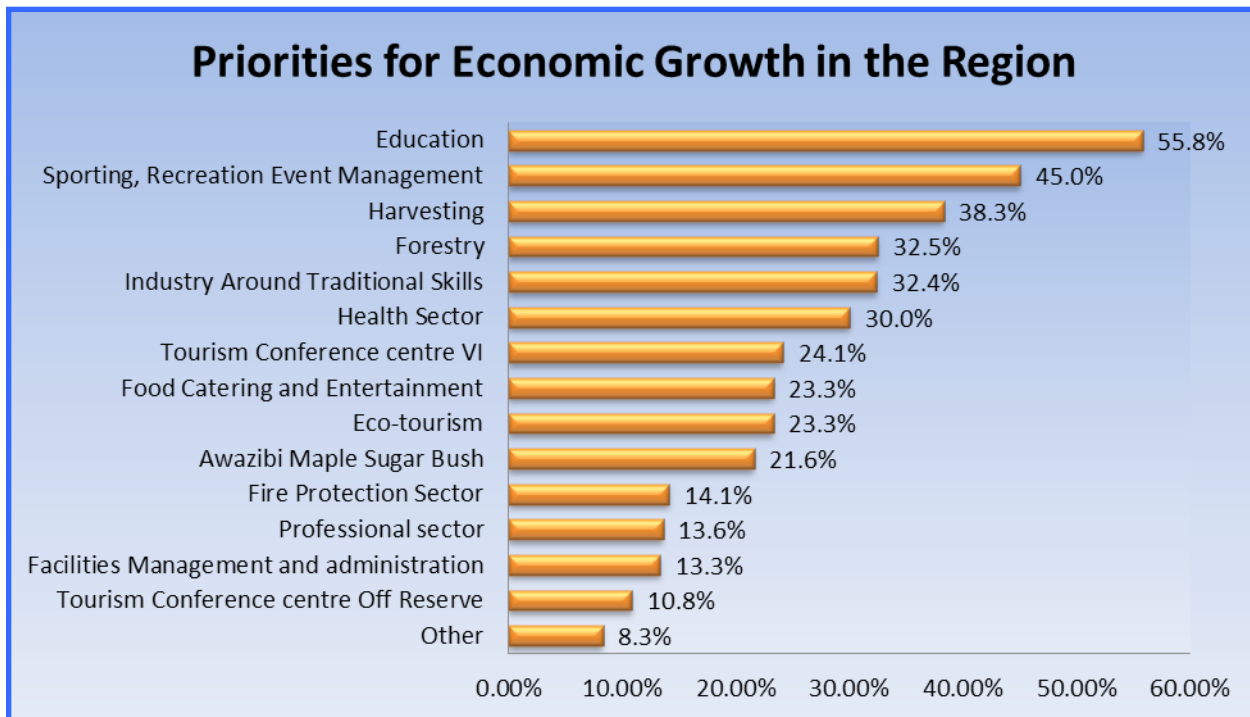
Harvesting and Forestry

Half of the survey respondents identify harvesting activity (berries, mushrooms, garlic, and a variety of plants and animals, etc.), as a strength of the community of which Awazibi Pure Maple Syrup, is an example.

What We Want To Do

Education

More than half (55.8%) of the survey respondents identify development of education-related businesses as a priority and see as a possibility an Algonquin-led institution of higher learning, offering specialized accredited courses particularly relating to Algonquin-specific intellectual knowledge.



What is Algonquin knowledge?

Examples of Algonquin knowledge are the Algonquin language, Algonquin literature including the stories and structural analysis, natural herbs and remedies, philosophies and teachings, history, educational techniques, and Algonquin identity to name a few.

Elders in the study raised the question as to why birch-bark design arts, canoe-making, and hides preparation, design work with beading, or bush survival as a unit of physical fitness programming, etc., cannot be certified as a trade, or offered as an apprenticeship.

“We should be developing not only carpenters and plumbers and those areas but also new trades. The people on this reserve have a lot of background and skills working with hides and are probably more skilled than a lot of people”.

The skills are dying and we are the ones that have the knowledge. I can't see why they can teach {hide preparation and tanning} as a trade because hides are sold everywhere and there is a lot of money that can be made. We could have a factory that tans all kind of hides and we could be teaching this in our own school. The same with the foods that the Algonquin have always gathered such as berries, plants, blueberries; the canning and food handling aspect is a trade”

A third of the survey respondents indicate Kitigan Zibi is good at health programs and see opportunities to do more in this sector, especially as it relates to tourism, eco-tourism and sporting activity. Spa facilities, massage therapy, health coaching, training, service and health-related contracts such as nutrition are some of the spin-off business that are mentioned.

Can Education be a Business?

Over 20,000 educational businesses in the Business Register (Statistic Canada) generate revenue while providing a service.

Profit of Selected Educational Institutions in the Region in 2012

	Algonquin College of Applied Arts and Technology ¹	Carleton University ²	University of Ottawa
Revenue	\$267,108,578	\$483,423,000	\$681,396,000
Expenditures	\$255,370,158	\$437,148,000	\$660,532,000
Excess Revenue			(5,719,000) Transfer from/to Appropriated Fund
Over Expenses			9,728,000 (before transfer to Appropriated fund)
	\$11,738,420	\$46,275,000	\$4,009,000 (budget surplus)

Sporting, recreation and event management

Sporting, recreation, and event management, a theme that cuts across several sectors should be a priority for economic development according to 45% of those surveyed. Participants in the focus groups emphasize this activity provides opportunities for the small business sector. They identify opportunities in health and spa-related activity, retail and recreation tourism, and the health sector. Many describe a huge potential for creating and hosting major sports and tourism events to attract spending. Music and the arts are frequently mentioned as possible events.

