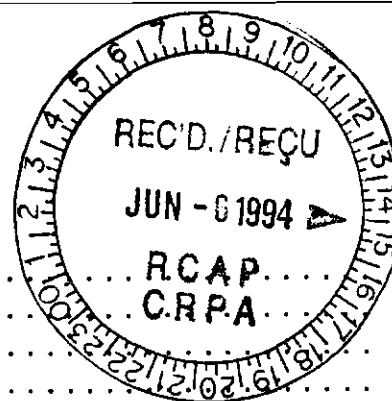


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EXECUTIVE SUMMARY

Kitigan Zibi Anishinabeg are on the verge of a full-blown grass roots development based on their culture and values. As has been demonstrated in the community profile it has effective management and administration. Jean-Guy Whiteduck, Chief of the Kitigan Zibi community states: "The Indian Act needs a major overhaul or new legislation must be enacted to replace this antiquated, paternalistic law. New legislation is required to protect our interests and allow our people to have full control over our lives and destiny." Clearly, Kitigan Zibi Anishinabeg would benefit from greater control over their own governance and access to the resources within its traditional territories.

Kitigan Zibi Anishinabeg has based its present success in establishing new business strictly through supporting the development of micro-business and Kitigan Zibi entrepreneurs. There are currently no thoughts of forming a development corporation, but development relies on local entrepreneurs and investors, and includes plans for a strip mall, tourism operation, and a manufacturing plant.

Kitigan Zibi Anishinabeg's strong local government and services are based on a strong education capacity, and good management and administration. Most Kitigan Zibi services are managed by band members who have been educated and/or specifically trained to meet the requirements of new institutions as they are developed in the community. For example, there is currently a bachelor of social work program being offered in the community, and last year a one year business development program was offered for promising entrepreneurs.

● The Local Area Management Board is preparing a strategic plan to co-ordinate economic development, training, and education to meet the community's long-term economic and employment development plans. The development of this case study for the Royal Commission on Aboriginal Peoples (RCAP) presented an opportunity to build on previous research and will examine in closer detail the long-term objectives and goals to achieve economic self-sufficiency. A preliminary plan (Five-year Development Plan) is presented at the end of this paper. The plan will continue to be developed beyond the scope of the RCAP project.

This study argues that Kitigan Zibi is on the verge of comprehensive development success. It is in a transition period. Using the Cornell and Kalt analytical framework, it was found that:

1. Kitigan Zibi has had stable government, chiefs and councils historically have been elected for more than one term and are representative of the community, and the present chief has been elected for 17 years in succession.
2. Kitigan Zibi has local control over the education system (see RCAP Kitigan Zibi Control of Education Case Study for details), and has a successful training program.
3. Kitigan Zibi is 130 kilometres north of Ottawa/Hull, one of the largest markets in Canada, which incidentally is in the heart of traditional Algonquin territory and home for many Kitigan Zibi band members.

4. Kitigan Zibi is located on 43,000 acres of land, but the primary sector has waned in recent years and so has its impact on the economy. In 1966 the Hawthorne report identified 78.6 per cent of band members participated in the primary sector, compared to only 13.8 percent in 1986, according to the Canadian Census.

Currently, Kitigan Zibi Anishinabeg possesses three of the four main ingredients of development identified by Cornell and Kalt. This case study analyzes the present situation and develops a plan for Kitigan Zibi to achieve economic self-sufficiency in the future.

The section on Kitigan Zibi empowerment and training needs includes a draft economic and employment development plan. A goal of development and training is to "empower" both individuals and the community. Analysis for the economic section of this paper is based on a comprehensive cultural-based model developed by Cornell and Kalt. The section on training uses a human resource capacity model developed by Ntomdie R. Gata (the empowerment model). This model, like that of Cornell and Kalt, has elements of external and internal factors and a strong cultural component. Using this analysis, it is evident that both Kitigan Zibi Anishinabeg individuals and the community itself are developing the capacity to undertake ever more complex forms of economic development. This development is predicated on a change in national economic development policy, access to education and training, and access to tools and resources to act on local, regional and national economic opportunities.

● The objective of the Kitigan Zibi Anishinabeg Economic and Employment Development Plan is to develop a strong, self-reliant and self-sufficient local economy that contributes to the regional and national economies. To achieve this objective, the plan has the following goals:

1. Develop a human resource strategy focusing on: band administration and services, business development and entrepreneurship, electronic technology, subsistence hunting and gathering, and resource management.
2. Support the development of the retail, personal services and government service sectors to reduce economic leakages and to increase employment and wealth in Kitigan Zibi. This includes the development of a commercial area to house a strip mall, other retail outlets and services, and community projects, i.e., hardware/lumber store.
3. Develop an economic development strategy that will facilitate business and entrepreneurial development, and maintain both technical and financial support mechanisms.
4. Develop partnership(s) with post-secondary institutions for provision of technological, computer, administration, management, and entrepreneurial education and training to continue to develop human resource capacity and skills.
5. Develop early the technical knowledge and manufacturing capacity in new and emerging fields. Development in computers, telecommunications and remote

● sensing must occur early in order to generate large economic and employment gains in the future. This includes research of new manufacturing projects, particularly in the computer and communications industries, that can be installed in the Kitigan Zibi community.

6. Become an active player in the regional economy in two main areas: forestry projects, with priority placed on those that have potential for direct economic impact to the Kitigan Zibi community; and tourism, with priority on those projects that demonstrate potential for growth.
7. Develop and research Indigenous knowledge related to the environment, resource management and subsistence systems.
8. Develop community-based participative and planning mechanisms to ensure the strategy reflects community needs, aspirations and long-term objectives.
9. Continue to develop the community's ability to access capital to finance businesses and business development.

Many Elders argue that spirituality and respect are the core values of Aboriginal development and economy. The gap between these core traditional values and development policy is still very wide and will require experience and pilot projects to begin developing some understanding of these concepts. As Ntomdie R. Gata argues, without policy directed at the development of the total human being, we will not achieve empowerment of Indigenous peoples.



Simon Brascoupe

Kitigan Zibi Anishinabeg

PREAMBLE

*"Racism Still Threatens Progress in Kitigan Zibi Anishinabeg Land-claim Disputes",
Op-ed column written for the Ottawa Citizen, 26 July 1993, by Jean-Guy Whiteduck,
Chief of the Kitigan Zibi Community.*

During the more than 17 years in which I have been Chief of the Kitigan Zibi Community, significant progress toward the self-determination of our people has been made. But much remains to be accomplished.

The Kitigan Zibi Community is the largest of the ten Algonquin communities situated in Western Quebec and Ontario. Our total population is 2,020 — 1,300 of whom reside full-time on a reserve of 43,000 acres of land, situated 130 kilometres north of Ottawa along Quebec Highway 105. The Kitigan Zibi Community was established in 1853 by special legislation and the town of Maniwaki, Quebec, which is situated immediately adjacent to our reserve lands. In fact, more than half of the town is on land that was part of the original reserve land. The Kitigan Zibi Algonquin belong to the Algonquin Nation. Our people have, since time immemorial, occupied the land alongside the Ottawa River and all tributaries flowing from the north and south into this river. The Algonquin people have never signed a treaty with Canada and claim unextinguished Aboriginal title to a large part of Western Quebec and eastern Ontario.

During the last decade, our people have been successful in taking over and controlling policing, health and social services, and educational services in our reserve territory.

● The community enjoys a good quality of life, with a variety of services for all age groups. The main industry in our region revolves around the harvesting of lumber for local mills and small service centres for the purchase of consumable goods. The Band Council continues to be the largest employer of the reserve, employing 100 full-time workers in a number of professions and about 100 seasonal employees.

The Kitigan Zibi are a peaceful people who have lived in harmony with non-Native neighbours for well over 150 years. However, many issues of concern to my people have been difficult to resolve. For example, our community has a number of specific land claims in the municipality of Maniwaki that have progressed at a turtle's pace.

Many obstacles remain as we strive for self-determination and full jurisdiction on our reserve and our traditional territory. There appears to be little political will on the part of either federal or provincial governments to seriously address our grievance related to our traditional lands and resources.

Our people continue to be harassed by provincial officials when exercising traditional fishing, hunting and gathering activities, and we are continually pressured to abide by existing provincial laws on activities that our people have engaged in since time immemorial.

Our people must establish a more sound economic base in order to become self-sufficient. However, we do not feel that this will be fully possible first settling the land-claim issue.

● We continue to receive substantial assistance from the federal government for service delivery for which we are thankful. Without major legislative change, though, it appears difficult if not impossible for our people to attain the self-determination we aspire to.

The Indian Act needs a major overhaul or new legislation must be enacted to replace this antiquated, paternalistic law. New legislation is required to protect our interests and allow our people to have full control over our lives and destiny.

There is a need for Quebec society and our people to better understand each other and to develop a more harmonious society where both can develop and flourish. The Native crisis of 1990 did little to improve the relationship between Natives and non-Natives, and racism with regard to Native people is on the increase everywhere in Quebec.

A large part of Quebec society sees Native people as a dependent welfare state, a society of no benefit or value to them. This attitude must change if we are to evolve without future confrontation. Our strong desire to work and benefit from the resources on our traditional land must be respected. We have always contributed to the development of our region.

The Kitigan Zibi Community is seriously concerned about Quebec political aspirations for a separate state. We believe the federal government must act in our best interest should the Quebec people vote for a sovereign state, since the Algonquin Aboriginal title continues to exist on a large part of Quebec and the Federal government has a fiduciary responsibility to protect our interests.

The local and regional business communities have been reluctant to allow our active participation in local and regional development. We continue to be seen as consumers and not potential business manufacturers, retailers and wholesalers.

The local and regional non-Native community and our people must become more effective and equal partners in the development and management of all resources within our traditional territory to ensure sustainable development and protection of the environment.

Our community must be allowed the same protection Quebec society seeks, to ensure the survival of our tradition, culture and Algonquin language.

I am convinced that should the goodwill exist on the part of the federal and provincial governments, the business community and that of our people, a better more harmonious future lies ahead for all. Our society will be able to flourish alongside our non-Native neighbours with successful joint economic ventures that can only reinforce our relationship.

I invite and encourage all Canadians, Quebecers in particular, to take on a new approach and a new vision that will involve all First Nations peoples working together at all levels for a better future for all.



PART I — HISTORY AND PROFILE

I Kitigan Zibi Anishinabeg History

The people of Kitigan Zibi (Garden River) make up only a small part of the Algonquin Nation, which spans much of the eastern and northern part of North America. The history of the Algonquins at Kitigan Zibi began long before the arrival of Europeans. In fact, a date can not be quoted for the beginnings of the Kitigan Zibi Anishinabeg. It can be assumed, however, that upon the arrival of the Europeans the ancestral band of Kitigan Zibi had explored huge tracts of land, discovered important natural resources, hunted, fished and gathered to survive. As Native peoples, they lived in harmony with the land for they took from the earth what was necessary for their comfort and shared with their community¹.

The traditional hunting grounds of the Algonquins of Kitigan Zibi comprised the areas in the southern shore of the St. Lawrence River, along the Ottawa River, or the large area surrounding Lake Nipissing into what is now United States territory². Basically, Algonquin territory began at the northeast bank of Lake Superior and extended up to Lake Abitibi. This traditional territory also covered all of the Ottawa River basin and the Saint-Maurice basin up to Lac Blanc³.

