



# nation nation

MEETING COMMUNITY NEEDS WITH SUSTAINABLE INITIATIVES **FALL 2005**

## **WEATHER DANCER 1**

Piikuni First Nation:  
Presence of a Champion

## **SEABIRD ISLAND**

Sustainable Community Demonstration Project

## **EAGLE FOREST**

Managing An Inhabited Forest

## **NK'MIP DESERT AND HERITAGE CENTRE**

Osoyoos First Nation

More Inside...



# nation to nation

Everyone wants to live in a healthy and sustainable community. There are many components to sustainability—a healthy natural environment with clean water, opportunities for community economic development and meaningful employment, and a healthy and thriving society.

In working to meet the needs of your community it can be hard to balance these components, at times it might even seem like they compete with each other. For example, activities that contribute to economic self-sufficiency can come at the expense of the natural environment. This does not have to be the case.

Meeting community needs in a way that does balance these components—in a way that is sustainable—is the subject of this magazine. These pages contain an overview of stories about local initiatives in 15 First Nations that meet community needs in a way that is sustainable.



## **We call these initiatives, sustainable initiatives:**

A sustainable initiative respects, acknowledges, and incorporates a community's culture, traditions, spiritual beliefs and values, while promoting self-sufficiency, health, and healing for present and future generations.

These sustainable initiatives are drawn from First Nations across Canada, from Sheshatshiu Innu Nation in Labrador to Seabird Island First Nation in British Columbia to Wha Ti First Nation Northwest Territories. Each of the 15 communities is represented on the map to the left.

## **The common keys to success amongst the sustainable initiatives are:**

1. Establishing partnerships and working relationships
2. Accessing external funding
3. Using local resources and community capacity



The Nation to Nation magazine was produced by the Centre for Indigenous Environmental Resources (CIER), a national First Nation-directed environmental non-profit organization in partnership with Indian and Northern Affairs Canada. CIER offers research, advisory, and education and training services to Indigenous communities, governments, and private companies in four interconnected topic areas: forests, climate change, water, and sustainability.

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## *Sustainability - Like a Sweetgrass Braid*

*Like the three strands that make up a sweetgrass braid, the environmental, economic and social components of a community are strongly intertwined. Each strand of sweetgrass is strong on its own, but braided together they are even stronger. Tightly braiding the environmental, economic and social components of your community can make it, healthy and sustainable.*





# PRESENCE OF A *Champion*

## WEATHER DANCER 1, PIIKUNI FIRST NATION

### **The Vision**

*The development of a community owned wind turbine, the first step in becoming a player in the energy production field.*

### **Message to Others**

*“It is important that all requirements, permits and studies have been taken care of, milestones are set and worked on, and a critical path identified and followed. The project team needs to know how it all works and current trends in the industry and technology fields.*

*There is a lot of hard work to be done, which requires time, energy and patience to complete.”*

– William Big Bull

### **Keys to Success**

*Weather Dancer 1, was successful for two main reasons: the presence of a champion, and establishment of a business partnership.*

*The project champion, William Big Bull, spent over twelve years working on the project. He built a partnership between the First Nation and a large utility company. This partnership provided resources not previously available to the community.*

#### **BECOMING A CHAMPION**

Becoming a champion can be difficult. In William Big Bull’s case, it required developing a clear vision of the end result, and communicating that vision to community members, leaders, elders, and external partners. He had to develop many contacts by networking with people who are knowledgeable about wind power. Using this information he developed a plan to harness the natural wind resource.

#### **ESTABLISHING PARTNERSHIPS**

To harness the natural resource Piikuni, through Piikuni Utility Corporation, established a partnership with EPCOR Utilities Inc. This partnership provided the financial resources needed to purchase and erect the wind turbine, access to the power grid, and customers who purchase the power.

#### **ADDITIONAL KEYS TO SUCCESS**

To network and gather information, the project champion attended conferences on wind power technology. To gather community support, the project champion conducted a questionnaire with community members. To attain community leadership support, the project champion showed how the project fit with the Community Plan.

**For more information contact:**  
*William Big Bull, Energy Manager  
Piikuni Utilities Corporation*

*(403) 965-3001*



*Big Bull showcases the natural wind resource in the area and future plans for the community.*

## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

Weather Dancer 1 is partly owned by the Piikuni First Nation and provides continuous employment for four community members. The First Nation sells part of the electricity generated by the wind turbine. This sale supports the Piikuni Utilities Corporation (PUC) office, and future development and projects within the community.

### SOCIAL SUSTAINABILITY

Community pride for the project increased significantly when operation of Weather Dancer 1 began. As a result, there is greater hope, support and ability to complete more wind energy projects in the community. Weather Dancer has also exposed community youth to environmental issues and how it affects their everyday life.

### ENVIRONMENTAL SUSTAINABILITY

Weather Dancer 1 is a renewable energy project with very little impact on the environment. The inexhaustible wind resource drives the turbine to generate emission-free electricity. The land around the wind turbine used for grazing, can also be used for farming



*William and Owna Big Bull*

## Project facts

*Weather Dancer 1 is a 900KW turbine constructed by Piikuni Utilities Corporation (PUC) and EPCOR Utilities.*

### Partnership Agreement

*PUC owns 51% shares of the turbine, EPCOR owns 49%. After ten years PUC can buy-back all shares. EPCOR sells 80% of the energy to their customers, 20% is sold by PUC to regional power pool.*

### Funding

*EPCOR provided funding, approx. \$1 Million to develop and construct the turbine. To develop the project proposal PUC received \$180,000 in grants from the Resource Access Negotiations (RAN) Program and Aboriginal Business Canada (ABC).*

### Preexisting Factors

*Piikuni is located in a region known for its wind resource.*

## Piikuni First Nation, Brocket, Alberta

Piikuni Nation's on-reserve population is 2,275 (total population of 3,354) with a land area of 42,612.7 hectares. The Piikuni people are part of the Blackfoot Tribe in the neighbouring State of Montana.

The community is located 185km south of Calgary, on the Provincial Highway Number 3 between the towns of Pincher Creek and Lethbridge.





# MANDATE *of the People*

## **BROKENHEAD OJIBWAY NATION HISTORIC VILLAGE, BROKENHEAD OJIBWAY NATION**

### ***The Vision***

*Prevent further loss of the language, culture, and traditional values by providing a place for traditional education and cultural programs within the community.*

### ***Message to Others***

*Historic Village Manager, Carl Smith said, “it is important to deliver the information in a very straightforward manner and be honest about what you are doing. It is important to have the support of the elders, community leadership and everybody who is connected to the project. Start with what you can handle and have a good business plan that is doable”.*

### ***Keys to Success***

*Brokenhead Ojibway Nation Historic Village is successful for two main reasons: community agreement and effective leadership.*

*The dream to have a traditional Ojibway village at Brokenhead Nation was shared by Chief Jim Bear and the community in 1986, years before the vision was realized in 1996. Community agreement, leadership and partnerships coming together at the same time led to success.*

#### **COMMUNITY AGREEMENT**

The Historic Village came into being because the community members agreed that reconstructing their traditional Ojibway village would help to prevent the loss of their language, traditional values and knowledge.

#### **EFFECTIVE LEADERSHIP**

To create a “Mandate of the People” the community leadership encouraged idea sharing through community brainstorming meetings. Once ideas and projects were agreed upon, financial and feasibility studies were completed indicating viable projects for the community with the available resources, land base, and financial capabilities.

#### **ADDITIONAL KEYS TO SUCCESS**

Two First Nations organizations, South East Resources Development Council and South East Assembly of Manitoba supported the development of the Historic Village project. Manitoba Model Forest Network and other organizations partnered on the development of the wetlands ecological reserve.

#### ***For more information contact:***

*Carl Smith  
Brokenhead Historic Village  
Scanterbury, Manitoba*

*(204) 766-2483*

## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

Future plans for the Historic Village include marketing strategies and increasing the programs offered. The Historic Village will partner with the new casino being constructed in the community to offer a tourist package.

### ENVIRONMENTAL SUSTAINABILITY

The Historic Village site is carefully maintained to support the existing plant and animal communities that provide the setting for the traditional cultural and environmental programming. The Historic Village and Brokenhead Ojibway Council will manage the new Brokenhead Wetlands Ecological Reserve (2004).

### SOCIAL SUSTAINABILITY

The development of the Historic Village has been a positive and encouraging experience for the Brokenhead Ojibway Nation community members. The village has provided recognition of the community, the skills of their people, and the value of their Traditional Knowledge to visitors from all over the world.



Visitors to the Historic Villiage can spend a night in a teepee on site.



Rock formation created by a community elder.

## Project Facts

Brokenhead Ojibway Nation Historic Village is an interpretive centre with trail systems, camping facilities and Powwow grounds. Traditional Ojibway ecological, cultural, medicinal and environmental knowledge programs are offered to the visiting public and community groups.