1 <http://www3.algonquincollege.com/reports/files/2013/05/2011-Algonquin-College-FS.pdf>

2 <http://www5.carleton.ca/financialservices/ccms/wp-content/ccms-files/2012-04-30-CU-Cons-FS.pdf>

Harvesting

Organic farms

Harvesting small fruits and berries and growing organic foods should be a priority according to almost a third (38.3%) of the survey respondents. The focus groups identify harvesting natural and organic foods and eco-tourism as a significant future trend.

Awazibi Pure Maple Syrup

Kitigan Zibi members see the economy of the region beginning to diversify and offering new job prospects. Growing the Awazibi Pure Maple Syrup brand is a priority for development for 22% of the respondents and is mentioned in all focus groups held in the community. Community members want to see production enter the lucrative product transformation stage and there is a high level of agreement in focus groups that Kitigan Zibi should become a dominant player in the uniquely Quebec industry, and purchase excess production of small producers in the vicinity and move to become a major supplier. Students, in particular mentioned that Awazibi should strive to become a world known brand, and most see spin-off enterprises associated with production.

Awazibi Pure Maple Syrup – A Kitigan Zibi Brand

- ❖ To date, over \$700,000 has been invested in the Awazibi, and there now exists a complement of 25 people trained in working with maple products.
- ❖ 11,000 taps can generate \$150,000 (Source: KZ Economic Development, discussion)
- ❖ Each year, sales of Awazibi Pure Maple Syrup amount to an average estimated \$120,000
- ❖ Product transformation (candy, gifts, etc.) can generate 3.5 times the amount of sales

Forestry

Focus groups and 32.5% of the people who answered the survey think forestry will remain a significant activity in the future and its continued development should be a priority. Most respondents underline the importance of product transformation (processing wood in the vicinity that goes beyond cutting it).

What are Proximity Forests?

Proximity Forests is a concept being introduced as a new forestry management regime in Quebec and has implications for how the forestry resources are managed. The Sustainable Forest Development Act (R.S.Q., chapter A-18.1) was assented on April 1, 2010. It establishes a new forest regime based on sustainable forest management, and provides for the introduction of a policy on local forests.

According to the Quebec government, this forest management regime will promote support sustainable forest management with an objective for local communities to take charge of the management and development of the forest environment. Although the details remain unknown, this delegated land and forest management regime supports creation of regional parks, and transfers the management of public recreational leases, as well as the management of sand and gravel pits as well as forestry harvests to interested municipalities and regional county municipalities³. The policy with respect to how this management is delegated remains unclear but the MRNF continues to exercise other powers and retains some responsibilities and obligations, such as the obligation to consult Native communities and the obligation to establish the allowable cut which remain with the Chief Forester (under sections 7 and 46 of the Sustainable Forest Development Act) as well as the management of wildlife populations.

The local forest concept has two key elements: community forest management and proximity. A forest is considered to be under community management when most of the decisions-makers are members of the community, when it supports the hiring of workers from the community and when the profits are re-distributed at the local levels.

Proximity has two aspects: geographical and socio-economical. Geographical proximity is measured in terms of distance between the community and the forest concerned and the bond of attachment between the population and the forest as reflected in the use made of the area. Local forest management allows communities in the vicinity to take charge of a public forest and some of its resources.

The local forest targets 3 main objectives:

1. To give communities decision-making powers and certain responsibilities connected with the management and development of an area of public forest and some forest resources
2. To allow socio-economic benefits derived from development of an area established as a local forest and its resources to return directly to the community. Many different benefits must be generated by the local forest to help the community diversify their socio-economic activities (example, timber, wildlife, tourism, recreation, economic partnerships, and social and community development, etc.).
3. To help communities develop or consolidate expertise in the area of forest resource management.

³ <http://consultation-forets-proximite.mrn.gouv.qc.ca/english/pdf/document-consultation-proximite-ang.pdf>

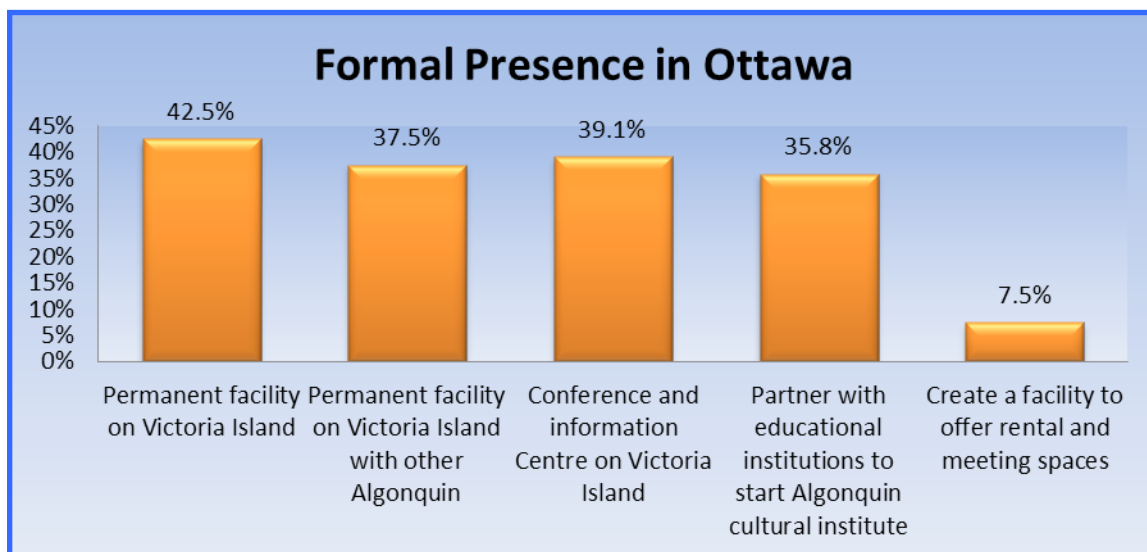
Tourism Related Activities

Twenty-three (23.3%) of community members who completed the survey favour eco-tourism as a priority for development. Other respondents further cite a range of complementary tourist activities (traditional skills industry 32.4%; tourism conference centre at Victoria Island 24.1%) as a main area on which to focus.