The ancestors of Kitigan Zibi referred to themselves as "Anishnabe," which is an Algonquin word meaning not only "person" or "man" but "human being"⁴. When explorers such as Samuel de Champlain arrived in 1603, they applied the term "sauvages" — meaning "wild, untamed, and uncivilized"⁵ — to Native peoples.

Considered primitive by the European civilization, the Algonquins lived a simple but comfortable life. The ancestors of Kitigan Zibi lived in round or oval wigwams, comprising a framework of saplings covered with slabs of birch bark. Inside the wigwam was a birch box, used to hold food, trinkets, and other family keepsakes. To provide warmth in the winter, the wigwam was lined with the furs of animals⁶. Algonquin women wore dresses made of deer skin with many fringes; the Algonquin man wore a breech cloth and a feather in his hair⁷.

The Algonquin hunter travelled light; travelling on open water by canoe in summer, and moving by snowshoe⁸ in winter. The Algonquins survived on a variety of wild meat such as moose, deer, beaver and rabbit, as well as the meat of wild birds such as grouse, ducks and geese. They made their tools and weapons from stone, wood and bone⁹. The bow and arrow was the most commonly used.

The Algonquins could not survive on meat alone. Some grew vegetables and depended on nature for other sources of food. Fruits, berries and nuts were gathered to supplement their diet. Food was preserved by drying or smoking¹⁰. Some Algonquins produced maple sugar from the sap of the sugar maple.

It has been established that the ancestral band of Kitigan Zibi was highly mobile and survived on a hunter-gatherer subsistence level¹¹. As for their territory, Champlain recorded having made two trips up the Ottawa River in 1613 - 1615 and described bands of Algonquins living on the Petite Nation River. He also noted that there were Algonquins living up the Gatineau River, and other bands living along the Ottawa River¹². Of importance to the history of the Kitigan Zibi Anishinabeg was the

post of Lake of Two Mountains (near Montreal on the Ottawa River), established by the Sulpician Order in 1663¹³. It was at this post that the Algonquin settled after first retreating from the lower Ottawa River to Three Rivers and Montreal during the Iroquois wars. The Lake of Two Mountains settlement initially comprised mostly Algonquins, with a very small number of Christian Iroquois¹⁴.

As time went on, the Europeans increased their settlement in the Algonquin lands of the lower St. Lawrence, pushing the Algonquins further west into the Ottawa River watershed to Lakes Nipissing and Temiscaming, and into the upper Gatineau, Simon Lake and Grand Lake Victoria¹⁵. The ancestral band of Kitigan Zibi hunted, fished and trapped fur bearing animals on the Gatineau, Lievre and Rouge rivers, in the area of what is now Maniwaki¹⁶.

Because of a dispute with the Sulpician Fathers at Lake of Two Mountains, the Algonquin ancestors of Kitigan Zibi moved to the juncture of the Deser and Gatineau rivers, where the Hudson's Bay Company had established a trading post in 1825¹⁷. In 1845 the Algonquins petitioned Lord Elgin, the Governor General of Canada, to set aside a tract of land at the juncture of the Deser and Gatineau rivers to be reserved especially for the Algonquin people¹⁸. No response was given to this petition so the Algonquin leader Pakinawatik, with the assistance of Bishop Guigues of the Oblate Fathers, forwarded another petition in 1848 to the Governor General¹⁹.

Finally, Bishop Guigues was advised that a letter dated 26 October 1868, signed by Secretary of State Hector L. Langevin, officially created the Algonquin

reserve as of 9 August 1853. In this letter, the area designated to the reserve was 45,750 acres²⁰.

The "Maniwaki" reserve (Kitlgan Zibi) became official in 1854 with Pakinawatik acting as the first chief²¹. Even after the reserve was created, Algonquin families left the summer gathering place in the month of October and returned only in June, just as they had done in the past from Lake of Two Mountains. The Algonquin families continued to hunt, fish and trap in their territory²².

When the Maniwaki reserve was created, the Department of Indian Affairs and the Oblate Fathers tried to develop agriculture among the Algonquin. However, introducing agriculture on the reserve was a difficult task because most Algonquin preferred to keep their traditional activities. Also, many preferred to work in lumber camps rather than in agriculture. In 1867 part of the reserve was divided into farm land²³. Despite this fact, during the early 1900s, agriculture remained a much less popular activity than traditional Algonquin occupations.

At the beginning of the 20th century, the missionaries set up a school for the Algonquin in which instruction was given in three languages: English, French and Algonquin. The Algonquin pupils attended school only during the summer months, however, for they were needed by their families to assist with the hunt and harvest during the rest of the year²⁴. In 1891 the reserve's Band Council passed a resolution for a grant request of \$300 to construct a school on-reserve²⁵ (*A Brief History of Education for the People of the River Desert Band*, p.5). By 1896, the first school on the River Desert Indian Reservation (Kitigan Zibi) was built on lot 10 Desert Front. In

1907 the Congway Bridge school was built to serve the children who lived in the Ottawa Road area; thus, the Maniwaki Indian Day School²⁶.

From 1910 to 1924, records displayed an intermittent attendance on the part of the Algonquin students. This was primarily because the Algonquin child's main responsibility was to his/her family at home and school was considered secondary²⁷.

During the 1940s, school attendance became mandatory for the Algonquin children. The children were also sent to such schools as: St. Peter Claver's Indian Industrial School and St. Joseph's at Spanish, Ontario; St. Mary's at Kenora, Ontario; Pensionate Indienne du Pointe Bleue; and Kateri Tecakwitha on the Kahnawake Indian Reservation near Montreal, Quebec. It should be noted that all of these residential schools were institutions that were run by the church with the aid of government funding²⁸.

The 1950s brought about change in the educational system on the reserve. The Department of Indian Affairs initiated an integration policy in 1954/55; thus, children began to attend schools in the town of Maniwaki²⁹.

Some of these schools included Ecole Jean Basco, which opened in 1949 as a French-English elementary and high school; Couvent de Notre Dame, which opened in 1950 as an elementary school; and the Maniwaki Protestant School, established in 1954 for children of non-Roman Catholic faith. There was also the St. Patrick's School, constructed in 1963 as an English elementary and high school, and in 1969, some Algonquin students attended the Cite Etudiante de la haute Gatineau, which included a French-English high school³⁰.

Attendance at these schools had a grave impact upon the young students from the River Desert Band (Kitigan Zibi). Students speaking only English in the classroom initiated a language shift from Algonquin to English³¹. In an attempt to preserve the Algonquin language and culture, the River Desert Band (Kitigan Zibi) decided to hold Algonquin classes at the community hall in 1966³². In 1972 an Algonquin language and culture program was implemented in all institutions in the town of Maniwaki³³ attended by children from the reserve. In 1975 Algonquin courses finally received credit toward the Quebec secondary diploma.

The integration of the Algonquin language program into the provincial system was the catalyst for the River Desert Band (Kitigan Zibi) to develop its own Indian-controlled education system that would meet the needs of the people of the reserve.

In 1972 a petition was formed for the construction of a school on-reserve; however, it was not followed-up at that point in time³⁴.

The passing of Bill 101 in 1976, which limited the rights of English speaking residents of Quebec, was a crucial turning point in the history of education at Kitigan Zibi. The community was highly concerned about the impact of Bill 101 on the education of its children, and they again petitioned the federal government for the construction of a school on the reserve. This petition was supported and accepted by the Department of Indian Affairs, and funding for the school's construction was allocated to the Band in late 1978³⁵. In 1979 the community's first school board (the River Desert Education Authority) was elected.

The school's construction was finally under way and the first phase of the Kitigan Zibi Kikinamadinan was completed in 1980³⁶.

The Kitigan Zibi School opened in 1980 and was ready to receive grades levels as required. Such decisions were made locally, as the Kitigan Zibi School provided the opportunity for the community to actively participate in and control the educational environment³⁷. In addition, the Band gained more control over the education funds provided by the Department of Indian Affairs. In 1980 the Band gained the power to distribute funds for tuition and living allowances for students attending post secondary schools in the cities of Ottawa and Hull³⁸.

By 1985, the Kitigan Zibi School had undergone various construction phases to acquire the present facilities for grades one to eleven. The Kitigan Zibi School graduated its first group of students in that year³⁹.

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II Kitigan Zibi Anishinabeg Data Overview

Introduction

The strength of the Kitigan Zibi Anishinabeg (KZA) reserve economy can be analyzed by examining four factors: local government employment and programs, private sector employment, subsistence economy, and training and education. Planning is now underway within Kitigan Zibi to co-ordinate economic development, training and education. Up to 1965 most employment was in the primary sector (forestry, guiding, trapping, farming and handcrafts). Since then, government services and devolution have contributed to job growth. In the next two decades job generation will depend on economic development and growth, which will require co-ordination of diverse programs and strategic planning to achieve any significant results.

The following data overview relies primarily on the 1986 Census data, since the 1991 Census only partially represents KZA. For example, the 1991 Census shows a decline in population to 563 band members (compared to the 2,014 reported by KZA in 1993). It should be cautioned however, that there was under-reporting in the 1986 census (for example in income, which is discussed further on in this report). It was originally thought that the 1991 Census would provide a good base for comparison between 1986 and 1991, since the questions were similar. Despite these limitations and for the purposes of this case study, the 1986 Census data has been used extensively. Data from the 1966 Hawthorn Report for KZA (formerly River Desert Reserve) and KZA data provide a detailed view of KZA economic and social change.

KZA band members have gone through several surveys in the past few years, including the 1991 Census and the Aboriginal Peoples' Survey. The result is an impression that KZA is suffering "*survey fatigue*". The community has discussed collecting and maintaining its own data bases for employment, education etc., and there have been experiments in surveys through local radio talk shows (as was done for the KZA education case study for the Royal Commission on Aboriginal Peoples). Certainly the community realizes that the time has come to create new approaches to its data base collection, maintenance and analysis to eliminate the over surveying of band members.

This section provides data and analysis for an overview of the KZA community. Since local government has contributed substantially to the growth in employment since 1965, a third section (KZA First Nations Government Profile) has been added to describe the extent of KZA services and programs in detail. It is important to understand the extent and complexity of the local government — KZA has developed considerable management and administrative capacity that will provide it with the management base for the coming economic change.

Kitigan Zibi Population

The total KZA band membership is 2,014, according to the official Kitigan Zibi Anishinabeg band list from summer 1993. This figure includes reinstated band members and on- and off-reserve populations. Twenty-seven per cent (548 persons) of the KZA population is under the age of twenty, of which 73 per cent live on-reserve.

In the next five years nearly 100 children living on-reserve will be entering KZA school.

The recent trend is toward the majority of children (age 0-4) living on the reserve. Approximately 36 per cent of band members live off-reserve, primarily in the Ottawa/Hull region; there has been a recent trend to more band members living on-reserve.

Family and Household Structure

Although the present number of households on-reserve is 350, the 1986 Census identified 255 households. The following chart compares the family structures (as reported by the Census) between the reserve and the town of Maniwaki.