### Funding

Annual operating costs of the Historic Village are \$48,000; the First Nation covers 30% and program fees and grants cover 70%. The Economic Development Officer in Brokenhead Ojibway Nation Administration is responsible for grant applications.

### Preexisting Factors

Brokenhead Ojibway Elders retained their traditional knowledge and the land that had been set aside was used for the village.

## Brokenhead Ojibway Nation, Scanterbury, Manitoba

Brokenhead Ojibway Nation's on-reserve population is 450 (total population of 1,500) with a land area of 5,412 hectares.

The community is located on Highway 52 that runs north from Winnipeg to Grand Beach Provincial Park.





**INKAMEEP VINEYARDS LTD., NK'MIP CELLARS, NK'MIP DESERT AND HERITAGE CENTRE, OSOYOOS FIRST NATION (OSOYOOS INDIAN BAND)**

### ***The Vision***

*Achieve economic self-sufficiency through developments that balance social responsibility and economic opportunities.*

### ***Message to Others***

*“Treat the business as a business. Make the decisions that need to be made. Community owned businesses tend to be over staffed, due to the social responsibility of the leadership, but that does not mean that it cannot be profitable at the same time.”*

– Chief Clarence Louie

### ***The Results***

*Osoyoos Indian Band (OIB), has undertaken a large, multi-faceted, development project that combines economic development with social action and responsibility. These projects support community development and involvement in business and social enrichment.*

*The projects contribute to community sustainability in the following ways.*

#### **ECONOMIC SUSTAINABILITY**

The community owned businesses are moving towards self-sufficiency and providing employment for community members. The success of these projects supports further economic development and opportunities.

ronment and natural resources of Osoyoos Indian Band will be sustained into the future.

#### **SOCIAL SUSTAINABILITY**

The Osoyoos Indian Band is committed to its businesses achieving economic self-sufficiency by the year 2005. This goal will be reached through the training and education of their people, which ensures that pride in their heritage will guide them in developing their resources for the benefit of future generations.

#### **ENVIRONMENTAL SUSTAINABILITY**

Inkameep Vineyards, Nk'Mip Cellars, and Nk'Mip Desert and Heritage Centre have a direct relationship with the environment. Each project has taken action to ensure the envi-



### **Osoyoos First Nation (Osoyoos Indian Band), Oliver, British Columbia**

Osoyoos First Nation's on-reserve population is 288 (total population of 421) with a land area of approximately 13,000 hectares.

Osoyoos Indian band, Nk'Mip, as it is known in the Okanagan language, is located along Osoyoos Lake and Okanagan River between the towns of Osoyoos and Oliver, British Columbia.



## Keys to Success – Inkameep Vineyards Ltd.

*Inkameep Vineyard was successful for two main reasons: dedication and decision of the general manager, and business development planning.*

*The general manager, James Baptiste, has managed the vineyard for fifteen years. He has developed a successful operation known for providing a high quality product. The dedication of management and staff ensure clients are supplied with the best product and service.*

### DEDICATION OF THE GENERAL MANAGER

Management of a large-scale vineyard requires intimate knowledge of the grape growing business. James Baptiste, former President of BC Grape Growers Association, has this knowledge and confidence to make difficult decisions maintaining a high quality product. Careful negotiations ensure their grapes receive a good price.

### BUSINESS DEVELOPMENT

Inkameep Vineyard has ten contracts to supply grapes to wineries, more than any other privately owned vineyard. Operations follow a ten-year

business plan outlining expansion plans, re-evaluation, and changes to grape varieties grown. Research of new trends and technologies in the industry enables Inkameep to anticipate and meet future market demand.

### ADDITIONAL KEYS TO SUCCESS

Dedication of the long-time staff enables Inkameep operations to run smoothly. Many staff members have been at the vineyard since it commenced production. They work extended hours during harvesting and when there is a risk of frost, ensuring the vines are protected from damage.

**For more information contact:**

*James Baptiste  
Inkameep Vineyards Ltd.  
Oliver, B.C.*

*(250) 498-3552*

## Project Facts

*Inkameep Vineyard is a 98.3 hectare (243 acre) operation that supplies wineries with high quality grapes.*

### Community Business

*Inkameep Vineyard is owned and operated by the Osoyoos Indian Band Development Corporation. It is a 100% First Nation owned vineyard in the North America and is one of the largest privately owned grape growing operations in BC.*

### Funding

*Indian and Northern Affairs programs were accessed to start Inkameep Vineyards in later 1960's. Current operating costs, approx. \$1.0 million, are covered by contracts and sales.*

### Pre-existing Factors

*Osoyoos has the best grape growing climate in BC. Of the 2,500 ha (6,000 acres) of vineyards in B.C., 526 ha (1,300 acres) are located on land owned by Osoyoos Indian Band.*



*Inkameep Vineyards has 98.3 hectares of vines and sits on a plateau to the east of the town of Oliver, BC.*



*James Baptiste, General Manager showcases the quality grapes grown at Inkameep Vineyards.*



*Nk'Mip Cellars facility showcases the wine making process and unique culture of the First Nation.*

*Nk'Mip Cellars is surrounded by vineyards used to make their wines.*



## **Project Facts**

*Nk'Mip Cellars is a wine production facility developed by Osoyoos Indian Band Development Corporation (OIBDC) and Vincor International Inc.*

### **Partnership Agreement**

*OIBDC owns 51% of the business, Vincor owns 49%. Both partners sit on the Board of Directors. Vincor currently operates and manages the production facility.*

### **Funding**

*Financing for the facility was \$4 million and was accessed through government programs and two shareholders. Current projected revenue is \$1.3 million with production and marketing costs of \$1.5 million. Future projections indicate a net profit starting in 2008.*

### **Pre-existing Factors**

*Nk'Mip Cellars is part of a larger development, Nk'Mip Project, a "destination resort" is slated for land owned by Osoyoos Indian Band located outside Osoyoos, BC.*

## **Keys to Success – Nk'Mip Cellars**

*Nk'Mip Cellars is successful for two main reasons: creation of partnerships, and production of award winning quality wines using Inkameep Vineyard and other Osoyoos grown grapes.*

*Nk'Mip Cellars is a new venture developed by Osoyoos Indian Band Development Corporation (OIBDC). The project is part of a larger project aimed at economic development for the First Nation. The development is located on lands owned by the community.*

### **CREATING PARTNERSHIPS**

Development of a new wine production facility and launching a product into the marketplace is a major undertaking. OIBDC established a partnership with Vincor International Inc., Canada's largest commercial winemaker, to start Nk'Mip Cellars; a First Nation owned and operated winery. The partnership provided the financial resources and experience needed to develop, market, and launch the new product.

### **AWARD-WINNING QUALITY WINES**

Nk'Mip Cellars wines are made from special Venifera grapes grown by Inkameep Vineyard Ltd. Their five wines have won Canadian and British Columbian vintner awards.

An aggressive marketing plan was developed to launch the wine label. The production facility was developed as a destination location providing a unique atmosphere of traditional culture and new technology.

### **ADDITIONAL KEYS TO SUCCESS**

The project and facility combines the Okanagan culture with a quality product. Nk'Mip Cellars facility offers visitors a unique experience while providing employment opportunities and economic support to the First Nation. The success of the Cellars brings recognition to the community and showcases its business development abilities.

### **For more information contact:**

*Donna Faigaux  
Nk'Mip Cellars  
Osoyoos, B.C.*

*(205) 495 -9145  
[www.nkmipcellars.ca](http://www.nkmipcellars.ca)*

## Keys to Success – Nk'Mip Desert and Heritage Centre

*Nk'Mip Desert and Heritage Centre, is successful for two main reasons: involvement of the community, and support of Nk'Mip businesses and Osoyoos Indian Band (OIB).*

*"The mission of the Nk'Mip Desert & Heritage Centre is to promote respect and understanding of the living culture of the Okanagan People and conserve and interpret Canada's only desert."*

### COMMUNITY INVOLVEMENT

Nk'Mip Desert and Heritage Centre supports understanding and education of Okanagan culture and the preservation of the Okanagan language. Okanagan history was researched and incorporated into the development of the project. Community members participate in various aspects of the centre including building a traditional village, teaching history, culture, and language.

### SUPPORT FROM NK'MIP BUSINESSES AND OSOYOOS INDIAN BAND

Nk'Mip Desert and Heritage Centre is provided as part of the social responsibility and cultural education of the OIB. Social and heritage museums and projects rarely turn a profit and require additional finances to operate. The Centre is supported by the other Nk'Mip businesses and OIBDC.

### ADDITIONAL KEYS TO SUCCESS

Osoyoos owned lands are situated in the Great Basin Desert, a unique North American desert ecosystem, home to 26 animal and plant species currently listed 'at risk' by Environment Canada. Current research projects offer opportunities for OIB youth to train with biological scientists and Elders who provide valuable traditional knowledge to the understanding of these species. The research projects, may be viewed by the Centres' visitors .