Some of the focus groups discussions and initial interviews highlight recreational tourism development potential at Lac Dumont located 20 kilometers south of the Eagle Forest below Lac Cayamant including claiming land along the Ottawa River which offers excellent potential.

Opportunities in the Outaouais

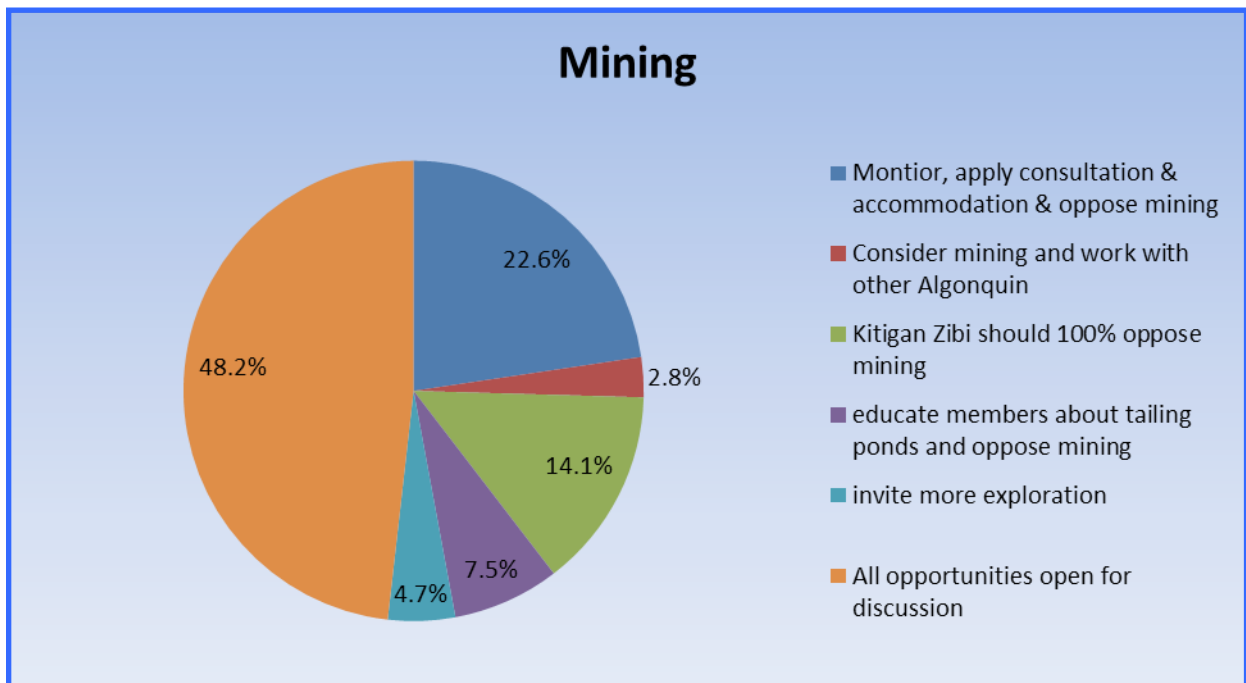
People see potential for a permanent business facility on Victoria Island in the Ottawa and Gatineau area where many Kitigan Zibi community members go to find work, or commute to work.



Community Perspective On Mining

One of the objectives of the study is to better understand the community views about mining given the growth of this sector in the territory.

When asked whether or not Kitigan Zibi should become directly involved in mining activity, 7.5% of the survey group favor participation while 44.2% of the survey respondents and a majority of focus group participants, oppose mining in Algonquin territory.



Forty seven percent (47.3%) of the survey respondents provide no indication of their view about mining and indicate all opportunities for development should be open for discussion. Some community members suggest as there are some types of mining (for example, quarry) to which people agree and other types that people oppose. A couple of comments suggest Kitigan Zibi should stake its own claims.

Community members have a range of opinions and want more discussion about how mining activity in the region may impact the reserve, and the Kitigan Zibi community's strategy to deal with this sector.

There is a broad consensus in the study that there is need to educate people about mining development. A reoccurring comment is the need for more transparency about what the band is doing with respect to mining.

Mining

Several hundred Aboriginal communities are located within 200 km of minerals and metals activities in Canada.

In 2006, Aboriginal people working in the mining sector had an average employment income of (\$55,000)⁴ more than twice that of the average for total Aboriginal people (\$18,932)⁵. Mining and mineral exploration in Canada are the largest private sector employers of Aboriginal people, and the sector will require 145,000 new workers by 2023⁶ (Natural Resources Canada). Mining has been a part of Aboriginal communities and economies for generations using rocks, for native copper, flint, chert, salt, soapstone, obsidian, and ochre, and traded using an extensive trade network throughout the Americas.

In Quebec there are 16 mining Agreements with First Nations primarily with the Cree, Inuit and Innu communities which cover a range of metals such as: Gold, copper, nickel, iron, titanium, platinum, palladium, nickel, rhodium, diamonds, lithium, rare earth elements - yttrium, zirconium, niobium, and tantalum.

Lithium is used primarily in glass and ceramics, lubricants, polymers, and in pharmacology. Its consumption has skyrocketed recently to meet demand for batteries, especially lithium-ion types used by cell phones, computers, tools, and electric and hybrid vehicles.