Household Size Comparison Kitigan Zibi Anishinabeg Compared to Town of Maniwaki

<i>Persons/Households</i>	<i>Kitigan Zibi Anishinabeg</i>			<i>Town of Maniwaki</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	
1	45	18	410	22	
2	60	24	560	30	
3	45	18	400	21	
4-5	75	30	465	25	
6-9	25	10	50	2	
10+	-	-	-	-	

The KZA community households are generally larger, with 40 per cent having four or more persons, compared to Maniwaki's 27 per cent. The average household on-reserve has 3.2 persons, which is low when compared to other reserves but high when compared to Maniwaki, at 2.7 persons per household.

Housing Stock

Over the past four years sixty-nine new houses have been constructed on the reserve, for a total of 350. The 1986 Census reported 255 houses on-reserve, indicating that 95 new houses have been constructed since 1965 when the census was actually taken. A survey in 1986 reported that family houses numbered 214, and the remaining 42 housed single inhabitants. The following table outlines housing construction since 1965.

River Desert Community House Construction 1965-1990

<i>Year</i>	<i>New Houses</i>
1985	7*
1986	19**
1987	12
1988	27
1989	20
1990	10
TOTAL	95

Notes:

** Estimate for half-year 1985 when census was taken.*

***Estimate for whole year 1986.*

Housing Construction Projections

The KZA community has a five-year \$5.0 million budget for housing construction under the Indian and Northern Affairs Alternative Funding Arrangement

(AFA). Using an estimated cost to the band of \$50,000 per unit, KZA could build 100 houses over the next five years.

Projected House Construction 1991-1994

<i>Year</i>	<i>Houses Built</i>
1991	40
1992	20
1993	20
1994	20
TOTAL	100

Historically, KZA house construction did not begin in earnest until the 1970s when 85 homes were built. According to Statistics Canada data the following represents house construction on KZA in the past 50 years.

Historical House Construction

<i>Year</i>	<i>Number</i>
Pre-1946	35
1946-60	40
1961-70	35
1971-80	85
1981-90	124
TOTAL	324

Estimated Kitigan Zibi Anishinabeg Income

Based on 1986 Census data, the estimated reserve annual income is \$8.0 million. This was calculated from the average household income reported in the

census, adjusted for inflation and multiplied by the growth of households on the reserve. This figure is under-estimated because not all income was reported in the census. Reported income includes wage and salaried income, but excludes self-employed and home-based earnings. Other sources of income not included in the census data are country production, which includes country foods and wood fuel, and sales from traditional arts.

Education

One of the major strengths of the Kitigan Zibi Community has been it's education system. The band has operated its own on-reserve education program with excellent results, and student retention rates and graduation success have increased since the band took over its education management. More recently, the band has operated the education program to the grade 13 level, improving the retention rate of Kitigan Zibi students at the post-secondary level. The following table compares educational status between KZA and the neighbouring town of Maniwaki.

Highest Level of Schooling
Kitigan Zibi Anishinabeg Compared to Town of Maniwaki

	<i>Kitigan Zibi Anishinabeg</i>		<i>Town of Maniwaki</i>	
	#	%	#	%
Less than grade 9	245	42	1330	32
Grade 13, no cert.	160	27	890	21
Grade 13 certificate	35	6	600	14
Trades	30	5	190	5
College, no cert.	40	7	235	6
College certificate	35	6	510	12

University, no degree	25	4	270	6
University degree	1	3	165	4

Source: 1986 Census, Statistics Canada.

The on-reserve data is not a total assessment of KZA's human resource capability; approximately 40 per cent of band members live off-reserve and represent a potential pool of mobile labour. Almost 70 per cent of on-reserve members have less than a grade 13 certificate compared to approximately 53 per cent of the residents in Maniwaki. However, the per cent of band members with trade certification is equal to that of Maniwaki, and the per cent with university degrees is very close.

Economic Change

The KZA community has successfully adjusted to the changing regional economy. In 1966 for example, 80 per cent of the reserve's employment was dependent on natural resources, with 53 per cent of its people working in forestry. The second most common employment was guiding. The table below compares the areas of employment in 1966 and 1986.

Kitigan Zibi Anishinabeg Employment 1966 and 1986

	1966	1986
<u>Primary</u> : forestry, guiding, handcrafts, trapping and farming	80%	3%
<u>Manufacturing</u> :	-	7%
<u>Services</u> : casual labour, skilled labour, clerical, professional, and proprietors	20%	90%

The reserve's employment structure has changed dramatically in the past twenty-seven years due to changes in the national and regional economies. The 1986 Census showed that only three per cent of KZA community members were employed in the primary sector. The table below shows employment for band members by industry sector.

Kitigan Zibi Anishinabeg Community - Employment 1986

<i>Sector</i>	<i>Employed</i>	<i>%</i>
Resources	10	3
Manufacturing	20	7
Services	265	90
Total	295	(100)

The reserve's economy has changed from one based predominantly on natural resources and traditional activities to a 97 per cent service economy. The reliance on the natural resource base is under-represented in the Census data; the economic analysis of the reserve's economy indicates a much greater reliance on traditional pursuits, country food and wood fuel than any other previous studies.

Traditional Economy

Although the traditional economy has less of an impact than it had 50 years ago, it is still a significant factor in almost all KZA households. Wood fuel gathered

from local stands is the major fuel for 42 per cent of the reserve's homes, and many others use wood and electricity as alternative methods to heat their homes.

Country foods and game are still important parts of the reserve diet, and include moose, deer, small mammals, fish and birds. Most families have some country foods in their daily meals. Much of the country food harvested is also shared with family and other community members, such as Elders.

Traditional arts are still practised in many homes, and are consumed locally or sold to stores and local tourists.

KZA Employment

Most reserve economies are dependant on local government for income and employment. A summary study of the 1986 Census data indicates that 35 per cent of reserve employment is related to band government management, administration and operations. The study method used likely does not capture all of the band operations related employment. The KZA's annual budget is \$9.3 million, of which \$3.1 million is salaries. The community's finance is based on a three-year Alternative Funding Arrangement (AFA) with Indian and Northern Affairs Canada. The agreement has a COLA clause of up to five per cent per year for inflation.

Band Employment 1980-89

<i>Year</i>	<i>Persons Employed</i>
1980	203

1981	106
1982	136
1983	216
1984	250
1985	208
1986	241
1987	308
1988	317
1989	284

To date, the Kitigan Zibi Band is the main employer within the community, employing 118 full-time positions and a variety of seasonal positions (as high as 100 positions during peak years).

The following comparison between band government related employment and private sector employment uses the occupational categories of management, teaching, medical, technical, social, and clerical under band government employment. Private sector employment includes self-employment/wage employment in the primary, manufacturing and services (other than government) industries.

**Government and Private Employment
Kitigan Zibi Anishinabeg**

	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>%</i>
Band Government Related	35	70	105	35
Private Sector	145	50	195	65
Total	180	120	300	100

Source: 1986 Census data, Statistics Canada.

The KZA Human Resource Needs Assessment Survey completed in 1992 found that two-thirds of band members' employment was directly or indirectly related

to local government (see KZA Empowerment and Training Needs Assessment results in Part III of this report). This difference can be explained by the fact that the census does not trace the **source** of employment. For example, a self-employed person could be working under contract to the band.

Employment by Industry Sector

Employment for KZA community members is now concentrated in the service sector. Today only 10 per cent of the labour force works in the primary sector, according to official sources. However, government data do not reflect the reserve's dependence on the resource sector for wood fuel, country foods and handcrafts. The region relies on the primary sector, but work is in the service sector. The table below compares employment by sector for KZA and the town of Maniwaki.

Employment by Sector
Kitigan Zibi Anishinabeg Community and Maniwaki

<i>Sector</i>	<i>Kitigan Zibi Anishinabeg</i>		<i>Maniwaki</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
Primary	10	3	275	12
Manufacturing	20	7	215	9
Service	265	90	1,890	79
Total	295	100	2,370	100

Source: 1986 Census, Statistics Canada.

Employment by Occupational Category

Examining employment by **occupational category** provides a more accurate picture of the impact the primary sector has on the regional economy. The reason for this is that work directly or indirectly associated with a particular industry can be identified, thus showing the total impact of each sector. When categorized by occupation, employment in the primary or resource sector increases from three per cent (as reported in the table above) to 13 per cent.

**Employment by Sector
From Occupation Category Data**

	<i>Male</i>		<i>Female</i>		<i>Total</i>	
Primary	30	17%	10	8%	40	13%
Manufacturing	10	5%	5	4%	15	5%
Services	140	78%	105	88%	245	82%
Total	180	100%	120	100%	300	100%

Source: 1986 Census Data.

Labour Force Participation

According to the 1986 Census KZA's labour force participation rate is 53.4 per cent. In determining the size of a labour force, Statistics Canada subtracts the number of youth under age 15 from the total population. The participation rate is based on the number of people working plus the number of unemployed. Statistics Canada's definition of an **unemployed person** is one who is currently collecting unemployment benefits. Persons not employed or collecting UI are not considered to

be part of the labour force. The table below compares the participation rates for men and women in the KZA community.

**Participation Rate of Male/Female
Kitigan Zibi Anishinabeg Community**

	<i>Male</i>	<i>Female</i>	<i>Total</i>
Employed	130	85	215
Unemployed	50	50	100
Total	180	135	315
Unemployment Rate	28%	39%	32%
Population 15+ years	295	295	590
Participation Rate	61%	44%	53%

Participation Rates Compared

The table below compares the labour force participation rate for the KZA community with communities in the region. As the town or village gets closer to the major labour market (in the Ottawa/Hull area), the participation rate changes dramatically. This indicates that the residents of these small communities move to larger labour markets to get jobs, leaving fewer marketable skills in the community. Those people who prefer to remain in these smaller labour markets are left with fewer job opportunities.

**Labour Market Participation Rate
in Selected Communities**

<i>Community</i>	<i>Rate</i>
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Maniwaki	60%
Kitigan Zibi Anishinabeg	53%
Low	52%
Gracefield	52%
Hull	74%

True Labour Force Participation

The census method of calculating labour force participation rates is simplified and does not take into consideration youth still in school or the retired population. The participation rate in the following table was determined by excluding youth under the age of 18 and band members over 65 years of age.

True Labour Force Participation

Total On-Reserve Population (1986 Census)	790
Non-Labour Force Population	
- Youth less than 18 years of age	235
- persons 65 years and older	85
Total non-labour force population	320
Labour Force Population	470
True Labour Force Participation Rate	67%

Unemployment Rate

The 1986 Census shows an unemployment rate of 32 per cent, which is high as a national standard. The following table compares the KZA community with other towns and villages in the region.

Unemployment for Communities in the Region

<i>Community</i>	<i>UI Rate</i>
Maniwaki	15%
Kitigan Zibi Anishinabeg	32%
Grand-Remous	36%
Low	15%
Gracefield	22%
Hull	9%

Social Assistance

The most recent data indicate that 38 families and 72 single persons were on social assistance in 1990. According to the statistics, the number of families on social assistance has been dropping steadily for the period 1986-90. A 1986 study observed that "approximately 28% of all families in the KZA are dependent upon social aid predominantly for economic and social reasons, while the single population depends upon social assistance mainly for economic and health reasons." With regard to the latter this may explain why the average number of single persons on social assistance has not declined but has remained rather steady at 60. However, even this may be a healthy indicator of economic and social health, since there has been no significant increase (in persons on social assistance) in the past five years even though the population is increasing.