### For more information contact

*Brenda Baptiste*

*Nk'Mip Desert and Heritage Centre  
Osoyoos, B.C.*

*(250) 495-7908*

*[www.nkmipdesert.com](http://www.nkmipdesert.com)*

## Project Facts

*Nk'Mip Desert and Heritage Center is owned by Osoyoos Indian Band and contains 404 (1000) hectares of undeveloped desert landscape.*

### Operation and Development

*The business is owned and operated by the community. A new \$1 million Interpretive Centre is in the final stages of construction.*

### Funding

*Capital costs of the Centre were \$4.5 million and were accessed from a banking institution, OIB, OIBDC and government agencies. Financing for the Interpretive Centre was accessed through Infrastructure Canada and Heritage Canada.*

### Preexisting Factors

*The necessary protection of the unique desert landscape provided an opportunity to combine traditional Okanagan knowledge and scientific educational programming about this valuable natural resource and the Okanagan people's life within it.*



*The interpretive trail showcases traditional structures, a village, and sculptures created by a local artist.*



# SUPPORTING *Community Housing*

## HEALTHY HOUSING PROGRAM, MOHAWKS OF THE BAY OF QUINTE

### ***The Vision***

*Construct energy-efficient, healthy housing designed to meet the diverse needs of community members while providing on-reserve opportunity for training and employment in the construction trade.*

### ***Message to Others***

*Chief Donald Maracle says: “Public education is key in getting community support and word of mouth is important for getting information out. Addressing social issues is key to having a successful mortgage program.”*

*Chris Maracle, Director of Housing, Parks, and BPM at the Mohawks of the Bay of Quinte, says, “Do your background research, and be practical, as you have limited resources. Keep the work in the community, and invest in training. You need both the political support and the community support, because if the community doesn’t believe in it, it won’t happen.”*

### ***Keys to Success***

*The Healthy Housing Program is successful for two main reasons: community support and R-2000 building standards.*

*The project was developed due to a shortage of housing in the community. The community adopted the R-2000 standard of building for rental houses in 1993 as a way to solve a mould problem that was developing in houses built by conventional construction methods.*

#### **COMMUNITY SUPPORT**

The community’s housing program has a high level of involvement by both community members and the Council. Community members benefit from the program as tenants and homeowners and are employed in all aspects of the housing construction.

#### **R-2000 BUILDING STANDARDS**

The adoption of the R-2000 building standard and the “design for the end user” model have resulted in homes which are energy efficient, economical to live in, and comfortable for the residents.

#### **ADDITIONAL KEYS TO SUCCESS**

Bay of Quinte Mohawks Chief and Council have made sound financial investments in a mortgage program for their housing needs over the past thirty years. The mortgage program investment totals \$12.5 million and the capital helps to fund the housing program.

#### ***For more information contact:***

*Chris Maracle  
Mohawks of the Bay of Quinte  
Healthy Housing Program  
RR 1  
Tyendinaga Mohawk Territory,  
Ontario K0K 1X0*

*Telephone: (613) 396-3424*



*New home construction includes multi-family and single family 'granny units'.*



## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

The housing and mortgage program helps to stop leakage of money and people from the community, by employing community members in the construction trade and supporting a lumberyard on-reserve.

### ENVIRONMENTAL SUSTAINABILITY

Environmental considerations were a key component of the decision to build the new R-2000 homes. The energy efficient homes reduce greenhouse gas (GHG) emissions, as part of the community's commitment to the Kyoto Accord, and reflect increasing community environmental awareness. Parks and green spaces are incorporated into the new subdivisions.

### SOCIAL SUSTAINABILITY

Supporting a socially healthy community has been integrated into the housing program policies and development. Leadership knows that a healthy community starts with a healthy home having adequate space. Programs helping community members address personal and family issues promote a healthy lifestyle that encourages care for their homes and financial responsibility.



*Home designs incorporate many features including lower window sills.*

## Project Facts

*The Mohawks of Bay of Quinte Healthy Housing program provides new homes to community members built to the R-2000 standard.*

### Partnerships

*The Mohawks of the Bay of Quinte formed partnerships with Human Resources Development Canada (HRDC), Canadian Mortgage and Housing Corporation (CMHC), Bank of Montreal (BMO), and Natural Resources Canada.*

### Funding

*A large portion of the funding comes from INAC and community members through existing program funds, revolving loans and rental regimes. A Loan Guarantee Program was negotiated between BMO and Council.*

### Preexisting Factors

*Previous experience in housing initiatives contributes to the success of the current Healthy Housing Program. Leadership took the initiative back in 1970 to start a mortgage program to support community housing.*

## Bay of Quinte Mohawks, Tyendinaga Mohawk Territory, Ontario

Bay of Quinte Mohawks on-reserve population is 2,200 (total population of 6,000) with a land area of 7, 274 hectares. The community has been settled on this territory since 1784.

The community is located on the shores of the Bay of Quinte on the north shore of Lake Ontario. It is accessible from Highway 401 that runs between Ottawa and Toronto, Ontario.





# CREATING *Partnerships*

**NIIGON TECHNOLOGIES LTD.,  
MOOSE DEER POINT FIRST NATION**

## ***The Vision***

*Establish a business that contributes to and helps define future economic opportunities for the community.*

## ***Message to Others***

*Plan and look at all of your options. Ensure community involvement and get endorsement throughout the project. Have community meetings, and send out advisories in the community newsletter.*

*Look for money and resources for your project. "Separation of business and politics is key", says Rhonda King, member of Council, Moose Deer Point First Nation.*

## ***Keys to Success***

*Niigon Technologies Ltd. is successful for two main reasons: community involvement and the establishment of a business partnership.*

*A chance meeting, between former Chief J. Edward Williams and Robert Schad, a local cottager, philanthropist, and President of Husky Injection Molding Systems Limited led to a vision for a sustainable economic development initiative to benefit Moose Deer Point First Nation.*

### **COMMUNITY INVOLVEMENT**

A Sustainable Community Committee was formed by members of Moose Deer Point First Nation to oversee the development of the Niigon Technologies Ltd. Project, an automated injection molding facility with environmental and community sustainability integrated into the design and construction.

### **ESTABLISHING A PARTNERSHIP**

Moose Deer Point partnered with Husky Injection Molding Systems Ltd., a leading supplier of injection molding equipment and services, to develop Niigon Technologies facility.

### **ADDITIONAL KEYS TO SUCCESS**

Interested community members were invited to tour the Husky operation and facilities in Bolton, Ontario. Husky assisted in launching the operation in Moose Deer Point. They provided training for the new workers prior to completing the facility and coordinated on-site training once the manufacturing equipment was installed.

### ***For more information contact:***

*Cheryl St.Pierre  
Niigon Technologies Ltd.  
P.O. Box 10  
MacTier, Ontario P0C 1H0*

*(705) 375-0770  
www.niigon.com*

## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

Niigon Technologies is well on its way to being self-sufficient, and has in-kind support from Husky on an as needed basis. Niigon would like to expand their production to include high-end products, small automotive products, and telecommunications components.

### ENVIRONMENTAL SUSTAINABILITY

The facility development used construction techniques that promote environmental sustainability of the site. The building infrastructure is solar powered. Curtains cover the large windows reducing light pollution and preventing interference with natural habitat outside the building at night. A bio-filtration pond surrounded with native plant species naturally filters wastewater created by the plant.

### SOCIAL SUSTAINABILITY

The Niigon building has a Health and Wellness Centre for the staff, and has space for meetings that is available to community members. As Niigon Technologies continues to expand, a portion of its profits will go back into the community through a trust fund that will support community projects.



*Mural depicting the clans of Moose Deer Point community members.*



## Project Facts

*Niigon Technologies Ltd. is an automated injection molding facility.*

### Funding

*Funding for the project was provided by INAC, Aboriginal Business Canada (ABC), Husky Injection Molding Ltd., the Schad Foundation, and Moose Deer Point First Nation. Human Resources Development Canada (HRDC) and the Ogemawahj Tribal Council helped fund training of community members for the project.*

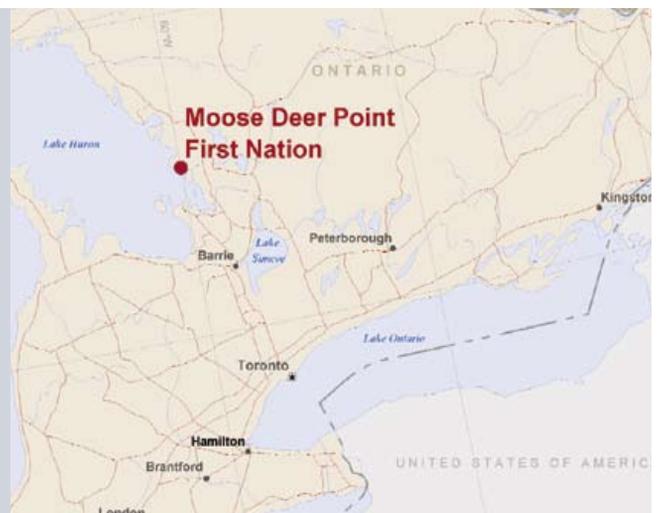
### Preexisting Factors

*The community had a high level of environmental awareness before the project inception.*

## Moose Deer Point First Nation, MacTier, Ontario

Moose Deer Point First Nation's on-reserve population is 200 (total population of 435) with a land area of 250.5 ha. Moose Deer Point First Nation is a member of the United Anishnaabeg Councils (UAC).