Of the 16 Agreements, two are Memorandum of Understandings with Algonquin communities. Kipiwa and Matamec Explorations Inc signed an agreement for rare earth mineral exploration and are in the exploration stage, and Abitibiwinni First Nation of Pikogan, Anishinabe First Nation of Lac-Simon have an agreement with Canada Lithium Corp for Lithium exploration⁷ which is now in the development stage. In Québec, lithium minerals are found primarily in James Bay area. Other showings have been identified in the Pontiac Subprovince at Témiscamingue, and around the Preissac and La Corne batholiths in Abitibi.

Similar mineral deposits may be located within the proximity of the Kitigan Zibi reserve boundaries, and there currently are junior exploration companies (copper) with permits within 100kms of the community.

4 Mineral <http://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/minerals-metals/files/pdf/mms-smm/abor-auto/pdf/stats-09-eng.pdf> exploration provides the possibility of employment and skills development

5 Wilson Daniel, Macdonald David. The Income gap Between Aboriginal People in the Rest of Canada. Canadian Centre for Policy Alternatives. April 2010

6 <http://workingeffectivelywithaboriginalpeoples.com/bc-aboriginal-mine-training-association-533-hires-90-retention>

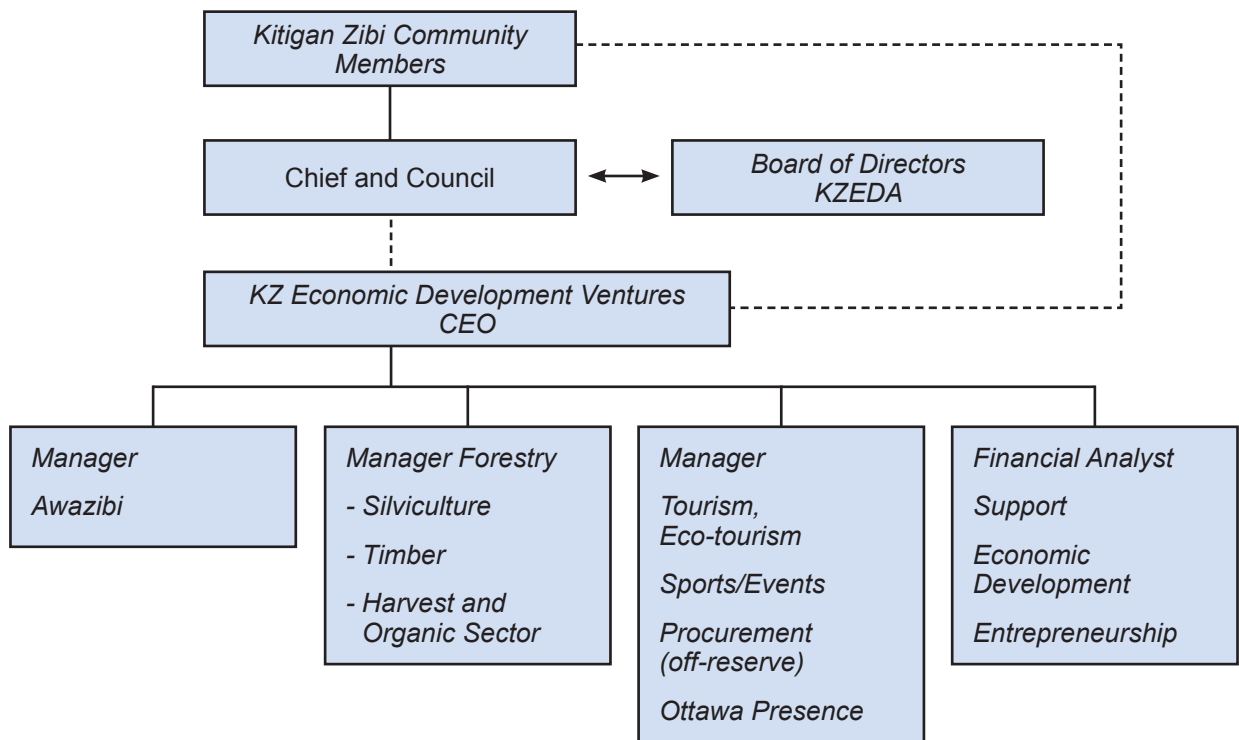
7 <https://www.nrcan.gc.ca/minerals-metals/aboriginal/4570>

Part 2: Structure and Management

Kitigan Zibi Economic Development Authority (KZEDA)

There are over 260 active economic development corporations that serve as the economic and business development arm of the First Nation, Métis, or Inuit governments. An effective organizational and governance structure is a key element to strengthen the management of economic development.

A proposed Economic Development Authority is illustrated below.



First Nations Government Role

The Kitigan Zibi Band Council continues to focus on governance (setting rules, regulations and policies and ensure the autonomy of a separate entity is balanced with accountability to community members), and deal with economic development matters such as development on common lands; terms and condition for pledges of community assets; setting rental rates on band-owned buildings; and other matters that relate to safeguarding community assets while supporting economic growth of the community.

A Chief Executive Officer (CEO)

All economic development activity and business operations are overseen by the Chief Executive Officer (CEO) who through the managers, run the day-to-day operation of the key areas identified as a priority for development (forestry contracts, Awazbi, tourism, agro-business, sport and event management enterprise, and other business development). The separation ensures the onus of the day-to-day decision-making for all business operations is on the CEO and the business managers, who are responsible for hiring the “best” and qualified team to ensure profitable operations. Each manager is responsible for business development and results (profits, contract management, hiring, firing and employee performance and productivity, training, etc.) for the specified development area. Each sector returns profits to the Economic Development unit to support the activity.