Social Assistance 1986-90
Kitigan Zibi Anishinabeg Community - Families and Singles

<u>YEAR</u>		<u>FAMILIES</u>		<u>SINGLES</u>
	<i>Low/high</i>	<i>Average</i>	<i>Low/high</i>	<i>Average</i>
1986	45-61	53	50-81	65
1987	40-55	47	53-68	60
1988	44-51	47	52-69	60
1989	31-51	41	56-63	60
1990*	32-38	35	57-72	64

Source: Band Record.

*Note: * Data for 1990 is for six months.*

Economic Development and Business Structure

In the period 1986 to 1990 the number of official businesses in the KZA community more than doubled. A 1990 survey identified 27 businesses operating on-reserve. These businesses accounted for 99 jobs, including 52 full-time positions, 40 seasonal jobs and seven summer student positions.

The range of businesses that have been developed within the community include: restaurants, grocery stores, construction businesses, arts and crafts shops, transportation, consultant services, bookkeeping services, forestry and logging, gas station/laundry/car wash, and printing.

An informal count of employment from this sector indicated that approximately 100 persons were employed. The 1994 estimate of private sector- and self-employment is approximately 114 persons. Spin-off part-time and occasional employment and other economic benefits are not included in this calculation.

The following table identifies the most common sectors of concentration for KZA businesses compared to the rest of Canada:

Comparison Kitigan Zibi to Canada

	<i>Kitigan Zibi</i>	<i>Canada</i>
Retail trade	19%	20%
Wholesale trade	-	12%
Manufacturing	3%	10%
Construction	9%	15%
Service sector	47%	30%
Transportation	16%	6%
Mining	-	2%
Primary sector	6%	5%
Total	100%	100%

Source: 1994 KZA Band Office. Canada business data is from 1987 Businesses Tax Report.

Local economic analysis on the impact of machine owner/operators has not been completed. This constitutes piecework, part-time work and seasonal work, and its impact depends on the level and frequency of contracts during a given year. The economic spin-off on local labour and services has yet to be determined; however the community is becoming more aware of the overall impact of all aspects of their economy on the generation of spin-offs throughout the local economy.

Business Development

The following chart shows the growth pattern of reserve businesses since 1987.

The surveys used to gather this data do not reflect the fact that many of the businesses are informal, operate from a home-base, and are very small. Therefore, these statistics do not fully illustrate the state of enterprise in the KZA community.

Growth in Business Enterprises Kitigan Zibi Anishinabeg Community

<i>Year</i>	<i># of businesses</i>
1987	12
1989	24
1990	27
1993	43

The following characterizes the structure of the 27 official businesses identified in 1990:

- all but one operate on-reserve;
- most (20) are sole proprietorships, three are partnerships, and four are corporations;
- most (16) are less than five years old; the others are five to 10 years in operation (5), and over 10 years in operation (6).

The following table demonstrates the longevity of KZA businesses on- reserve by comparing the proportion of business to the number of years in operation.

Longevity of KZA Businesses

<i>Age of business</i>	<i>Percentage</i>
0 - 3 years	27%
4 - 5 years	21%
6 - 9 years	24%
10+ years	29%

Source: 1994 KZA Band Office. (Does not add up to 100% due to rounding.)

Self Employment

The 1986 Census identified KZA self-employed persons; however, the reported figure may be incorrect by 25-45 per cent because of under-reporting. Surveys from other reserves indicate that there is a substantial informal economy that is home-based. Estimates for home-based self-employment range from 30-50 per cent.

Kitigan Zibi Anishinabeg Community Self-Employment Comparison with Maniwaki

	<i>Wage</i>		<i>Self-Employed</i>		<i>Total</i>
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>	
Kitigan Zibi	290	98	5	2	295
Maniwaki	2,230	94	135	6	2,365

Source: Statistics Canada, 1986 Census.

III Kitigan Zibi Anishinabeg First Nations Government Profile

Introduction

Dramatic changes have occurred in the social, economic, training and education institutions of Kitigan Zibi Anishinabeg (KZA) over the past three decades.

Employment has shifted from the primary sector to the service sector, and KZA is presently the main employer of band members. The band has very stable and capable leadership both, currently and historically (Hawthorn Report, 1966). The following KZA government profile describes in detail the extent and complexity of the services and programs provided to KZA band members.

Many changes within community structures of the KZA Band (and in Native communities across Canada) have occurred over the past years. It has been a time of assuming control over federal government programs and agencies operating within the KZA community. It is necessary to have a tool of understanding that not only focuses on the present organizations, but also places them in an historical and cultural context. This profile indicates the structural changes that have taken place in the development of these organizations.

The Algonquins of Kitigan Zibi shall continue to maintain that they hold a unique position and inherent right as First Nations and as a distinct society. Services and staff must meet the needs of KZA members and continued efforts in this direction are essential. The organizations and sectors described in this profile all strive to provide

the Kitigan Zibi Algonquin with the services that best reflect their unique traditions and needs.

It must also be mentioned that KZA community members have been instrumental in service development and their input and efforts have resulted in many organizational successes.

This profile is intended to serve as a guide to the various organizations and departments of the Kitigan Zibi Band, and to aid those who may be unfamiliar with these structures. It stems partly from a growing concern for the pathway to self-determination that First Nations are currently exploring and the sense that it is necessary to maintain a perspective of the present situation. The material has been compiled from the many programs and services, past community profiles and organizational structures, and input from band officers, to whom the study team are grateful. It is hoped that the information will promote a better understanding of the Kitigan Zibi and facilitate discussions for the future of the community and its relations with Canada.

Management Structure

Chief and council are the governing body for the KZA community. There are elections every two years in accordance with the Indian Act. This Algonquin community is politically autonomous from other Algonquin First Nations in the region and is not an active member of the Algonquin Tribal Council. KZA has four administrative bodies: Band Administration, Kitigan Zibi Anishinabeg Education

Authority, Health and Social Services, and the KZA Police Department. Each administrative area is managed by a director or office manager. The table below illustrates the areas of responsibility under each body.

Kitigan Zibi Anishinabeg Administration

- A. Band Administration:
 - Operations
 - Finance
 - Construction
 - Membership
 - Lands
 - Forestry
 - Economic

- B. Kitigan Zibi Anishinabeg Education Authority
 - Congway School
 - Kitigan Zibi School
 - Finance
 - Student Council Ottawa and Maniwaki
 - Culture/Education Centre
 - Radio Station
 - Operations
 - Post-secondary education
 - Curriculum development

- C. Kitigan Zibi Anishinabeg Health and Social Service Board
 - Preventive health nurse
 - Medical Services
 - Alcohol and Drug Abuse program
 - Community health representative
 - Handicap Centre
 - Elderly Care Program
 - Social workers
 - Recreation activities
 - Daycare Centre

- D. Kitigan Zibi Police Department

Alternative Funding Arrangement

KZA administers band funding under an Alternative Funding Arrangement (AFA) with Indian and Northern Affairs Canada. Unlike traditional band/government financial administration this agreement is multi-year and allows some program flexibility for the band to set program priorities and develop innovative programs. For example, the band could allocate social assistance and training funding toward training a person on social assistance in a vocational training, college or university program.

Community Profile

The Kitigan Zibi Band (Quebec) is one of ten Algonquin communities, in the Quebec and Ontario regions, located 220 kilometres due north of Ottawa. The community sits adjacent to the town of Maniwaki, Quebec and comprises approximately 26 kilometres.

Kitigan Zibi members speak Algonquin, English and/or French. There are approximately 300 families residing in the Kitigan Zibi community with an overall population of approximately 1,200. About half of the community members currently live off-reserve. The largest age category is 25-29 years. KZA is a rapidly growing community and it has been estimated that the total on-reserve population will double by the year 2012.

The Kitigan Zibi Band is under the jurisdiction of the Indian Act and is politically autonomous.

Community Structure

There are four main administrative bodies within the community. Administration is centralized at the **Band Administration** office; all KZA funding goes through this office. The central administration office is responsible for building maintenance and inspection, community maintenance and operations, construction, economic development, finance, forestry, lands, membership, personnel, self-government secretariat, welfare services, and the local radio station (CKWE).

The **Kitigan Zibi Education Administration** is responsible for kindergarten, elementary, secondary and post-secondary education, as well as school building maintenance and operations, the Cultural Centre and curriculum development.

Kitigan Zibi Health and Social Services provides the following services: community health nurse (CHN), community health representative (CHR), Nigan Inabinaniwang or the alcohol and drug program, handicap services, Elder care, family violence services, recreation, and social work.

The **Kitigan Zibi Police Department** is responsible for the safety and protection of the community and enforcing the criminal code. It operates a 24-hour service, and employs eight staff.

Chief and Council

The Kitigan Zibi Band Council derives its authority from the electoral population and aims to represent the common interests of all its members. The council holds weekly meetings to discuss these interests and other issues of importance. Council

members are accountable to the people of the community and general band meetings are held monthly to discuss current major political, legal, economic and social issues. Minutes of all band meetings are available at the administration office and fliers regarding various issues of particular importance, such as by-laws, job notices or community meetings are regularly distributed throughout the community. All band funds and accounts are subject to an annual external audit, which is also made available to all community members.

The Kitigan Zibi Band Council is composed of a chief and four council members who are elected by age-of-majority vote of the membership. Elections are held every two years. The chief serves as a chairperson within the council and at general band meetings that are usually held on a monthly basis. The chief also oversees and supervises all functions relating to the council and the community. Council members are accessible to the community at large and provide for a mechanism of communication, as well as bringing forth issues requiring attention and decision.

Through the electoral process, the Council is recognized as the legal entity of the Kitigan Zibi Band and it therefore has the authority to sign any legal documents in the name of the Kitigan Zibi. Council members also negotiate with outside governments and are responsible for the implementation and monitoring of legislation, finance, management, social issues and other areas that effect the community.

The decisions for services and programs undertaken by the council are based on the pursuit of a better quality of life for community members today and in the

future. They are reached by consensus in a quorum of at least three members and result in the passing of a Band Council resolution (BCR).

Band Administration Office

The Band Administration office is the central body for all public institutions in the community. The Band Manager's primary role is administrator and public relations representative of the Council and the community. The administrator is responsible for providing both financial and managerial capabilities and for overseeing all public organizations within KZA.

Finance

The Band Administration Office is responsible for the financial management of all budgets. Revenues are generated through interests on deposits and leasing arrangements. Three finance clerks maintain detailed records of revenues and expenditures, issue cheques and maintain financial records of the Band's operations.

Lands

Files for all land sections within the KZA community are maintained at the Band Administration Office and information on these lands and estates is accessible. Transfers, purchases and other lot exchanges are prepared by the Lands Manager. Lands are presently controlled by the Department of Indian Affairs; however, the

● Council is looking toward transferring lands and estate administration to the community.

Personnel

Personnel records of all KZA employees are maintained by the Personnel and Human Resources Officer at the Band Administration Office. The department handles employee recruitment, evaluation and selection.