The community is located 2 hours north of Toronto, Ontario on Georgian Bay adjacent to the O'Donnell Point Provincial Nature Reserve.





# UTILIZING *their Resources*

## **AWAZIBI MAPLE SYRUP PRODUCTION, KITIGAN ZIBI ANISHINABEG**

### ***The Vision***

*Utilize the First Nation owned and maintained “Sugar Bush” for the development of a maple syrup production business.*

### ***Message to Others***

*“Planning, marketing, community support, and involvement are key in getting your initiative off the ground,” says Frank Meness, a councillor of the Kitigan Zibi Anishinabeg.*

### ***Keys to Success***

*Awazibi Maple Syrup Production is successful for two main reasons: the presence of champions, and a community owned, saleable, natural resource.*

#### **PROJECT CHAMPIONS**

The Kitigan Zibi First Nation project champions were Verna McGregor and Thomas Ferguson. Verna initiated a feasibility study that justified the investment in a Band operated maple syrup production business. Thomas Ferguson was the first individual to run the production.

#### **NATURAL RESOURCE: COMMUNITY OWNED “SUGAR BUSH”**

The Awazibi Pure Maple Syrup production is situated on a 57-hectare mixed growth forest. Over a decade ago, the community made the decision to protect common lands, including the sugar maple stands tapped by Awazibi.

#### **ADDITIONAL KEYS TO SUCCESS**

Maple syrup production was a traditional activity practiced by the local Algonquin people.

Their traditional knowledge of the tending of the “sugar bush” and familiarity with the production process assured their success in this venture.

#### ***For more information contact:***

*Rebecca Printup  
Kitigan Zibi Anishinabeg  
Maniwaki, Quebec, Canada*

*(819) 449-5170*

## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

The future goal is for growth of Awazibi Pure Maple Syrup by focusing on its marketing activities to increase sales and generate higher profit margins in order to expand the operations. Awazibi Pure Maple Syrup plans to add another 6,200 taps, in addition to its current 12,000 taps. The facility produced over 11,000 litres of pure maple syrup in the 2004 season.

### ENVIRONMENTAL SUSTAINABILITY

Tapping of the maple trees follows guidelines and recommendations that prevent long-term damage or harm to the individual trees or the stand. These guidelines limit the number of taps placed in each tree, the location of the taps around the tree trunk, the

minimum trunk diameter of a tapped tree and the number of times the tree can be used.

### SOCIAL SUSTAINABILITY

The ceremonies held for the harvest are also times for the community to come together in a spiritual way. Elder Peter Decontie explains the significance of the traditional ceremonies related to the opening of the maple syrup production, “Right there in the area where the harvesting takes place, it’s strictly for the maple trees. Maple trees are given the first attention because of their gift to our people. Once the harvest is done, we go back and do another ceremony for thanksgiving, and acknowledge the Creator’s Gifts, and what the maple tree means to our people.” The community is very proud of the project.



## Project Facts

*Awazibi Maple Syrup Production is wholly owned and operated by the First Nation. The company is a member of the Quebec Federation of Maple Syrup Board, supplying them with syrup.*

### Funding

*Start-up cost for the production facility was \$600,000. Aboriginal Business Canada (ABC) and Indian and Northern Affairs Canada (INAC) each contributed up to 50% of the funds required.*

### Preexisting Factors

*The “sugar bush” was growing on lands owned and protected by Kitigan Zibi Anishinabeg First Nation*



## Kitigan Zibi Anishinabeg, Maniwaki, Quebec, Canada

Kitigan Zibi Anishinabeg on-reserve population is 1,450 (total population of 2,606) with a land area of 18,437 hectares. The Kitigan Zibi Anishinabeg are members of the Algonquin First Nation people. Kitigan Zibi means “Garden River” in the Algonquin language.

The community is located in Quebec, 140 km north of Ottawa/Hull on Highway 105.





## Keys to Success

*The Eagle Forest Project is successful for two main reasons: the foresight to recognize an opportunity and the establishment of business and management partnerships.*

# RECOGNIZING *the Opportunity*

## EAGLE FOREST PROJECT, KITIGAN ZIBI ANISHINABEG

### **The Vision**

*Create a sustainable “inhabited forest” environment that allows for economic development, and, at the same time, meets the social and cultural needs of the community.*

### **Message to Others**

*“Planning, marketing, community support and involvement are key in getting your initiative off the ground,” says Frank Meness, a councillor of the Kitigan Zibi Anishinabeg council.*

### RECOGNIZING OPPORTUNITY

When the Quebec government wanted to move the concept of an “inhabited forest” from idea to reality, Kitigan Zibi Anishinabeg First Nation recognized the potential and signed on as one of the three founding members of the pilot project. Eagle Forest is 1 of 14 pilot projects that were developed.

### ESTABLISHING PARTNERSHIPS

The Eagle Forest Project is a partnership between Kitigan Zibi Anishinabeg, local companies, organizations and interested parties. A board of directors oversees the Eagle Forest Project and makes decisions regarding its management, operations, and growth.

### ADDITIONAL KEYS TO SUCCESS

The diversified activities and programs in the Eagle Forest Project include: resource management; timber cruising and forest inventory; harvesting of timber and non-timber forest products; wildlife and habitat management; research; eco-tourism; aerial treks; a recreation trail system; interpretive programs; and cottage rentals.

#### **For more information contact:**

*Marc Beaudon  
Eagle Forest Corporation  
Maniwaki, Quebec, Canada*

*(819) 449-4111*



Eagle Forest logo.

## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

The Eagle Forest plans on expanding its tourism based activities and improving the forest management process in the Upper Gatineau Valley. The Director of Operations, Marc Beaudon, would like to see additional forested land added to the Eagle Forest Project.

### ENVIRONMENTAL SUSTAINABILITY

The “inhabited forest” concept uses sustainable forest management practices and sustainable economic development planning in its forestry, eco-tourism and cottage development projects.

### SOCIAL SUSTAINABILITY

The employment opportunities available to Kitigan Zibi community members maintain their connection with their traditional territory. The community is very proud of the project. The knowledge that Eagle Forest is will continue to be enjoyed and utilized by future generations has helped the community to face the future with greater hope.



Pavillion building located in the heart of Eagle Forest.

## Project Facts

The Eagle Forest Project is an “inhabited forest” forest management pilot project initiated in 1996.

### Partnerships

The partners represented on the Board of Directors includes: L’Institut Québécois d’aménagement de la forêt feuillue (IQAFF); La Première Nation Kitigan Zibi Anishinabeg; L’Association de chasse et pêche de la réserve Pontiac (ZEC Pontiac); L’Association de chasse et pêche de la Desert (ZEC Bras-Coupe-Desert); Le Club de motoneige Les Ours Blancs; and La Municipalité de Cayamant.

### Funding

The Eagle Forest Project is funded through the harvesting and sale of timber products and ecotourism programs. Revenues from the Eagle Forest Project are approximately \$2-3 million a year. Specific projects and programs within Eagle Forest are funded through government departments. The project receives no core funding.

### Preexisting Factors

The Eagle Forest Project is located in a region that was previously a provincial forest reserve.

## Kitigan Zibi Anishinabeg, Maniwaki, Quebec, Canada

Kitigan Zibi Anishinabeg on-reserve population is 1,450 (total population of 2,606) with a land area of 18, 437 hectares. The community is a member of the Algonquin First Nation people. Kitigan Zibi means “Garden River” in the Algonquin language.

The community is located in Quebec, 140 km north of Ottawa/Hull on Highway 105.





# UTILIZING *Partnerships*

## SUSTAINABLE COMMUNITY DEMONSTRATION PROJECT, SEABIRD ISLAND FIRST NATION

### ***The Vision***

*Address housing concerns by providing a sustained improved housing plan that meets the needs of Seabird Island's growing community and aging population.*

### ***Message to Others***

*Take each project as a learning opportunity, but make sure all bases are covered in the process, and the roles participants and partners will be playing are defined.*

*- Wendy Phair, Capital Housing manager*

### ***Keys to Success***

*The Sustainable Community Demonstration Project was successful for two main reasons: the creation of partnerships, and community involvement in the process.*

*Seabird Island spent 18 months working with partners developing site and house plans. The community accessed many resources and sponsors. The project used an innovative approach incorporating new technologies and materials.*

#### **CREATING PARTNERSHIP**

Seabird Island and Canadian Mortgage and Housing Corporation worked together, developing the demonstration project. The partnership provided the community with resources, contacts and access to the professional services of an architect. The collaboration incorporated sponsors, donated material, services and training.