The CEO works with the chief and council to safeguard Kitigan Zibi assets, secure investment, develop partnerships and ensure a robust economic development program. However, business decision-making regarding the enterprises, and the management of an approved economic development program, is implemented by the CEO. The CEO reports quarterly to the chief and council and directly to the community.

Board of Directors

A board of directors is part of an arms-length process as an oversight and advisory body. An effective board is comprised of people who possess skills, knowledge, experience and a network of contacts that complement other board members and add value to the board.

The primary role of the board of directors is to perform 5 functions: hiring of the CEO, determining CEO compensation, setting strategic direction, ensuring a strong leadership (succession planning, management pool), and monitoring financial health and performance risk. The board of directors are independent, and work co-operatively with the band council to promote successful economic development activity and realize the business potential and priorities identified by the community.

A mix of board of director representatives is desirable. An at-large community member can be elected and the band council member (economic development portfolio) is a member.

The band council appoints the chairperson based on a robust set of business and financial qualifications. After the inaugural board is established, the board uses the board nomination practice to find the best qualified people which can include local business people, professionals, financial expertise, and other individuals who meet established criteria.

Who should sit on a community economic development Board Authority?	
Band Councillor(s)	15%
Local business people	20.8%
Non Aboriginal experts	4.1%
Professionals (example: Accountant, etc.)	22.5%
At-large community member	25.8%
A mix of all the above	54.1%

Reporting

Quarterly or annual reporting to the band council and at community meetings is preferred by the community

Financial Analyst

The financial economic development support position would be broader than it has been in the past. In addition to reviewing and assisting business proposals, the position would encompass a financial analyst element that works with various sectors to attract financing, deal with policy relating to the program assistance and promote entrepreneurial opportunities.

Economic Development Reporting

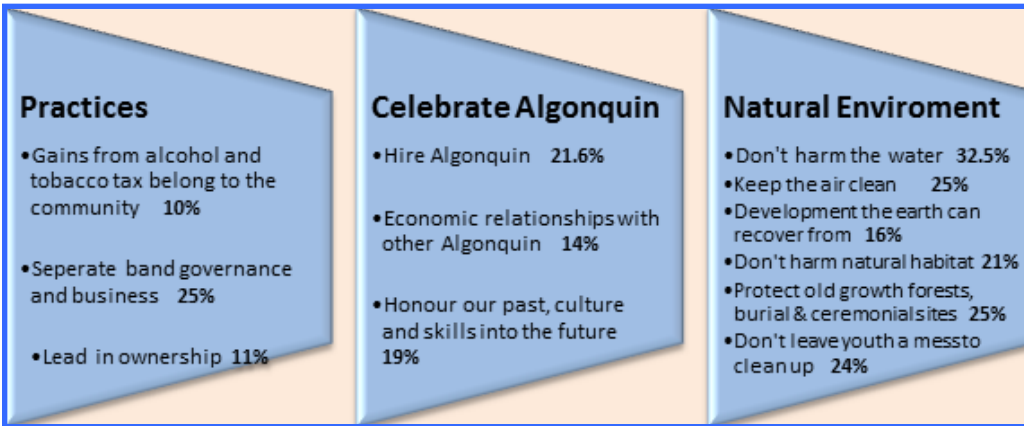
Report to band council four times a year	21.6%
Deliver annual report to the community	30.8%
Quarterly reports to band council & community	48.3%
Annual Meeting	32.5%
Other	5.8%

Build Capacity and Management Excellence

The community is confident about future development and recommend several actions to strengthen the economic development program and approaches.

1. Build economic development capacity and meritocracy hiring highly qualified expertise
2. Create a management culture and skills
3. Improve planning process
4. Build relationships with partners and sectors (including other Algonquin communities)
5. Improve reporting to the community
6. Promote trades and apprenticeships
7. Improve forestry management and contracts performance
8. Align the band wage rates, and job competition with the private sector
9. Create an effective procurement policy and practice
10. Increase French language capacity
11. Increase financial literacy and entrepreneurship training

Principles to Guide Us



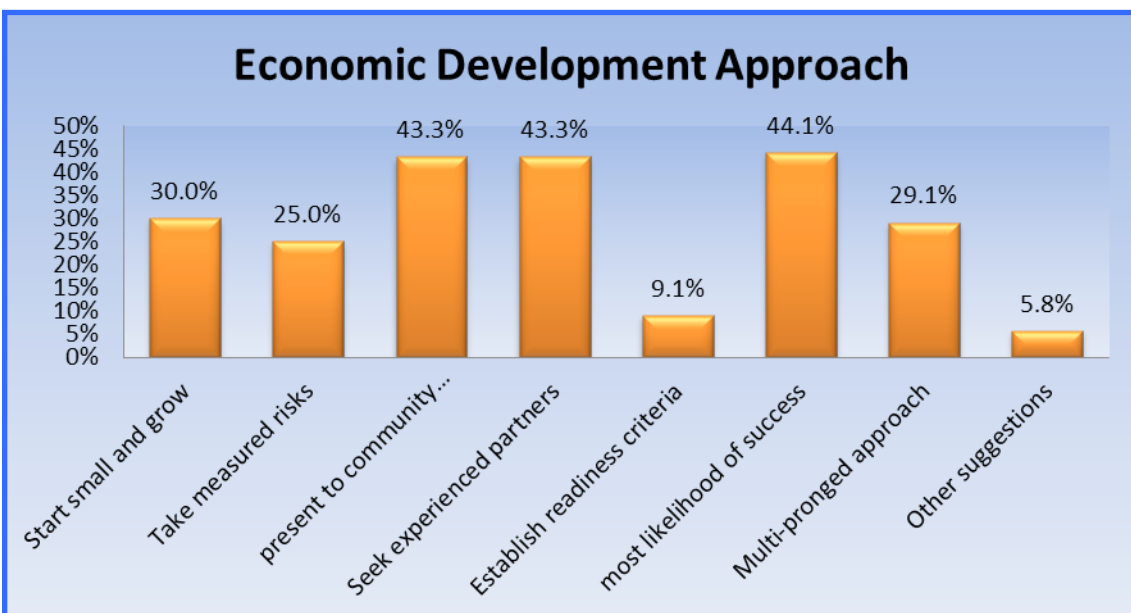
Over 60% of the respondents agree that all these principles apply to development in the community.