The Skills Development and Job Placement Officer analyzes the community's training needs and proposes training courses and programs or directs community members to training sources.

Social Aid

The Social Aid Program is administered by the community. This program aims to provide assistance for basic sustenance to community members who are in need of social aid.

Self-Government

The Self-Government Secretariat is exploring the possibility of establishing a framework negotiation proposal for self-government in the community. Workshops are held to inform the community and discuss various issues concerning its future and possible directions toward self-determination. Research in many areas is on-going.



Membership

Membership Administration provides for registration of membership and maintenance of records and the band list, including the addition or deletion of names.

CKWE

CKWE Radio is KZA's only community-based communication service. Items of interest are requested by and passed on through broadcasters and the station provides a source of entertainment such as music, bingos, interviews and other events.

Note: Building Maintenance, Inspection and Economic Development are also departments of the Band Administration Office but are discussed in other sections.

Economic Development

KZA administers a program specifically designed to strengthen the community's economic development. In general, the Community Economic Development Organization (CEDO) program supports band member-owned economic development initiatives that demonstrate long-term viability. Other initiatives include long-term community projects, business planning phases, and on-going individual job placement and skills development for band members.

● The program is directed at new and existing community entrepreneurs who require supplementary assistance to existing government programs such as those under Industry Canada or Employment and Immigration Canada.

The decentralization of Indian and Northern Affairs programs has led to a process of bands accepting more responsibility in the management of monies for various programs. The *Canadian Aboriginal Economic Development Strategy* (CAEDS) was introduced as a result of this decentralization. As CAEDS began to be implemented, bands across Canada had to determine which methods to use to administer economic development funds. The Kitigan Zibi Band opted to manage funds locally, and to include economic development in the AFA.

On 14 March 1990 the Kitigan Zibi Band proposed a grant system for band members requiring business development assistance. Business plans that prove viable, feasible and potentially profitable will benefit, on a first-come, first-serve basis. This mechanism limits the contribution to up to 15 per cent of the local costs of the project, to a maximum of \$50,000. Business development includes training initiatives and technical assistance. Approval of a proposal depends on the viability of the business plan.

An important objective of KZA economic development is the integration of employable band members to on- or off-reserve locations. The position of Skills Development and Job Placement Officer was created to increase employment and to improve delivery of training and programs.

● The development of skills that are in short supply within the community or area will contribute to enhancing the employability of community members. The integration of Band members to on- or off-reserve positions will depend highly on the promotion of skills and the development of shortage skills.

Department of Indian and Northern Affairs (DIA)

Economic development programs within DIA have been KZA's major contributor to new business. The development of programs and initiatives through CAEDS promoted the elimination of the department's grant system. DIA will continue its loan and grant guarantee mechanism.

Aboriginal Business Development Program (ABDP)

The ABDP was formerly the Native Economic Development Program, and is now co-ordinated with Industry Canada (formerly Industry, Science and Technology Canada). Financial and developmental assistance is provided to Native entrepreneurs for business development, joint ventures and capital corporations. It is expected that most band members will be applying to the ABDP for contributions (grants) to assist businesses.

Employment and Immigration Canada (EIC)

As a direct result of CAEDS, Employment and Immigration Canada delivers the Skills Development and Urban Employment programs to further Native employability. KZA deals mainly with the Skills Development program.

KZA Land Claims

A recently settled land claim has allowed KZA to regain ownership and reserve designation of the land on a well-situated property. This property is on the main highway that runs through the centre of a populated area of the reserve near the town of Maniwaki. Research is being conducted on land use and potential development of this property. At present, it would be possible to develop this land into the community's commercial and industrial area.

Business

To date, Kitigan Zibi Band members have established 98 per cent of the businesses based on-reserve while the national average of businesses based on-reserve is 86.3 per cent. Off-reserve KZA ventures represent two per cent of the total businesses in operation. The number of Native-owned and -operated businesses operating off-reserve nation-wide is 13.3 per cent.

There are currently 25 businesses within the community — 20 are sole proprietorships, three are partnerships and two are incorporated. The general

orientation is toward small business. (Small business constitutes 75 per cent of the Canadian economy.).

The most common types of business in the community are forestry, logging, and taxi services. There are three registered logging businesses and numerous private logging entrepreneurs. There are eight different taxi outlets, representing the second most common service. Other community enterprises include handicrafts, construction, a hair dressing salon, a variety store and a grocery store. There are no manufacturing or agricultural business ventures at this point in time.

Forestry

The Kitigan Zibi Band may soon have an agreement with Canadian Forestry Services, and 200,000 trees are expected to be planted this spring. The community has just begun an environmental project to promote environmental awareness and enhance the lakes, streams and community dump sites. KZA has engaged a forestry consultant to advise the Band on the state of the community's forests.

Education

The present system of educational service delivery in KZA provides for greater community control over operations and administrative functions relating to education. The Kitigan Zibi Education Council (KZEC), headed by the Director of Education, is the entity responsible for educational services. The council's five members (including one chairperson) are elected by the community. The main role of the school council is to make decisions on policies, curriculum, hiring/firing and expenditures, and to

oversee the programs. There are five KZA-operated educational institutions within the reserve: the Onimakong School, the Congway School, the Kitigan Zibi School, Mokasige and Choices. The Kitigan Zibi School is responsible for pre-school, primary, secondary, post-secondary and adult education. (See KZA History for background on school development.) There are also plans to develop a first year CEGEP program.

The Kitigan Zibi School provides an environment that encourages self-esteem and develops Native self-awareness (as individual community members and as members of society). It also provides an environment for academic learning, preparing students for the work force and higher levels of learning. One of its main objectives is to preserve and enhance the Algonquin language and culture.

KZA's educational services attempt to provide every possible link to the community and parents in all aspects of education. A Parents' Committee, made up of elected members, was recently established to act in an advisory capacity. The Committee makes recommendations to KZEC on issues that affect the welfare of the children and their education.

KZA operates the following programs:

3 year old Nursery
Junior & Senior Kindergarten
Elementary & High School
Immersion
Adult Education
Cultural Centre
Curriculum Development

Onimakong
Congway School
Kitigan Zibi Kikinamadinan
Mokasige
Choices

● Kitigan Zibi adopted a regular provincial school academic program but added their own curriculum including: Native studies, Algonquin language program and Algonquin immersion. The curriculum also includes specially-designated days (e.g. Culture Days).

A number of academic resources are available:

Preschool support teacher	Elementary support teacher
Elementary team teaching	High School support teacher
Multi-challenged assistant	Speech pathologist
Psychologist	

KZA also operates a Cultural Program that includes: Immersion, Algonquin core programs, Grade I to Secondary IV, Native crafts (H.S.), Native studies (H.S.), and outdoor education.

The school has its own Secondary V graduating diploma that is recognized by all post-secondary institutions. Also, Kitigan Zibi Kikinamadinan has its own credit system for the academic courses with full descriptions. The Kikinamadinan has three graduations at the end of the school year: the kindergarten level, the elementary level and the Kitigan Zibi High School Diploma.

A nutrition program that includes a Snack Program (fresh fruit and milk) and a Lunch Program (full course meals) is very popular with both parents and students.

KZA's school system provides bus service for pre-school, elementary and high school students, as well as after school activities (two days per week) and field trips. The busses now have monitors (three for elementary and high school, one for pre-

school), who are required to ensure the safety of the bus and assist students to their own yards. These monitors are required to wear a safety uniform.

Policing

Policing is one area of justice services that the Kitigan Zibi Band has implemented and it has come to be recognized as an essential facet of the current community structure. Prior to the establishment of this jurisdiction, all policing was conducted by the Royal Canadian Mounted Police and provincial law enforcement agencies. This system did not prove feasible in the past and the community began to look toward an alternative option.

The community decided that the only truly viable system that would meet its needs was one that would allow the community to have control and jurisdiction over policing. In July 1980 KZA established an Amerindian police department and four officers and a chief of police undertook a five-month training program. KZA policing services started up in April 1981 out of the basement of the community hall. In April 1982 the police station moved to a renovated building on Fafard Street until the new building was erected in July 1987. The band assumed control over policing in July of 1985.

The Kitigan Zibi Police Department (KZAPD) is represented by the Chief of Police who is ultimately responsible to the people of the Kitigan Zibi Band through accountability to the Band Manager and Council. The agency is responsible for the investigation of crimes, patrolling, providing court testimony and responding to all

complaints relating to civil and criminal matters. The KZAPD is also responsible for enforcement of all the by-laws in effect under the Indian Act, and recognizes the Canadian Criminal Code of Canada and other applicable federal acts. Officers have the powers of arrest, detention, and seizure and apply those under the federal justice system. The federal justice system thus gives the provincial justice system the power to litigate over federal acts and codes.

The KZAPD is currently within the First Nations Policing policy framework and employs a chief of police, assistant chief, five police officers, a secretary and a game/forestry conservation officer. Working conditions vary with required shift work, routine checks and patrols that sometimes lead to highly explosive or demanding situations.

Officers adhere to a strict code of ethics that include confidentiality, responsibility, accountability, professionalism and protecting the rights of all people.

Working arrangements and agreements with the provincial police departments exist with regard to safety and security on Highway 105, which passes through Kitigan Zibi. Very good working relationships with outside police departments have been established and have proven to be essential.

Part of the negotiation process leading toward self-government may include expanded services in the area of justice, and in mechanisms to provide the community's own justice services. Currently, trends show that a disproportionate number of Native people in Canada are coming into contact with and being sentenced in the criminal justice system. This situation often occurs because federal and

provincial courts do not meet Native requirements due to linguistic barriers, differences in customs, and prejudices.

Health Services

KZA health services fall under the direction of Kitigan Zibi Health and Social Services (KZAHSS). Administrative authority for health services was recently transferred from the federal government to the Kitigan Zibi Band in an effort to implement programming that would better meet the needs of the community.

Preventive health programming such as health education through promotion and educational materials, environmental health, nutrition, dental hygiene, AIDS awareness, and alcohol and drug abuse prevention are provided by KZAHSS. Visiting physicians offer medical services to the community two days a week.

A community health nurse (CHN) oversees programs designed to promote a healthy community, including prenatal clinics, immunization services, nutritional counselling and other practices that will enhance general health. The nursing program also offers post-natal, hypertensive and diabetes clinics.

Referrals for emergency medical treatment as well as out-patient care are also the responsibility of the CHN. Home visits are conducted with Elders and other members of the community to ensure that residents receive adequate health attention and information. To meet the expanded programming objectives set out by health services, a second CHN will soon be hired.

● The community health representative (CHR) conducts health promotion and liaison activities with KZAHSS and the community. The CHR assists in identifying community health care needs, operates educational activities and helps community members access available health services.

The CHR also conducts regular home visits, helping Elders and others to identify their health-related, dental hygiene and other needs. As part of the required services of environmental health, the CHR collects water samples from homes and lake areas for chemical and mineral content testing. The CHR is also involved in emergency planning and is a member of the Algonquin Treatment Centre Board of Directors.