#### **COMMUNITY INVOLVEMENT**

Community members identified housing as an issue that needs to be addressed. The process enabled involvement of community members in the planning, consultation and construction areas. Capacity building of skills and training was important throughout the process. A building committee ensured "the voice of the people" was included throughout the project.

#### **ADDITIONAL KEYS TO SUCCESS**

Incorporation of new materials depended on the support of sponsors who provided in-kind donations and training for the technologies. The use of low-technology and resources enabled Seabird Island to train community members, and apply the training to existing housing projects and renovations.

#### ***For more information contact:***

*Wendy Phair,  
Capital Housing Manager  
Seabird Island First Nation*

*(604) 796-6818*

## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

The new housing design was to be built using allocated funds for the housing program. New design elements can be used in existing homes and future projects, reducing the costs of building and operating the units. Building high quality, durable and low maintenance units will enable more houses to be built with limited financial resources.

### ENVIRONMENTAL SUSTAINABILITY

Seabird Island's Demonstration project incorporates low-technology alternatives and renewable resources for heating and cooling. Savings include reduction in energy use. Site design also incorporates solar orientation, efficient land use planning, and local materials.

### SOCIAL SUSTAINABILITY

Local expertise and labour was used in the "self-construction" process. Traditional knowledge and culture were incorporated into the design of site and units, and material use. The new house design supports a number of living situations and family structures found in First Nations.



*The new development is set in a valley with a mountain backdrop.*



## Project Facts

*Sustainable Community Demonstration Project included the design and construction of 7 residential units.*

### Partners and Sponsors

*Seabird Island partnered with CMHC for the project. CMHC paid for Broadway Architects professional design services. Over twenty sponsors contributed financial support, in-kind donation of materials, training and experience.*

### Funding

*Section 95 housing program covered six of the 7 units costs. Architect fees were paid by CMHC and the demonstration unit was built with sponsor donations. Building costs were from \$95/sq.ft to \$120/sq.ft.*

### Preexisting Factors

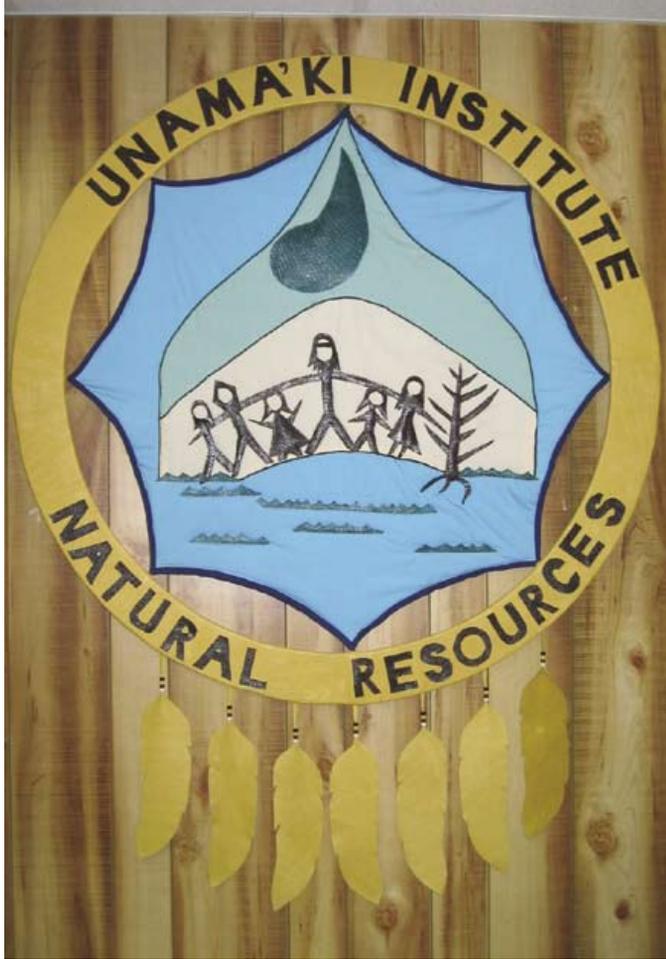
*The community developed a New on Reserve Housing Approach prior to partnering with CMHC. Seabird Island has also participated in 'self construction' projects in the past.*

## Seabird Island First Nation, Agazzi, British Columbia

Seabird Islands' on-reserve population is 503 (total population of 749) with a land area of 2,040.8 hectares. The Seabird Island people are part of the Sto:lo Nation in southwest British Columbia.

The community is located 1 hour east of Vancouver, on the Provincial Highway Number 7 north of Agazzi.





# PARTNERING *of Communities*

**UNAMA'KI INSTITUTE OF NATURAL RESOURCES,  
ESKASONI FIRST NATION**

## ***The Vision***

*To address concerns regarding natural resources and sustainability through conducting collaborative scientific research on Bras d'Or Lakes and natural resources within and around Cape Breton.*

## ***Message to Others***

*Make a road that takes from the scientific and traditional. Seeing the world from two perspectives will help expand horizons. For guidance, look toward the community and the issues that they are facing.*

## ***Keys to Success***

*Unama'ki Institute of Natural Resources, is successful for two main reasons: partnering with communities, and addressing local concerns.*

*Unama'ki Institute of Natural Resources address concerns raised by groups on Cape Breton Island. By bringing together expertise and training, UINR has contributed to the protection of natural resources on land and in the water.*

### **COMMUNITY PARTNERSHIPS**

Five Cape Breton First Nations came together with the development of Unama'ki. The communities not only sit on the board of directors but also are involved as researchers and technicians. Local resources, expertise, and knowledge of the area are used in the projects, programs and services provided by the Institute.

### **ADDRESSING LOCAL CONCERNS**

In order to coordinate the many communities and groups together, UINR established a common language, vision and goals for the Institute. Common concerns land and water resources within the traditional territory of the Cape Breton First Nations are identified and addressed.

### **ADDITIONAL KEYS TO SUCCESS**

To address issues, the UINR signed agreements with local mining and forestry companies to implement guidelines. Work with local universities provides the training and context to nurture the unique perspective combining traditional and local knowledge with scientific training.

***For more information contact:***  
*Charlie Dennis, Unama'ki Institute  
of Natural Resources  
Eskasoni Mi'kmaw Reserve,  
Nova Scotia*

*(902) 379-2163*



Eskasoni is on the shores of Bras d'Or Lake.



## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

UINR is solely dependent on proposals to conduct research, programs and projects. The organization supports local laboratories and services. Research and employment opportunities are available for community members with scientific training.

### SOCIAL SUSTAINABILITY

Employment opportunities enable individuals to incorporate traditional knowledge with scientific and university training. The projects allow the community members to stay within the community to work while addressing the issues affecting the traditional territory of the people.

### ENVIRONMENTAL SUSTAINABILITY

Focus is based on the watershed, marine and wildlife biology of the Bras d'Or lake region. Research and monitoring is completed on sensitive habitats, and actions include closures to fishing and harvesting areas. The intent is protection of the resources used by the local people.



The lake resources are used by many local people.

## Project Facts

Unama'ki Institute of Natural Resources is an organization that conducts and manages natural resource projects and programs in Unama'ki District, Cape Breton Island, Nova Scotia.

### Community Partnerships

UINR is directed by five First Nations, Eskasoni, Membertou, Chapel Island, Waycobah, and Wagmatcook. Agreements have been signed with local industry providing access to all natural resources in the area.

### Funding

Projects conducted by UINR are proposal based with funding accessed through government programs. A contract with Georgia Pacific provides \$100,000 for projects specific to old mine sites and education scholarships for students.

### Preexisting Factors

UINR grew out of the Eskasoni Fish and Wildlife Commission. The community has a large number of community members trained in sciences and as laboratory technicians.

## Eskasoni First Nation, Eskasoni, Nova Scotia

Eskasoni Nation's on-reserve population is 3071 (total population of 3649) with a land area of 4194.4 hectares. The Eskasoni people reside on Cape Breton Island and shares the Unama'ki District with four other Mic'maq First Nations.

The community is located 50km southeast of Sydney, on the shores of Bras d'Or Lake.





## Keys to Success

*The Forest Process Agreement, was successful for two main reasons: Leadership decisions, and the establishment of a co-management plan, policy, and agreements.*

*Innu Nation addressed the needs of the community by developing a holistic plan for the local forest resources. The community developed partnerships with government and industry to implement the plan.*

# MANAGING *the Resources*

## FOREST PROCESS AGREEMENT: ECOSYSTEM-BASED FOREST MANAGEMENT PLAN, SHESHATSHIU AND NATUASHISH NATIONS

### **The Vision**

*Creating a balance between the ecological, cultural and economic dimension of the land as a basis for an approach to sustainable forest management planning in the boreal forest.*

### **Message to Others**

*Decide what the needs are for the community, and use all available resources to provide solutions. It is important to get the word out about the work being accomplished. "Raise your voice and don't be afraid to ask for what you want" and "if you accept what is given to you, that is all you will get."*

– Valerie Courtois

### LEADING THE PROCESS

The Innu Nation, representing the Sheshatshiu and Nituashish communities, developed a Forest Office to address harvesting techniques and resource planning in their traditional territory of Nitassinan. The leaders developed policies that address and protect culturally, socially and ecologically important landscapes. Plan developers stood firm on conditions and points included in the Forest Process Agreement and Management Plan.