Economic Development Approach

There is high agreement among focus group participants that the community must decide its priorities and go forward with plans but, many different views on how to proceed.

At least 44.4% of those surveyed suggest using an approach and starts with the project(s) that have the most likelihood of success (some proven viability). Just as many people 43% indicate potential opportunities should be assessed and presented to the community to invite input.

Partnerships are favoured by 43.3% of the survey respondents while over a quarter of the respondents (28.2%) prefer a multi-pronged approach, looking at several different projects which may have different risk levels.



Supporting Economic Development Investment

Business and other focus group participants are aware of the changing environment and the emerging trend away from government proposal processes toward models that build on own-source revenue. There are different views on the appropriate vehicles to generate the funds to support economic development for the community with many options to raise revenue.

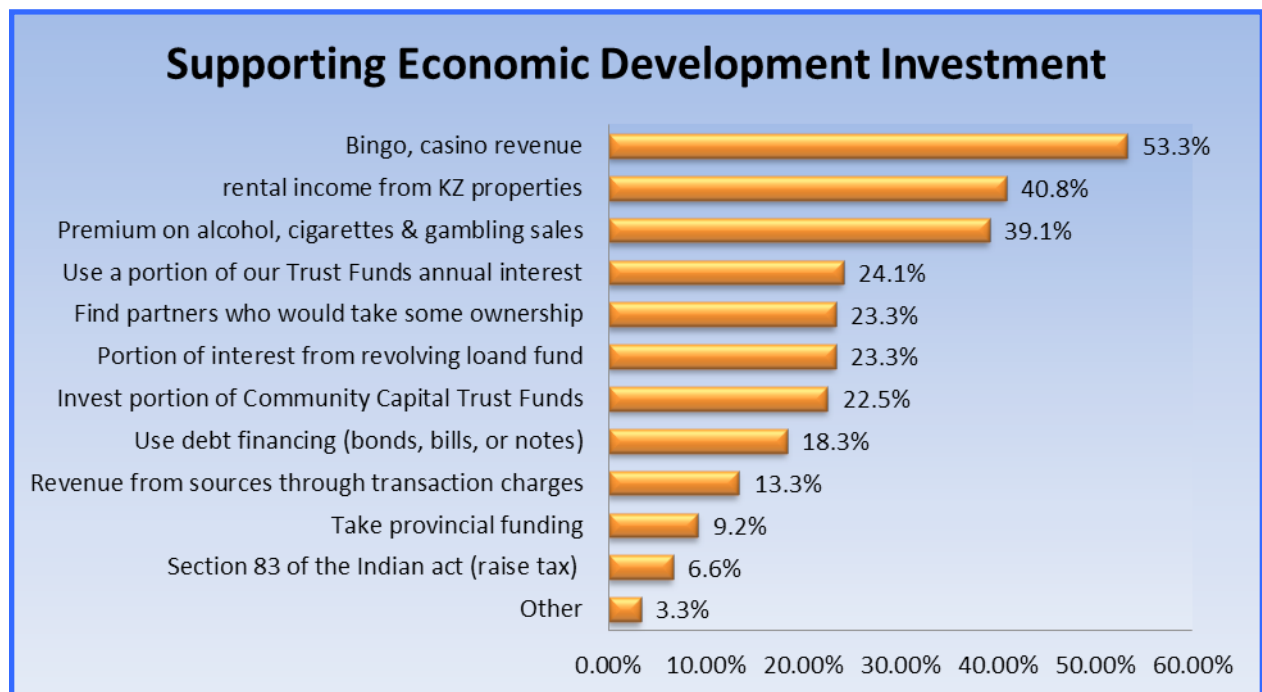
Casino and bingo revenue is a popular choice to fund economic development as is charging a premium on the sale of alcohol, cigarettes and gambling.

Rental income from community properties is seen to be a good source. Kitigan Zibi 2012 financial statements show rental income was \$91,357, an increase from 2011 when the rental income was \$70,558.

Only 9.2% of the individuals appear to favor provincial funding as a source of revenue. Many participants in this study think the band should use current own source revenue.

It is interesting to note that participants at every focus group acknowledge the value of raising money through taxes as source of revenue but among the suggestions made to fund economic development and finance projects, only 6.6% chose this option in the survey.

A comment from the survey suggests the community should purchase fee simple land to provide a source of collateral, and hence, could have an additional source of financing for the community.



Partnerships are perceived as a possibility to consider. Nearly a quarter (23%) of the respondents, suggest it as a source of revenue while 17% highlight debt financing as an option.

Part 3: Regional Trends

Regional Opportunities

Information gathered from the surrounding communities in the region highlight a different regional character on the horizon:

- Forestry will remain a vibrant activity although a move to product transformation is predicted as well as an increase toward automation of the industry that will change how work is performed. The mayor of Maniwaki notes the town is currently looking at housing fabrication plans.
- Horizon 2025: Setting the Strategic Vision for a Valley for Tomorrow highlights the collective strategy of municipalities in the Gatineau Valley and emphasizes continuing the course of development to transform the region into a travel destination.
- Organic farming will be a vibrant activity in the region. Since 2006, nearly 1 million has been invested in a pilot project to test new varieties of crops and production technologies to increase agricultural revenue. Small organic farming is also part of the pilot. The project studied climate, soil, drainage, altitude and various growing conditions with the overall objective to evaluate the adaptability and the profitability of cultivating new crops in the Gatineau Valley. It also looks at growing techniques such as green-house tunnels to understand the possibilities of a prolonged growing season.