The KZAHSS also operates Nigan Inabinaniwang, which is the community's alcohol and drug abuse program. The program provides the community with information on the effects of alcohol and drug abuse, and offers the following services: awareness programs (such as promoting responsibility in the use of alcohol and drugs), community development and recreational activities (as an alternative to drug or alcohol use), and counselling programs to assist abusers and high-risk groups to maintain sobriety. Referrals to community services, treatment centres and agencies are provided when requested.

Nigan Inabinanwang employs two community staff members who provide these services and carry out basic alcohol and drug abuse research in order to respond effectively and prepare funding proposals for awareness campaigns.

Construction of an Algonquin treatment centre is currently being planned.



Social Services

Social services provided by KZAHSS include programs in recreation, child and family services, family violence, handicap services and in-home care. A Health and Social Services Committee was recently organized as an advisory body to the community with regard to health and social issues.

The recreation program promotes leisure activities for youth, adults and Elders in the community. A recreation animator works closely with the Recreation Committee and the Nigan Inabinaniwang to provide community development activities.

KZA recreational facilities include the community hall, recreation/youth centre, skating rink, tennis courts, gymnasium, soccer field, baseball field, playground, beaches and lakes.

KZHSS employs two social workers who provide child and family services in relation to adoption, placement and delinquency. Foster homes are secured, evaluated and accredited, allowances are issued, and orientation is provided to the foster parents. Other services include counselling in family violence, crisis intervention and management.

KZHSS maintains a professional supervision contract with the *Centre de Services Sociaux de l'Outaouais (CSSO)*, and works very closely with this agency.

Although social services has been transferred to the community, it is currently one of the only areas that is not included in the AFA agreement, because child welfare is not yet entirely under the jurisdiction of Aboriginal peoples. The Kitigan Zibi Community will continue to strive toward this end.

KZA now has a Family Violence Prevention and Awareness program, and an emergency crisis shelter was constructed in 1990. Two program staff have been involved in providing information, conducting educational programs in the school, initiating the Women's Circle, and many other activities.

A "Social Intervention for Victims of Family Violence" training program recently began for 12 participants through Heritage College. Following classroom instruction and field experience, the students will be eligible to apply for a position at the shelter.

Services for handicapped individuals in the community are provided through adult home-care and the Handicap Workshop. The "shop" has 10-12 students in regular attendance, who participate in designing and making various arts and crafts, woodwork and other creations.

The Handicap Workshop is open to visitors during the day and everyone is invited to an annual jamboree during the summer. The parents, the Handicap Committee, monitors and students work collaboratively in organizing this event and other activities.

Home-delivered services are provided to the elderly, seriously ill, and socially disadvantaged individuals of the community to ensure that household maintenance and social needs are met. The home-care monitors have regular and special clients whom they help with house cleaning, grocery shopping, heavy housework and just friendly visiting. A Group Home Committee was established to advocate for the construction of a home for Elders and the building was completed in late 1990.

Community Services and Infrastructure

Community services include those services that involve public works, facilities, and the physical resources of the community. They are provided through the Band to all community members, and special groups such as Elders.


Building Maintenance and Inspection

The Building Maintenance and Inspection Officer acts as inspector for all construction and infrastructure financed through KZA. This person administers and co-ordinates the housing and repairs programs and ensures procedural requirements with respect to the National Building Code.

Public Works

The drilling of new wells and septic installations is now provided to all new houses that are built by the Band. Forty-four wells for existing houses and community buildings are to be drilled within the next two to three years. Plumbers are hired on an on-call basis and septic tanks are cleaned and repaired for the elderly population. Water treatment is available for homes with physio- chemical problems.

All on-reserve houses are serviced by Hydro-Quebec. Garbage collection services are contracted to a community member and waste is transported twice a week to a regional dumpsite. KZA has a service agreement with the town of Maniwaki for the use of their regional waste disposal site.



Road Maintenance

KZA provides public access road maintenance and ensures that they are in good condition. The roads are plowed and sanded during the winter to ensure safety and accessibility. Road maintenance also includes construction and repairs, and clearing and brush cutting on roadsides. KZA employs a full-time heavy equipment operator, while the road foreman and crew are hired seasonally.

The Power House Road and Decontie Street will be receiving asphalt pavement treatment in 1994.

Housing and Construction

The Band administers and co-ordinates a housing construction and repair program. Council reviews and makes decisions on all applications for housing or repair subsidies. A revolving loan system has been established to assist individuals and families who wish to build.

An inspector supervises house construction and ensures that national building codes are followed. As a result, housing standards are improved.

Community Buildings

Buildings maintained by KZA include Congway, Onimakong and Kitigan Zibi Schools, the community hall, cultural centre, Endong Centre, Handicap Workshop, Health Centre, Curriculum Development Trailer, warehouse, Band Administration

Office, the Emergency Crisis Shelter, the group home for Elders, and the police station.

The building maintenance and inspection officer regularly inspects the various components of these structures and makes recommendations for their upkeep.

Emergency Services

Formal agreements are in place between the town of Maniwaki and KZA to provide fire protection and ambulance services on an annual basis. An Emergency Planning Committee is being established to co-ordinate responses in the event of a natural disaster.

PART II KZA ECONOMIC AND EMPLOYMENT DEVELOPMENT

I Economic and Employment Development

Past economic and employment development policy has been based on a "deficiency" model. This perspective on development has resulted in reports and theories that used phrases such as "obstacles to development", and "bands and individuals lacked..." This was the predominant way of thinking in Canada during the 1970s and early 1980s. Some of the "obstacles" arising out of deficiency model studies on Aboriginal economic development have been identified by Stephen Cornell and Joseph P. Kalt as follows:

- * bands and individuals lack access to financial capital;
- * bands and individuals lack human capital;
- * reserves lack effective planning;
- * reserves are poor in natural resources;
- * reserves are disadvantaged by their distance from markets;
- * federal and state policies are counterproductive and/or discriminatory;
- and
- * band cultures get in the way.

In their paper "*Reloading the Dice*" Cornell and Kalt attempt a fresh look at the key factors that appear to have the most influence over development. They take a more holistic view of development — one that is closer to the views of Aboriginal

peoples. It is no surprise that Aboriginal peoples historically have been advocating for more holistic and culturally-based policy. While Canadian policy makers and practitioners were reducing the development universe to identifiable deficiencies, Aboriginal peoples were arguing for a different model. Sally Weaver, on the National Indian Advisory Board (1966-67), writes:

"But the message was clear [National Advisory Board's decision]: the planning process should begin at the local level, reflect local needs, respect local initiatives, and represent the desires of Indians. To fit this grass roots approach, local band councils should be given broader powers and resources to undertake the jobs of planning and governing."

What gains have been achieved to reduce this dissonance between what Aboriginal peoples are saying about development, and actual government policy?

"Listen and learn" is becoming an important part of policy development. For example, the International Institute for Sustainable Development (IISD) in Winnipeg just completed a process on the issue of sustainable development. To achieve their goals of finding the means to eradicate poverty and reduce the processes of impoverishment, they began the listen and learn process with Indigenous peoples around the world. As a result of this work the IISD published *"Our Responsibility to*

the *Seventh Generation*," written by Linda Clarkson, Vern Morrisette and Gabriel Regallet, who concluded:

"The institute tries to be a catalyst, incorporating views of stakeholders from many different backgrounds into decision-making about sustainable development. To do so requires a dedicated effort to listen and learn from communities and people who are shaping their own philosophies and initiatives for sustainable development. In particular we wish to highlight initiatives which otherwise might not be captured adequately or disseminated widely. Our role is to facilitate and to report as directly as possible their message, not to filter it through mainstream perspectives."

Their challenge is daunting and the problems in issues of development are immense. To understand Aboriginal views on development, western perspectives have to be turned on their head. This is not to say that it is impossible to understand an Aboriginal view, it simply means that the entire development dialect must be considered. The *Seventh Generation* report presents findings that are painful, and the solutions are a challenge to us all.

The report presents a vision of sustainable development through the eyes and experience of Indigenous peoples. It displays the suffering and pain caused by the cumulative effect of colonial policies, shortsighted development patterns and denial of

Indigenous values and lifestyles; the lessons of such traumatic experience should lead decision-makers to rethink their approaches toward a sustainable society.

The report states that Indigenous peoples invite us all to understand the root causes of past and present problems and to take an active role in the healing process. They also define what should be a caring social organization based on the principles of collective ownership and sharing; mutual respect and help within the extended family system and community; the acceptance of diversity; and the collective responsibility for the well-being of all members of society, future generations and the maintenance of all parts of creation. This approach calls for orienting attention to the needs of women and youth.

Aboriginal peoples are calling for more community control of development based on Aboriginal values and culture, and for development based on respect for all creation.

As a result of their listen and learn process, Cornell and Kalt have developed a comprehensive view of development that incorporates the views of Aboriginal peoples. The major components and structure of their analysis is as follows:

Key Development Ingredients

- I. External Opportunity:
 1. political sovereignty
 2. market opportunity
 3. access to financial capital
 4. distance from markets

- II. Internal Opportunity:
 - 1. natural resources
 - 2. human capital
 - 3. institutions of governance
 - 4. culture
- III. Development Strategy:
 - 1. overall economic system
 - 2. choice of development activity

Cornell and Kalt argue in "*Where's the Glue*" that culture is the glue that strengthens and sustains development in Aboriginal communities. There are four ingredients common to successful development: stable local government, good human capital, access to markets, and natural resources. The authors argue that while not all four are required, at least three of these conditions are necessary for successful economic development.

The following section examines Kitigan Zibi from the Cornell and Kalt perspective. This paper argues that Kitigan Zibi is a community on the verge of comprehensive development success. It is in a transition period. Using the Cornell and Kalt analysis it was found that:

- * Kitigan Zibi has had stable government, chiefs and councils historically have been elected for more than one term and are representative of the community, and the present chief has been elected for 17 years in succession.

- * Kitigan Zibi has local control over the educational system (see Royal Commission on Aboriginal Peoples "Kitigan Zibi Control of Education Case Study") and a successful training program.
- * Kitigan Zibi is 130 kilometres north of Ottawa/Hull, one of the largest markets in Canada, which incidentally is in the heart of traditional Algonquin territory and home for many Kitigan Zibi band members.
- * Kitigan Zibi is located on 43,000 acres of land, but the primary sector (forestry, guiding, handcrafts, trapping, farming) has waned in recent years and so has its impact on the economy. In 1966 the Hawthorne Report found that 78.6 per cent of band members participated in the primary sector, compared to only 13.8 per cent reported in the 1986 Census.

Clearly, Kitigan Zibi Anishinabeg (KZA) possesses three of the main ingredients of development at the present moment. This case study analyzes the current situation and develops a plan for KZA to achieve economic self-sufficiency. The analysis relies on the experience and direction offered by Cornell and Kalt. They say: "In our research two factors more than any others distinguish successful tribes from unsuccessful ones — *de facto* sovereignty and effective institutions of self-governance." The following chart details their entire thesis on successful development.

Factors of Successful Development

A. The Role of Sovereignty

1. Genuine control over tribal affairs and resources
2. Tribal sovereignty under self-determination should be the central thrust of Native policy.