### ADDITIONAL KEYS TO SUCCESS

The plan proceeded due to the dedication of the staff and partners involved in the process. Community involvement, in stopping unsustainable harvesting practices, development of the plan, work as Forest Guardians, and supporting the process was essential.

**For more information contact:**  
Valerie Courtois  
Innu Nation, Forest Office

(709) 497-8155

### CO-MANAGEMENT PLANNING

A co-management plan was created with the Province of Newfoundland and Labrador. This arrangement provided funding of the planning process and enforcement powers to implement the Ecosystem-based Forest Management Plan.

## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

The Forest Management Plan and Innu Nation's Forest Office provides employment, research opportunities, and logging operations. Programs and operations are funded by sale of timber harvested from the area.

### ENVIRONMENTAL SUSTAINABILITY

The Ecosystem-Based Forest Management Plan includes sustainable harvesting techniques. The plan outlines cultural elements, traditionally used spaces, ecological elements, habitat, etc. Allowable cut areas are determined after these elements are identified and surveyed.

### SOCIAL SUSTAINABILITY

Community members are involved in the training and operation, and implementation of the plan. Forest Guardians are trained using traditional knowledge from local Elders and Scientific techniques. Landscapes used for traditional purposes, ceremonies, and needs are protected from development.



Forest Guardians reviewing GIS information.



Nitissian Region is part of the Boreal Forest.

## Project Facts

The Forest Process Agreement and Ecosystem-Based Forest Management Plan were developed by the Innu Nation's Forest Office. The Forest Office is working under a 5-year operation plan.

### Partnerships and Enforcement

Innu Nation entered into a co-management plan with the Province of Newfoundland and Labrador, and the Department of Forestry covering 7.1 Million hectares in Labrador. The Forest Office developed the policies and guidelines to implement the programs & guidelines.

### Funding

Under the Forest Process Agreement, the Forest Office receives \$520,000 to fund projects outlined in the agreement. A stumpage fee is collected on forest products harvested by the province. Funding is also accessed from INAC, private foundations, and universities conducting studies in the area.

### Preexisting Factors

Nitassanin Region, in Labrador, is a boreal forest region that has not been disturbed by logging practices or resource extraction.

## Sheshatshiu and Natuashish Innu Nations, Sheshatshiu, Labrador

Sheshatshiu and Natuashish communities have a combined population of 1681. Sheshatshiu community lands do not have reserve status. The communities have parcels of land on which members reside on the Northeastern Coast of Labrador. Sheshatshiu and Natuashish are members of the Innu Nation.

The community is located 30 minutes north of Goose Bay, Labrador and is accessible by road year round.





## Keys to Success

*Kagiwiosa Manomin Inc. and Manomin Canadian Wild Rice are successful for two main reasons: it is a cooperative community owned business and it markets a unique, high quality product.*

*The idea for the cooperative began in the 1970's when community members noticed the increasing popularity of wild rice with the general public. Traditional knowledge was used to create a unique processing system resulting in a distinct wild rice flavour, taste and texture.*

# CREATING *a Community Cooperative*

## MONOMIN CANADIAN WILD RICE WABIGOON LAKE OJIBWAY NATION

### **The Vision**

*Create a community cooperative wild rice harvesting, processing, and marketing business.*

### **Message to Others**

*Richard McIvor had this to say about the business, "You have to have the community behind you. They all need to know what we are doing. They all need input." ...and "You have to constantly monitor your product for consistent quality."*

### SETTING UP A COOPERATIVE VENTURE

Joe Pitchenese decided to set up the cooperative in the community to process wild rice for sale. The cooperative relies on community members to harvest the green wild rice for the plant.

### CREATING A UNIQUE, HIGH QUALITY PRODUCT

Kagiwiosa Manomin, Richard McIvor, and community Elders developed a processing technique that produces a traditionally flavoured wild rice product. They constantly monitor their production for consistency of flavour, colour, and texture.

### ADDITIONAL KEYS TO SUCCESS

Joe Pitchenese, General Manager of Kagiwiosa Manomin Enterprises, championed the wild rice cooperative by getting the community behind the venture. The community has used their traditional wild rice harvesting and processing knowledge to create the products, which are certified organic by the Organic Crop Improvement Association (OCIA).

### **For more information contact:**

*Richard McIvor  
Monomin Canadian Wild Rice  
Kagiwiosa Manomin Inc.  
Dinorwic, Ontario*

*(807) 938-6927  
[www.canadianwildrice.com/](http://www.canadianwildrice.com/)*

## The Results

*The project contributes to community sustainability in the following ways:*

### ECONOMIC SUSTAINABILITY

Currently, the finished wild rice is exported to European, Japanese and Australian markets. The company is small but they have been able to maintain their share of the wild rice market by producing a quality and diversified product. Future plans for Manomin Canadian Wild Rice Inc. include new wild rice products. The company would like to increase their shares in the domestic wild rice market as well.

are not cultivated or otherwise managed. Fertilizers or pesticides are not to be used in organic wild rice production.

### SOCIAL SUSTAINABILITY

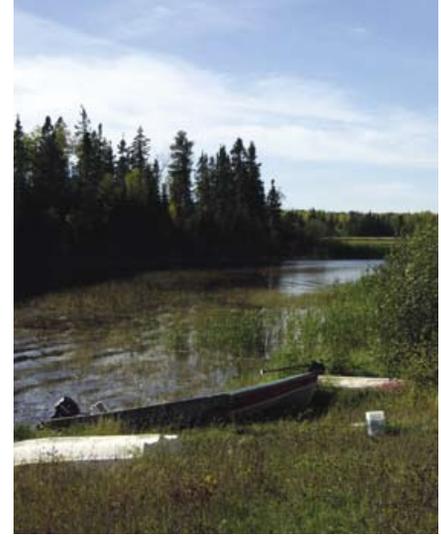
Kagiwiosa Manomin Inc. depends on the community members to provide the green wild rice for processing. The company provides seasonal employment that enables community members to participate in traditional practices and gets them “out onto the lakes”.

### ENVIRONMENTAL SUSTAINABILITY

The lakes where the wild rice is harvested are monitored by community members and require certification under the OCIA. Certification requires that the company use sustainable practices and the grains are harvested from defined sites. These sites are to be maintained in a natural state and



*Raw wild rice before processed using polar wood fired dryers.*



*Community members use the resources provided by Wabigoon Lake.*

## Project Facts

*Kagiwiosa Manomin Inc. is an organically certified, wild rice processing and marketing company. Their product brand name is Manomin Canadian Wild Rice. Traditional knowledge was used to create a unique processing system resulting in a distinct wild rice flavour, taste and texture.*

### Funding

*The Native Economic Development Program provided funding and loans and financing were obtained from Canadian Alternative Investment Cooperative (CAIC).*

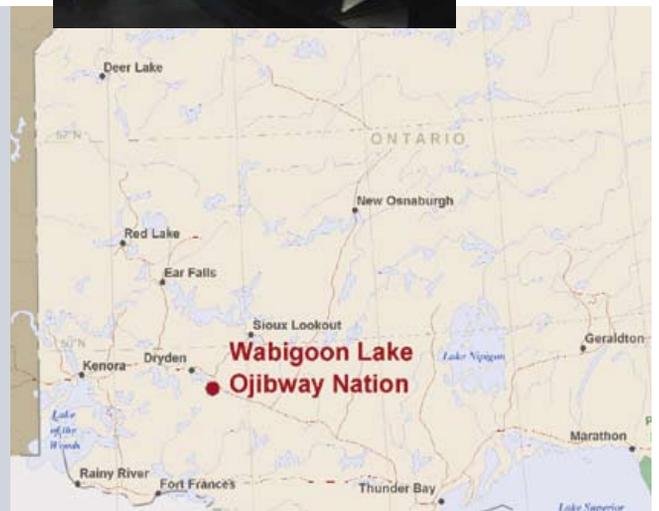
### Preexisting Factors

*Wabigoon Lake Ojibway Nation is located in a lake region known for its wild rice beds.*

## Wabigoon Lake Ojibway Nation, Dinorwic, Ontario

Wabigoon Lake Ojibway Nation's on-reserve population is 152 (total population of 507) with a land area of 5,209 hectares. Wabigoon Lake Ojibway people have a number of natural resource based business ventures besides their wild rice cooperative including Noopimiing Anokeewin Inc. logging cooperative and Waabigon Saaga'igan Gitigaan Tree Nursery.