Over 143 different varieties of plants grown at locations near Kitigan Zibi (Messines, Bouchette, Deleage, Gracefield St. Therese, and other locations) are being evaluated. Plants in 3 different categories form part of this pilot and include: Small fruit (berries) and vegetables; Grains (cereals soya, canola, wheat and other grasses); and Large-scale agriculture such as forage (animal feed or product used for ethanol).

Of the 143 varieties tested: 41 are small fruit (berries); 54 tested vegetables; 22 are testing cereal, 6 relate to canola while 15 are soya and 5 are for forage, 3 of which are willow.

- The secondary vacationers housing market, made up of 90% of people from the National Capital Region, spend \$40 million annually in the region. These consumers want fresh farm products and foods grown locally according to research into their consuming habits (SADC, 2012).
- More maple sugar production is anticipated. The CLD website announced plans of farmer(s) with the intent to develop a maple sugar farm in the region to increase the industry's capacity.

Tourism

Over the last several years, the Gatineau Valley municipalities adopted a strategy to promote the region as a four-season destination. Gatineau Valley MRCs see a viable market in developing diverse outdoor activities that include:

- eco-tourism, observation and nature interpretation (plants, animals, ecology, etc.)
- walking (nature tourism) and snowshoeing
- bicycling
- canoeing and kayaking (popular pursuits because of the Gatineau, Outaouais and Lièvre rivers)
- snowmobiling
- camping

General tourism spending in Quebec will grow to 7 billion by 2020 (IPOS, 2007).

Number of visitors Origins	Number of Visitors To the Outaouais	Spending (millions)	Average spent per visit
Quebec	997 000	130	130.39 \$
Other provinces	459,000	51	\$111.11
United States	35,000	13	\$371.43
Other Countries	30,000	14	\$466.67
Total	1,521,000	208	\$136.75

Source: Analysis and synthesis of the road to recreation tourism development in the rural Outaouais.

- A snapshot of recreation-tourism spending in the Outaouais region in 2012 shows \$208 000 000 was spent by 521 000 visitors (Bourgoult, 2007). The same study further anticipates an increase in the number of visitors of which 39% of these tourists have an interest in nature experiences in the region.
- Capturing 3 percent of this market (521,000 visitors) as visitors to Kitigan Zibi could bring could bring over 2 million into the community, annually.
- Adept positioning and market development can create the region as a gateway for Quebec visitors because of its proximity to Ontario (Bourgoult, 2007). Currently, most tourists from the Montreal region tend to stop travelling at North of Lac Combonga because there is no reason to attract them further south.

Tourism Challenges

- Infrastructure such as hotels, restaurants and the service sector that cater to the travellers are necessary to attract tourists. Such facilities in the region are limited. For example, travellers want to experience local cuisine that is unique and far beyond what current menus offer. Currently, there are less than 200 hotel rooms available in the region and most have a quality rating of 3 stars or below.
- A faster highway Autoroute 5 (need another section) for any kind of development whether it is tourism or industry is also seen as an essential infrastructure requirement.
- Insufficient investment and capitalization: There has not been substantial new investment made in the region.
- Training in the service sector: The region's agencies recognize that successful tourist destinations have a labour force trained and educated in the tourism sector.
- Lac Leamy Casino: A study that examines recreational tourism opportunities in rural communities in the Outaouais suggests the development of a casino typically pulls tourists away from rural areas (Bourgault, 2013).

Algonquin Cultural Tourism and Authenticity

Kitigan Zibi Community's knowledge, culture and knowledge of the land offers significant tourism potential.

- Interviews with external agencies highlight Algonquin culture, history and knowledge as having significant appeal to travellers and can contribute significantly to tourism in the region.
- In 2007, the impact from spending by cultural tourists in Quebec was over \$1.1 billion. Additionally, older surveys with selected aboriginal businesses participants in this industry estimate aboriginal cultural tourism contributes more than \$100 Million to the Quebec economy (Desjardin Marketing, BESTE, 2004).
- The products and services that relate to the Algonquin culture have an authenticity that gives the community a competitive advantage because it is unlikely to be reproduced elsewhere with the same appeal. Algonquin knowledge of the ecology of the region - the herbs, plants, animals and the natural surroundings is an example that illustrates an authentic experience for nature tourism that is hard, if not impossible to recreate.

Part 4: Future Community Discussion

The study captures Kitigan Zibi community's value proposition (what we are best at doing) and suggest members want to go in a future direction that aligns with growth opportunities in the region and builds upon these identified community strengths.

- Harvesting and small organic farms including the expansion of Awazibi Pure Maple Products
- Tourism and tourism facilities (including sporting, recreation and event management and traditional skills sector and eco-tourism)
- Services and professional sector
- Forestry
- Off-reserve development

Prospects to Consider

- Investing in Awazibi Pure Maple Syrup facility expansion
- Hotel conference facility that supports enterprises such as catering, spas and sports therapies
- Small organic food production incentives and feasibility analysis
- Sporting and festival events
- Joint Algonquin community initiatives
- Developing educational institute and products
- Conference and cultural facility in Ottawa
- Build capacity of forestry contracts management to industry standards

Recommendations

Invest in a Resort Hotel Development

The Kitigan Zibi community can lead a luxury resort hotel facility development in the region that can accommodate 175 to 200 to generate own-source revenue for the community and create new jobs.