B. The Role of Institutions

- Task 1: Mobilize and sustain support for institutions and strategies
- * match between institutions and culture
- Task 2: Implement strategic choices
- * formalized decision rules and procedures
 - * professional financial, personnel, and records systems
- Task 3: Establish a political environment safe for development
- * the separation and limitation of powers: Who controls what?
 - * the separation of electoral politics from day-to-day management of business enterprises

C. Choosing Effective Development Strategies

1. Economic System
 - * federal control
 - * tribal enterprise
 - * private (micro) enterprise with tribal member ownership
 - * private enterprise with non-tribal member control
2. Development activity
 - * separating good from bad opportunities
 - * developing basic technical and business skills
 - * matching development activities to governance capabilities, assets endowments, and cultural attributes

KZA is on the verge of a full-blown grass roots development based on their culture and values. As has been demonstrated in the community profile, it has

● effective management and administration. Clearly, KZA would benefit from greater control over governance and access to the resources within its traditional territories.

KZA has based its present success on establishing new business strictly through support for the development of micro-business and Kitigan Zibi entrepreneurs. There are presently no thoughts of forming a development corporation; rather, KZA will rely on local entrepreneurs and investors for economic development, including the planned strip mall, tourism, and manufacturing plans.

KZA has developed its strong local government and services on a strong education capacity, and good management and administration. Most Kitigan Zibi services are managed by band members who are educated and specifically trained to meet the requirements of new institutions as they are developed in the community. For example, the community currently offers a bachelor of social work program. Last year a one-year business development program was offered for promising entrepreneurs.

The Local Area Management Board (LAMB) is preparing a strategic plan to coordinate economic development, training and education to meet the long-term economic development plans of the community. The development of a case study for the Royal Commission on Aboriginal Peoples presented the opportunity to build on previous research, and plans are being made to examine in closer detail the long-term objective and goals for economic and employment development.

II Kitigan Zibi Development

Introduction

The Kitigan Zibi Anishinabeg (KZA) have lived in the Algonquin territory since time immemorial. They have adapted their economy and culture to climatic, environmental, social and political change for thousands of years. Algonquins or Anishinabeg (the people) have successfully lived in harmony with the land, and in the process have developed complex economic systems based on mutual trust, sharing and trade. The Anishinabeg have been successful mediators in the heart of the Algonquin territory and historic trading routes, in what is now known as Ontario, Quebec and northeastern United States.

The present economic climate is characterized by change and transformation. Anishinabeg have adapted to survive and the current generation have been developing the capacity to compete in today's economy.

The Kitigan Zibi Anishinabeg appear to be on the verge of economic success, and most certainly economic change. Over the past five years an average of 10 new businesses have been created annually (more than in any previous period). In recent years Kitigan Zibi has seriously examined opening a shopping centre and operating a mill in the region. The emergence of entrepreneurs and investors within the community marks the beginning of a new era.

This section focuses on a review of the factors that have contributed to the changes in the environment contributing to the new economic era. The analysis is

focused on internal factors and the local economy. A brief look at the regional and global economies has been included.

Kitigan Zibi Economic Systems

There are two economic systems contributing to the wealth in Kitigan Zibi: the traditional system and the market system. Both contribute to the overall wealth of Kitigan Zibi.

The traditional economic system is based on forestry, hunting, fishing, trapping, crafts and gathering. This economy is based on the sustainable harvesting of resources, resulting in a continuous flow of benefits.

The market economic system is based on wage employment, the private sector and social supports. The market economy is based on investment and human resource capacity. Any long-term economic and employment strategy must consider both economic systems. In the future, technology from the market economy will assist in maintaining the traditional economy.

An Anishinabeg Economic Strategy

There are five main areas of economic opportunity for KZA, which together represent a strategy based on developing all local economic opportunities. The Five-year Plan outlined at the end of this report incorporates this strategy.

1. Aboriginal Government: As with most Aboriginal economies band government is the major employer and contributor to the local economy. Employment and wealth generated from this sector is key to a stable and growing economy. There is a potential to establish new private businesses to provide services to band government and programs within existing funding. However, Aboriginal government should develop plans to reduce dependency on government funding.

2. Provision of Local Goods and Services: Most Aboriginal communities have an underdeveloped private sector to provide local goods and services. This results in considerable economic loss, because income coming into the communities is almost immediately spent on goods and services purchased outside the community. Only about ten per cent of the reserve income is spent in the community. This is not only a loss of potential wealth, but also a loss of jobs. Starting businesses in Aboriginal communities creates jobs and facilitates the circulation of cash within the local economy.

3. Regional/external Market: All economies develop by having new money come into the economy from external markets. The external market contributes to local wealth creation and helps circulate money through the local economy. Business opportunities exist in tourism and the primary sectors. Tourism is one of the fastest growing sectors of the Canadian economy. Tourism directed at Aboriginal destinations attracts both the domestic and foreign markets. The primary sector, specifically forestry and minerals, are potential opportunities, keeping in mind that this sector, like

the other primary sectors, is going through major restructuring. Restructuring means an overall shedding of jobs for fewer, but higher paying, technical occupations.

4. High-Growth and Emerging Industries: The economy and jobs of the future will be dominated by computers, technology and communications. This sector has been the fastest growing area of Canadian and international markets. The Canadian economy is dominated by the service sector, which includes these emerging, high-growth industries. It was once thought that the manufacturing sector fuelled the modern industrial economy. The new "information" industries appear to be competing with manufacturing and replacing the primary sector in its central role in the Canadian economy.

5. Traditional Economy: This economy is composed of hunting, fishing, fowling, arts and gathering, and includes parts of the informal economy. The traditional economy contributes to overall wealth and economic benefits. For example, in the 1991 household survey it was estimated that country foods had a \$600,000 replacement value. This economy has potential in areas such as tourism and resource development. Finally, the traditional knowledge held within the Kitigan Zibi community has tremendous potential in resource management, sustainable development, land claims, economic development, and education.



Kitigan Zibi Economic Systems

The KZA are linked to the market economy and are building strong local services and a new entrepreneurial cadre.

KZA has a strong traditional economic sector that is not reflected in traditional government and economic analyses. This system is built on a wealth of natural resources and Indigenous knowledge, resource capacity and sustainable development, and it contributes considerably to local wealth by supplying country foods, wood fuel and services. Its strengths are the traditional knowledge systems and Anishinabeg culture.

ALGONQUIN COMMUNITY ECONOMY

LOCAL GOVERNMENT

FUTURE MARKETS

ALGONQUIN ECONOMY

EXTERNAL MARKET

LOCAL MARKET

TRADITIONAL ECONOMY

LEGEND

Sources of Income:

Economic Leakages:

Algonquin Communities Overview

This overview is based on surveys and other information available on eight Algonquin communities in Northwest Quebec. Band members with previous survey experience conducted the household surveys; KZA data were gathered from a similar household survey conducted in 1991, a human resource needs survey conducted in 1992 and the 1986 Canadian census. The survey data was entered into SPSS, which is a statistical software package for data analysis.

The Algonquin have a complex economy in which income and jobs originate from multiple sources. The diagram above illustrates how the mixed economy is

comprised of sources of income, government transfers, a mixed market and traditional economy. Income comes from two almost equal sources: government transfers and private sector employment. The economy is dependent on government transfers and expenditures. The traditional economy has a full spectrum of impacts on the local economy. Country food in some communities is the major source of nutrition, being part of the daily food intake. Almost all income in the Algonquin economies is spent in the external market; this is known as "economic leakage". In a healthy local economy some of the income would not leak but would circulate in the economy by way of purchases of local goods and services, and investments.

Algonquins have been cut out as players in the regional economy. With nearly half of the Algonquin population entering the labour force in the next decade, Algonquins will have to participate and invest in their own economy more actively to generate the jobs and businesses necessary to employ the growing labour force.

The demographic trend of all Algonquin communities indicates that a substantial proportion of Kitigan Zibi will be entering the labour force in the next two decades. The distribution profile indicates that the 20-24 year age group is leaving Kitigan Zibi for economic and education reasons. To ensure long-term development in Kitigan Zibi, plans must be developed to curb further out-migration by identifying the needs of youth and developing services specifically geared to keeping youth in the communities.

Business potential

Cultural centres and grocery/convenience stores hold the greatest potential for future business growth for the regional economy. Band members were surveyed to find out what businesses had the most potential on-reserve.

Responses showed that almost 50 per cent of business ideas are in the tourism and recreation sectors. This not only illustrates potential opportunities, it indicates support and interest in these activities. The business ideas include: culture centres, crafts, marinas, camp grounds, beach and picnic areas, and cottage sites.

Business opportunities directed at the local market include: grocery stores, restaurants, hair salons, snowmobiles/boats and clothing.

The primary sector and transportation business (i.e. ATV/RV boat & trailer retail business) were rated as having the least potential for growth in the region.



The Global Economy

Canada is going through a major industrial restructuring caused by the recession and free trade with the United States. This is reflected in lay-offs in core industries and increasing job growth in the service sector.

At the turn of the century 90 per cent of Canadians worked in the primary sector. By 1960, manufacturing was rapidly becoming a dominant employer in Canada. But times have changed again, and today most Canadians are employed in the service sector.

To prepare for the new global economy Kitigan Zibi must first co-ordinate Kitigan Zibi education, training and economic planning. Second, partnerships and planning should focus on long-term training in new technological fields and in traditional economic activities. Finally, the economic strategy should evolve from Kitigan Zibi cultural history and traditions. This strategy will necessitate the co-operation of Kitigan Zibi education, business, training and other community interests.

In order to remain competitive, the primary industries in the Western Quebec economy will continue to restructure. In Quebec, plants are being closed regularly. This restructuring will reduce labour costs by investing in new equipment and technology, creating a new demand for employees with technological skills and knowledge.

Quebec Regional Economy

The regional economy of Western Quebec is dependent on the forestry and mining industries. Forestry, mining and agriculture make up what is known as the "primary" sector of the economy. This sector had three per cent job growth in 1991 and has remained constant since 1988. The key area for job creation has been the mining industry, with a three per cent growth in jobs in the last year. However, the whole sector is now in decline.

The manufacturing and construction industries, known as the secondary sector, had a five per cent growth rate from 1988-92. Employment in both manufacturing and construction grew by four per cent in the period. Overall, the secondary sector generated a five per cent job growth in the region.

The service sector in the Western Quebec region is the largest source of job growth and employment. The largest growth areas have been in utilities, finance, insurance, recreation/leisure, and service personnel. This sector reported a five per cent job growth since 1988.

Changes in Employment in Kitigan Zibi

These shifts in the global and regional economies have affected Kitigan Zibi. In 1965, most Kitigan Zibi (78 per cent) depended on the primary sector for employment. Today, nearly 90 per cent of all employment is in the service sector. This indicates a major shift in the local economy over a relatively short period. The

new service and technological economy, the so called information age, presents new and challenging options for Aboriginal peoples.

**Kitigan Zibi Anishinabeg
Main Sources of Employment (1965)**

Forestry	53.4%
Guiding	15.4%
Handicrafts	2.7%
Casual unskilled	5.6%
Skilled	5.1%
Clerical	6.2%
Professional	2.5%
Farm proprietor	2.6%
Proprietor non-farm	3.7%
Trapping	6.2%

Source: Hawthorn, Volume I, Table I, p. 49.