The community is located 30 km east of Dryden in northwestern Ontario off the TransCanada Highway.





## **Keys to Success**

*Aliments TOKA Foods, was successful for two main reasons: the dedication and investment of the business owner, and establishment of a business partnership.*

*The business owner, Henri Picard, has dedicated and invested his own time, resources and expense to create TOKA Foods. He travels the world promoting his Aboriginal inspired food products. He has built relationships and partnerships with many communities, harvesters, and businesses.*

# **DEDICATION** *and Investment*

## **ALIMENTS TOKA FOODS, NATION HURON-WENDAT**

### **The Vision**

*Increase the market for Aboriginal foods nationally and internationally.*

### **Message to Others**

*Communities and companies need to work together to advance the Aboriginal foods industry. Combining resources of all the small businesses will help build long term relationships with communities, harvesters and customers. By working together building capacity supporting and developing new businesses will be easier.*

*- Henri Picard*

### **DEDICATION AND INVESTMENT**

Developing a new business is time consuming. In Henri Picard's case, it required developing a product, marketing strategy, and finding the market to sell the foods. Launching the products required travel to international conventions and marketing costing Picard thousands of dollars.

### **ESTABLISHING PARTNERSHIPS**

Production of the Aboriginal inspired foods resulted in partnerships with many communities and businesses. This partnership creates a network of harvesters, processing facilities, marketing and distribution people. Division of the process enables Picard to concentrate on travel and increasing product demand and consumption

### **ADDITIONAL KEYS TO SUCCESS**

TOKA Foods provides unique products that support other Aboriginal and First Nations communities, food producers and retailers. The business has diversified by providing catering services of an "Aboriginal Progressive Cuisine".

**For more information contact:**  
*Henri Picard, Aliments TOKA Foods  
Wendake, Quebec*

*(418) 842-3410*

## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

Aliments TOKA Foods promotes development and status of Aboriginal inspired foods and cuisine. The product line provides the opportunity for other businesses to successfully start production and launch products into the market.

### ENVIRONMENTAL SUSTAINABILITY

Products provided by the company and catering business are non-cultivated plants and fruits. Sustainable harvesting techniques are used ensuring survival of the plants in the wild. Sale of Aboriginal inspired foods has increased the exposure of the public to habitats where the foods are located

### SOCIAL SUSTAINABILITY

The business supports development of individual food processing businesses in communities across Canada. Focus is on traditional foods and recipes, and educating the public on the products. Catering functions have an Aboriginal flavour and bring recognition and media attention to the unique product lines.



*Henri Picard (left) at the SIAL 2000 (international food show) in Paris, France.*



*Cold smoked Arctic Char with fish eggs and wild mustard flavoured butter.*

## Project Facts

*Aliments TOKA Foods is a food distribution and marketing company with a catering service specialization in Aboriginal inspired cuisine.*

### Business Development

*TOKA Foods is a privately owned business that relies on a network of suppliers to provide materials, processing facilities and packaging. Partnerships allow Henri the ability to focus on retail and distribution sales.*

### Funding

*Start-up costs of \$250,000 were financed by Henri Picard, business owner. Product sales cover the cost of materials and processing.*

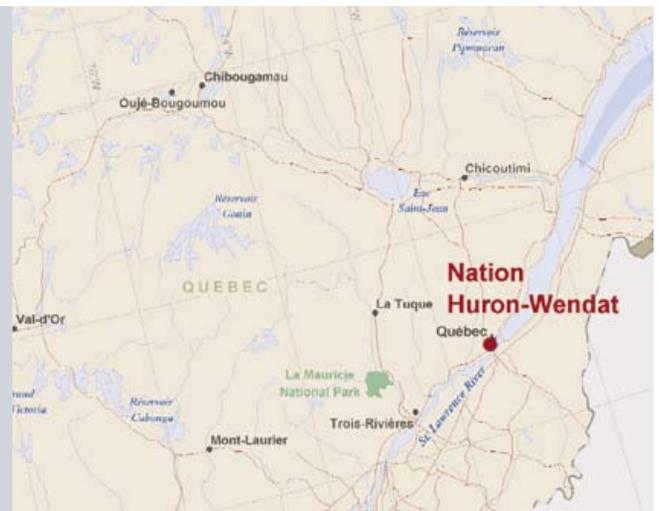
### Preexisting Factors

*Henri Picard has experience in food production and distribution projects. The catering services were possible with the aid of a Chef who developed the recipes.*

## Nation Huron-Wendat, Wendake, Quebec

Nation Huron-Wendat's on-reserve population is 1265 (total population of 2982) with a land area of 355.3 hectares. Half of the community's population is located off-reserve due to limited land area.

The community is located on the north edge of Quebec City. Aliment TOKA Foods is processed in a facility north of Montreal, Quebec, and plants harvested from across Canada.





## **Keys to Success**

*The Land Management and Land Use Policy, was successful for two main reasons: Leadership and Community involvement, and dedicated staff.*

*Kawacatoose First Nation developed the Treaty Lands Entitlement (TLE) office and TLE Trust Committee. The office works to acquire land parcels surrounding the First Nation enriching the resources available for development by the community.*

# **LEADERSHIP** *and Community Involvement*

## **LAND MANAGEMENT AND LAND USE POLICY, KAWACATOOSE FIRST NATION**

### ***The Vision***

*To operate, protect, preserve and manage the Kawacatoose owned lands and resources for all community members and future generations.*

### ***Message to Others***

*Understanding the process and experience of other communities enables the Treaty Land Entitlement Office to learn from what has been tried, and been successful. Communicating with other communities who have experienced the transfer process of converting land parcels to reserve status is helpful.*

### **LEADERSHIP AND COMMUNITY INVOLVEMENT**

The First Nation decided to focus on their TLE shortfall by expanding community owned lands using the Additions to Reserve Creation (ARC) process. Community member involvement on the committee and in development of the Land Use Plan created a holistic vision for use of available land parcels and resources.

### **DEDICATED STAFF**

To develop the Land Use Policy, the TLE office staff is trained in Land Management and GIS. Staff also ensures that the transfer using the ARC process proceeds efficiently and in a timely manner by understanding the process and steps taken. The office also implements the Land Use policies.

### **ADDITIONAL KEYS TO SUCCESS**

The TLE Trust Committee and office have outlined a plan for economic, social, and resource development of the parcels acquired by the community through the TLE and ARC processes.

***For more information contact:***  
*Vern Worm,  
Treaty Land Entitlement Office,  
Kawacatoose First Nation,  
Raymore, Saskatchewan*

*(306) 835-2125*



Property purchased by TLE process is converted to pasture land.



## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

The Land Management and Land Use Policies outline future development for properties and resources owned by the First Nation. The plans include leasing, zoning, site inventory, development and business opportunities for community and non-community members. Income generated from leases supports further development in the First Nation.

### SOCIAL SUSTAINABILITY

Focus is on the current and future needs of community members. Cultural and traditional lifestyles and activities are incorporated. The plan touches all aspects of the community from housing to business development to recreation services. The TLE process had informed the First Nation of the opportunities available in their vicinity.

### ENVIRONMENTAL SUSTAINABILITY

Each parcel of land owned by the community is inventoried and designated a use. Culturally important sites and sensitive ecosystems are mapped. Leased lands are subject to restrictions and bans of pesticide and herbicide use. Many parcels are converted to pasture lands, hay fields, or returned to a natural state.



Vern Worm inputs information into the mapping (GIS) program.

## Project Facts

Kawacatoose's Land Use Policy and Land Management Plan encompasses all properties and natural resources owned by the First Nation.

### TLE Trust Committee and Office

Operations are carried out by the Treaty Land Entitlement Land Management Office under the guidance of TLE Trust Committee consisting of community members. Three staff members operate the office and implement recommendations from the Committee.

### Funding

A Settlement Agreement signed by Kawacatoose, First Nation, Federal and Provincial governments provided funding for the Additions to Reserve Creation (ARC) process. Land Management Office operating costs are covered by interest on investment of the funds.

### Preexisting Factors

Kawacatoose participated in the Treaty Land Entitlement Claim outlining the amount of land needed to rectify a shortfall in calculating the size of the reserve during the signing of Treaty #4.

## Kawacatoose First Nation, Raymore, Saskatchewan

Kawacatoose Nation's on-reserve population is 1,094 (total population of 2,564) with a land area of 9,709.2 hectares. An additional 3291.3 hectares are being added through the ARC process. The Kawacatoose people are located close to many First Nations including Day Star.

The community is located 120km north of Regina, on the Provincial Highway Number 6. Agricultural lands surround the First Nation.