Several factors make a resort facility a compelling investment:

- This facility complements small businesses such as: spa-related entities, food production and sporting, recreation and events management and provides an anchor to build upon the activity community members want to do.
- It is aligns with the regional opportunities.
- Small organic food production (other priorities identified) can supply a hotel with healthy, organic, natural food menus.
- The traditional products industry is a source for daily excursions.
- There currently is large visitor traffic in the community.
- The tourists and visitors will spend in the community.
- The community begins to develop capacity for developing and managing real estate opportunities in other parts of Algonquin territory.

Expand Awazibi Pure Maple Syrup Brand

The Existing Facility

The Kitigan Zibi community has invested a million dollars in Awazibi Pure Maple Syrup and continued growth can position the business as a dominant player. The business has grown from a 57 hectare maple hardwood area to 90 hectares and increased from 11,500 taps to 17,000 taps making Awazibi Pure Maple Syrup one of the bigger syrup farms in Quebec.

It is estimated that 44% of Quebec sugar bush operations report 3,000 taps or less, 15% have 10,000 taps or more, while only 2% have more than 30,000 taps (Agriculture Canada, 2012).

Product transformation

There is a need to concentrate on 2 specific business expansion processes. First, additional maple product must be acquired, whether through purchases or additional taps. Secondly, it will be important to invest in facilities such as a processing centre for product transformation, where the syrup can be made into retail and wholesale items, a process that generates three times more revenue and profit.

The expansion of the current facility necessitates the installation of 75 km of food grade tubing and extensions to the main building, pumping station and the addition of two small shelters (KZ website, 2013). An automated transformation unit to make products such as butter and candies is needed. It will cost \$500,000.

The venture's success is dependent on next level growth through additional taps, and vertical integration (do more stages of production). A sales arm will make the business more competitive and strengthen the brand.

Consumers purchasing trends also bode well for Awazibi's growth. Consumers are increasingly looking for foods not only for their basic nutritional value, but also for their health benefits. The attraction to organic food and the interest in nature travel to the region is another factor that suggests this business is ready to grow.

Certification

There is a trend toward organic labeling which requires a certification process with a benefit that producers charge more for their product - an average premium of \$0.15/lb for organic maple syrup delivered in bulk through the selling agency. In Quebec, only 421 out of the 7,400 syrup producers are certified organic, producing roughly 20 per cent of the province's total volume.

Kitigan Zibi should consider doing its own its own certification process and build upon its selling feature that the Algonquin people have produced the product for a thousand years. Certification of organic products is itself a multi-million dollar industry that should not be over-looked. Most organic maple syrup sold goes to export markets.

The Maple Syrup Market on Canada

Quebec is the largest maple syrup producer in Canada and in the world producing 30752 MT in 2006 with a farm gate value estimated at \$154.7 million, accounting for 75% of worldwide production. Most of the production is concentrated in the central and eastern part of the province (Agriculture Canada, 2012). According to data from the Table Filière Acéricole, the number of taps in Quebec stood at 38.033 million in 2005. The Bas-Saint-Laurent area reports the highest number of taps per farm (12,481), and the Chaudière-Appalaches area is the leading syrup producing area in Quebec, averages 5,204 per farm.

As the world leader in exports of maple products Canada's exports reached \$190.2 million. The nine main maple syrup purchasing countries in 2006 were: USA, followed by Japan, Germany, France, Australia, the United Kingdom, Denmark, Switzerland and the Netherlands. These nine countries accounted for 98% of the value of Canadian maple exports (Agriculture Canada, 2012).

Instituting excellence in the management of this community-owned resource is critical to achieving success in these markets.

Develop New Areas of Interest

Wide community discussion on economic development over the next year should engage several different volunteer segments of knowledgeable community members. For example, efforts to reach out to Kitigan Zibi community scholars to lead discussions on how the community can develop its educational opportunities, particularly around its intellectual property, can contribute immense knowledge to development processes. Similar engagement with community members who have specialized expertise and knowledge about how to develop other promising sectors mentioned in the study will benefit the community and continue to examine new areas of interest and the potential complementary opportunities that connect to overall economic development activity.

What economic value and potential can be derived from the sporting, recreation and the events management industry, or Algonquin traditional skills, or the education, health and professional sectors? What opportunities do people see in sporting activity? Is there real interest in sports as a business or is it recreation that people desire? How would this activity fit the other plans previously discussed above? Could cross-cultural expeditions, perhaps in conjunction with other Algonquin communities be a viable at the 1500 camping sites available in the region? Would a conference cultural and educational centre at Victoria Island in Ottawa-Hull bode well as an information centre and serve as a tourism gateway.

How do all these activity contribute to job creation?

Study Methodology

Results are based data collected from 203 respondents and the work was undertaken from May 10, to June 30, 2013.

Response rate: 95%

127 surveys distributed
120 completed (2 couples, and 1 family counted as 1 response)

Limitations with Survey Data

Slight under-representation: 18 to 24, and age 55 group.
10% off-reserve representation

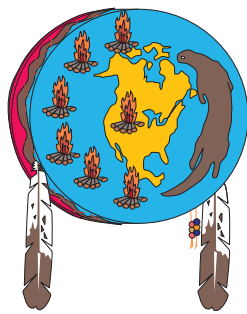
Sources

Key Informant Interviews = 7
Surveys completed = 120
8 Focus Groups = 65 (high representation of seniors 55+)
External sources = 10

Literature French and English documents review = 40
Websites review = 24

Interview external sources representatives

Centre local de développement Vallée-de-la-Gatineau (CLD)
Mayor of Maniwaki
Gatineau Valley Tourism
Prefect Gatineau Valley MRC
Caisse Populaire
Procurement AANDC
Algonquin Anishinabeg Nation
Chamber of Commerce Maniwaki
Business Development Bank of Canada (Outaouais)
Societe Aide Development des Collectifs (SADC)



Kitigan Zibi Band Council
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