## Keys to Success

*Chemawawin's Debris Timber Harvesting Project was successful for two main reasons: community leadership, and a focus on urgent community need.*

*When community fishers lost their livelihood due to closure of Cedar Lake fisheries from the impacts of hydro development flooding, leadership in Chemawawin took the initiative to ensure community members had employment opportunities. Their focus was on safety of community members, addressing environmental damage to the aquatic resources, and generating revenue.*

# ADDRESSING *Community Need*

## DEBRIS TIMBER HARVESTING, CHEMAWAWIN CREE NATION

### **The Vision**

*Safer navigation for community members on hydro development flooded Cedar Lake.*

### **Message to Others**

*Involve the community in the process. "Train the (local) people, use those you have trained and use proper equipment". Listening to concerns and recommendations for better ways of doing the job helps to ensure that safety of community members and workers is top priority. "It is important that when workers do a good job, that they are recognized for their work"*

*Robert Walker, Program Coordinator.*

### COMMUNITY LEADERSHIP

Chemawawin leadership hired all community commercial fishermen and created the Safe Haven Patrol and Winter Patrol Program to monitor the location of flooding debris in the lake and along the shoreline and to notify community members of dangerous areas for travel during open water and winter travel seasons.

### COMMUNITY NEED

Chemawawin needed to address the results of the flooding of Cedar Lake; commercial fishers income loss and dangerous travel conditions on the water and on the ice due to floating, submerged, and beached forest debris.

### ADDITIONAL KEYS TO SUCCESS

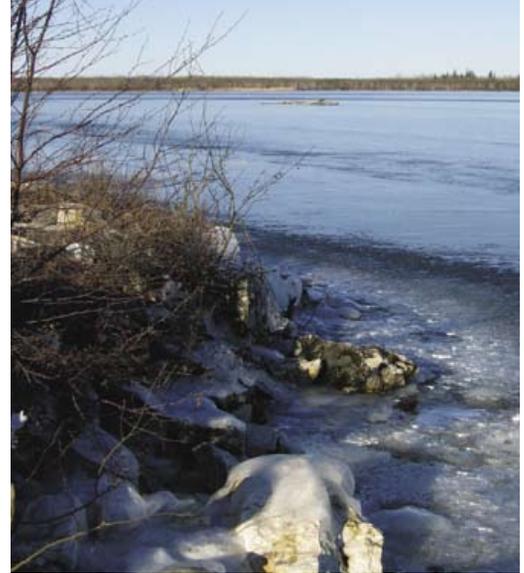
Well-coordinated programs with good operational planning keep the projects downtime to a minimum by reducing equipment problems, keeping track of necessary stock, and maintaining communications with the 150 workers.

### **For more information contact:**

*Chief Clarence Easter,  
Chemawawin Cree Nation  
Easterville, Manitoba,*

*(204) 329-2161*

*Cedar Lake is a major part of life for the Chemawawin community.*



## The Results

*The project contributes to community sustainability in the following ways.*

### ECONOMIC SUSTAINABILITY

The Debris Timber Harvesting project was developed which hired community members to collect the floating, submerged and beached trees dislocated from the shorelines. This timber is sold to a chipping facility and provides income to the community. There is an estimated 60 to 150 years supply of timber debris in Cedar Lake.

### ENVIRONMENTAL SUSTAINABILITY

The project's intent is to help return the lake to a more natural state. Removal of the debris will assist with the restoration of the fish and wildlife habitat, allow plant communities to re-establish along the shorelines and improve safe access to the shoreline.

### SOCIAL SUSTAINABILITY

The Debris Timber Harvesting initiatives allow individuals to work on the lake that provided a livelihood for the Chemawawin people. The community has been able to gain some voice in the stewardship of the long process of re-establishing a healthy ecosystem in their traditional territory. With the initiatives developed, the youth have more responsibilities and more economic dollars are put into community resources.



*Drift wood litters the shores of Cedar Lake.*

## Project Facts

*Debris Timber Harvesting Corporation collects downed floating and submerged timber to supply chipping facilities on the reserve and in The Pas.*

### Business Planning

*Ininew developed the business plan for the Chemawawin Debris Timber Harvesting program. Ininew is a project management company operated by Mosakahikm Cree Nation, Tataskweyah Cree Nation and Chemawawin Cree Nation.*

### Funding

*Chemawawin Cree Nation has been working with Manitoba Hydro since 1997 to address the concerns and damage to Cedar Lake due to flooding. Manitoba Hydro, INAC, and Chemawawin Cree Nation provided funding.*

### Preexisting Factors

*Chemawawin Cree Nation have used their knowledge, initiative and vision to turn a difficult situation into a opportunity for their community.*

## Chimawawin Cree Nation, Easterville, Manitoba

Chimawawin Cree Nation's on-reserve population is 1,177 (total population of 1,461) with a land area of 4,747 hectares.

The community is located 400 km north of Winnipeg, Manitoba on the shores of Cedar Lake.





# ESTABLISHING *Partnerships*

## COMMUNITY ENERGY PLAN, WHA TI NATION

### **The Vision**

*Prosperous self-sufficiency of Northern Communities achieved through ecological sustainable development largely based upon local and regional resources.*

### **Message to Others**

*Starting with a healthy community, pushing on even when support is low, and thinking about the children's future is important. Wha Ti will be able to provide support to their neighbouring community that is part of their way of life.*

### **Keys to Success**

*Community Energy Plan, was successful for two main reasons: the establishment of partnerships, and community involvement in the process.*

*Wha Ti has health concerns stemming from the diesel generator that supplies energy to the community. To address these problems a proposal was developed with partners to find solutions. The entire community was involved in the process.*

#### **ESTABLISHING PARTNERSHIPS**

Partnerships enabled Wha Ti to access resources, information and training to complete the Community Energy Plan. Ecology North prepared the original project proposal and contacted Wha Ti to participate. Other partners included Pembina Institute and Arctic Energy Alliance.

#### **COMMUNITY INVOLVEMENT**

Wha Ti community was involved in all aspects of the project. Community members participated in energy audits conducted by trained youth and lead by an Elder Advisory committee. Meetings with all members ensured community needs and concerns were being addressed and included in the process.

#### **ADDITIONAL KEYS TO SUCCESS**

Finding solutions to community health concerns required persistence and dedication of all members. Use of local language ensured the community maintained ownership of the process, traditional knowledge and information. The project used all available resources, speakers, and organizations.

**For more information contact:**  
*Sonny Zoe, Community Coordinator  
Wha Ti Community Energy Plan,  
Wha Ti, NWT*

*(867) 573-3401*



Solar collectors have been installed in some buildings.



## The Results

The project contributes to community sustainability in the following ways.

### ECONOMIC SUSTAINABILITY

Wha Ti Community Energy Plan documented energy use of all community members and buildings. Families and businesses were informed of ways to reduce consumption resulting in financial savings. Reduced consumption make an alternative Run-of-the-River Hydro development feasible for the community.

### SOCIAL SUSTAINABILITY

Community healing, both physical and social were positively impacted. Youth and Elders worked and learned together. Project goals and information will travel beyond community boundaries to neighbouring groups. Every community member participated in the project in some capacity.

### ENVIRONMENTAL SUSTAINABILITY

By exploring energy production systems the community can eliminate dependence on diesel-generated power. Reduced environmental pollution and negative impact to human health would result. Community members are informed of the impact energy consumption and the diesel generator has on their lives.



Youth and Elders involved in the Wha Ti Community Energy Plan.

## Project Facts

Wha Ti Community Energy Plan provides recommendations for reducing energy consumption in the community. Alternative energy production solutions are reviewed for application in Wha Ti.

### Community Energy Plan Process

The Community Energy Plan was created in partnership with Ecology North to find solutions to energy production. Wha Ti completed the project using local youth, coordinator, and knowledge. Information, services, and training were provided by various organizations.

### Funding

Ecology North secured funding for the project from government and non-government sources. EcoAction Fund, Northern Climate Change Program and Youth Services Canada initiative, Government of Canada and Government of NWT were accessed.

### Preexisting Factors

Wha Ti, in the past, has researched alternative energy production projects as an option to diesel-generated power. The community experiences high levels of cancer and health problems related to generator pollution.

## Wha Ti Nation, Wha Ti, Northwest Territories

Wha Ti is a charter community, does not have reserve status, and a population of 516. The Wha Ti people are members of the Dog Rib Tliche Treaty.

The community is located 104km northwest of Yellowknife. Access to the community is by winter road, February to April, or by air transportation.



The purpose of this magazine is to transfer information from First Nations with successful sustainable initiatives to First Nations interested in meeting community needs with a sustainable initiative. It also provides an opportunity for First Nations with sustainable initiatives to share their experiences with a broad audience. Just as First Nations have shared their knowledge in these pages, please share your knowledge of this magazine with others.

#### **Sustainability - Like a Sweetgrass Braid**

Like the three strands that make up a sweetgrass braid, the environmental, economic and social components of a community are strongly intertwined. Each strand of sweetgrass is strong on its own, but braided together they are even stronger. Tightly braiding the environmental, economic and social components of your community can make it stronger, healthy and sustainable.



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