Traditional Economy and Sustainable Development

It is very important that any development plan emerge from the traditional economy, support subsistence systems, build on traditional knowledge, and provide new opportunities in the traditional sector. The international market is now favourable to Indigenous tourism, Indigenous environmental knowledge and Indigenous products in a way not previously imagined. The Body Shop, a London, England based company, estimates the international market for products produced by Indigenous peoples to be in the multi-billion dollar market. For example, the international market for rainforest nuts is estimated at \$2.0 billion annually. The subsistence economy and its importance to Kitigan Zibi long-term development must be understood in

economic and cultural terms. Continuity between Kitigan Zibi culture, values, and relationships with the land, animals, birds and fish must be clearly understood in terms of cultural retention and development. Strategies must be developed and implemented that ensure that families who live off the land can continue to do so, and this assurance needs to extend to future generations.

Kitigan Zibi Future Employment and Economic Opportunities

While some of the future opportunities will emerge from historical core industries, new opportunities will come from the electronic and communications industries. The following reviews these opportunities.

Core Industries

Core industries in the Western Quebec region will face major restructuring over the next decade to improve competitiveness. This new environment will require employees that are technologically literate. Both the forestry and mining industries are about to undergo major technological change, requiring a work force with computer, math and science literacy.

Kitigan Zibi's abilities to use computer data bases and satellite technology could lead to establishing dominance in the management of the forest industry and protecting the long-term survival of other Algonquin subsistence economies in the region. Employment could be developed in the resource protection and management sector. Management of these resources could also lead to the development of

tourism, fisheries and other renewable resources. The Kitigan Zibi would be ideal to work in these sectors.

Service Sector

The service sector has replaced the primary sector as the major source of employment for the Kitigan Zibi labour force, and it will continue to be the major source of new employment in the medium-term. This sector is a potential source of employment in the following occupations and businesses:

- * expansion of employment in local government;
- * provision of more in-house services to Kitigan Zibi government;
- * introduction of new technology in the workplace;
- * creation of new retail businesses within Kitigan Zibi;
- * creation of businesses that offer computer training and development;
- * development of Kitigan Zibi community-wide strategic business alliances.

High Growth and Emerging Industries

The economy and jobs of the future will be dominated by computers, technology and communications. Developing the technical knowledge and manufacturing capacity now will generate large economic gains in the future. The greatest increase in employment in higher-income jobs has been with employees in the high-tech industries. The following provides an overview of the sectors in the

economy where the most growth and opportunities will emerge over the next few decades:

* Computer Software and Services

Unlike the computer hardware industry, which is centralized in a few large companies, the software and service sector is highly decentralized. Computer software and services have grown at a faster rate than the sales of hardware. There are significant opportunities in this area, which some Aboriginal businesses have been quick to act upon (see case study of First Nations Technical Institute (FNTI)). If Canada were able to provide these services domestically, the market potential would be up to \$3.0 billion annually. The software and service industry is made up of four markets: packaged software, professional services (software design and systems), processing services (large-scale transaction processing), and data bases.

* Computer Hardware

The computer industry has been one of the most important new industries to emerge in the past three decades; however, Canada is not a leader in the \$5.0 billion computer hardware industry. Canadian businesses represent only eight per cent of the hardware suppliers in Canada. Industry has identified procurement as an important sector to influence industrial development. Canada has several product niches worth exploring: modems, library and bank systems, microcomputer hardware,

software for schools, connector covers, and remote sensing equipment and processing. Computers are now being made on-reserve by FNTI.

* Telecommunications

The telecommunications equipment industry has been one of Canada's success stories. Northern Telecom is one of the most successful in this \$25.0 billion world-wide market. Industry markets include: public switching, PBX (private branch exchange), key systems, fibre optic cable and transmission, cellular equipment and phones, phone sets, and facsimile and data communications devices. The industry generates new jobs — Northern Telecom and Bell Northern Research hire over 500 engineering graduates per year. This is one of the more promising industries in terms of growth potential, exports, and value added.

* Remote Sensing

Remote sensing and geographic information systems (GIS) are fast growing industries. There are several new projects where Aboriginal peoples are applying this technology to resource management in forestry, fishing and game. This technology uses pictures from either satellites or aircraft and with the help of a computer, generates detailed maps. The technology is less expensive than other data gathering methods, and has the additional potential to link Indigenous knowledge to the technology of map development.

Human Resource Planning

As with all areas of the primary sector in the Canadian economy, the Western Quebec primary sector has long been in a period of decline. In the next ten years this region will face major "structural adjustments."

In planning for these changes a human resource plan must be developed and should include some of the following strategic components:

- a) Co-operation between government, industry and Aboriginal government to meet the employment goals of the Kitigan Zibi community.
- b) Connection between national economic growth and the creation of a skilled labour force.
- c) Training for life-long education and aggressive training and retraining focused on industrial restructuring.
- d) Integration of traditional systems with new opportunities in tourism and resource management.

The human resource plan will focus on seven areas of human resource development, which are consistent with the Kitigan Zibi Community Economic Development Strategy and the findings of this study.

- 1. Resources: forestry
- 2. Tourism: natural resources and services
- 3. Business development: local goods and services
- 4. Band services and administration: all programs and services

5. Literacy: language, computer and technological
6. Traditional economy: hunting, fishing and trapping
7. Emerging industries: technology, computers and software

The Five-year Economic Development Plan outlined at the end of this report is based on the priorities as identified by the LAMB.

1. Page 1, Decontie, Pauline, *Pinawego/Noongom* (Yesterday/Today), Kitigan Zibi Anishinabeg, 1980.
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Traditional Knowledge

This study has identified two indicators of Kitigan Zibi household traditional economy participation. The first uses labour force participation data, as a proxy. Those who are said to be not participating in the labour market can be assumed to be involved in traditional and informal market activities such as hunting, fishing, trapping, bartering, micro-business and gathering. The second indicator is those households who reported that someone in the household hunted, fished or trapped. Both indicators have identified strengths in traditional knowledge across Kitigan Zibi.

In terms of employment and training, the traditional sector has both short- and long-term priorities. The economic development strategy has placed a priority on forestry and tourism, which are based on traditional skills. Most Kitigan Zibi said they had some training in traditional knowledge and were trained by family members. Traditional knowledge is a strength that can be applied to human resource development priorities in the short-term, and to resource management and development, combined with technology such as remote sensing, in the long-term.

Educational Attainment

While there have been considerable recent gains in the level of education in Kitigan Zibi, these levels still lag behind the rest of Canada. The following compares levels of education between Kitigan Zibi and Quebecers. The comparison is somewhat distorted because of the higher proportion of Kitigan Zibi of school age

(compared to the rest of Quebec). Projections indicate that within the next two decades Native peoples will reach educational parity with other Canadians (Patrinos 1992).

	<i>Kitigan Zibi</i>	<i>Quebeckers</i>
Less than grade 9	39%	24%
Some high school	31%	20%
High school diploma	7%	20%
Other post secondary	11%	20%
Some university	3%	7%
University with degree	4%	9%
Total	98%	100%

Source: 1986 Census data.

III Kitigan Zibi Local Economy

Introduction

The following section is a summary of a market research study, conducted in November and December 1990 and, completed in 1991 for the proposed Kitigan Zibi Anishinabeg Shopping Centre. This section uses existing data, 1986 Census data, and new data compiled from the community survey conducted for this study.

The household survey covered 85 per cent of the Kitigan Zibi community. These surveys were conducted by community band members hired and trained for this purpose. SPSS software was used for data analysis. An additional survey of Maniwaki residents, was conducted through a random sample telephone survey to determine their shopping habits.

Household Income

According to the household survey the average KZ household income is \$25,770. This is approximately \$3,000 more than the \$22,733 (adjusted for inflation) reported in the 1986 Census. This might be explained as a difference in **unreported** income. There may also be other explanations. For example, there has been an increase in the number of new businesses operating in Kitigan Zibi Anishinabeg (KZA), band expenditures have increased over the period, and there has been an actual decline in the number of families on social assistance.

Other important factors influencing KZA household incomes are country production and the informal economy. Many of the homes on the reserve are heated by wood fuel, which is harvested locally at little or no cost to the consumer. About 42 per cent of homes use it as the principle fuel.

This study did not capture income derived from the informal economy and home-based business. Informal surveys done on other reserves indicate that up to 50 per cent of households have an informal home-based or micro-business. These include baby sitting, arts and crafts, car repair, baking, wood cutting, snow removal, etc. It is difficult to determine the total value of these activities, but it is estimated to be between \$1.0 and \$2.0 million.

The total reserve income, therefore, is approximately \$11.5 million. This amount includes the \$9.4 million in reported income from the Kitigan Zibi Community survey and the estimated two million dollars from the informal economy. This total does not include the considerable dollar equivalent value from country production (food and fuel), nor non-salary expenditures of the Kitigan Zibi band government.

Spending Habits

This analysis examines the major consumption items of KZA band members. The expenditure areas are divided into five categories: monthly household budget, large cash purchases, travel and vacations, country production, and savings and investments. The Kitigan Zibi household survey covered most of the expenditure areas in some manner.

Monthly Household Budget

The survey went into considerable detail on what KZA families purchased and how much and where they spent their income. The budget is approximately \$3.3 million per year and does not include many items paid for by cash, e.g., cars, furniture, television sets, etc. Of this amount 32 per cent is spent in the Kitigan Zibi Community; the largest part of this budget is food and gas. The results of this survey are consistent with other surveys conducted on reserves in other parts of Canada.

KITIGAN ZIBI COMMUNITY MONTHLY BUDGET

	<i>Expenditure</i>	<i>%</i>
GROCERY/FOOD		
Kitigan Zibi	\$535,761.61	16
Maniwaki	761,109.20	23
HOUSEHOLD		
Maniwaki	389,978.40	12
RENT/MORTGAGE		
Kitigan Zibi	108,837.00	3
TRANSPORTATION		
Kitigan Zibi	292,734.00	9
Maniwaki	994,531.20	20
PERSONAL		
Kitigan Zibi	127,268.40	4
Maniwaki	320,422.80	9
Ottawa/Hull	130,437.60	4
TOTAL	\$3,332,079.40	100%

Legend:

KZ = on-reserve

Maniwaki, Ottawa/Hull = off-reserve

Large Cash Purchases

A surprising number of large purchases (cars, household appliances, etc.) were purchased with cash. Most of these purchases were made in Maniwaki. Furthermore, many of these would be tax free, because large items are normally delivered.

Trips and Vacations

Many families travel to visit relatives in other areas, take shopping trips to Ottawa or the U.S., and travel around the country.

Country Production

Considerable time and some expense goes to country production, which includes food and fuel. Hunting, trapping and fishing are done seasonally. It was estimated that the value of country production was about \$600,000 per annum.

Savings and Investments

The survey indicated that only a few of the Kitigan Zibi community members had savings accounts. Savings represent a leakage to the local economy, much in the same way as money spent out of the region, by keeping money out of the local economy. None of this money is channelled back into the community as investment, therefore it has very little impact on economic development.

Some investments are made from savings however, as can be seen by the number of new businesses that have been created within the community over the past four years.

Discretionary Income

The survey reported that a sizeable portion of KZA community income is discretionary. That is, the income is not tied up in consumer loans, mortgages and basic necessities (food, fuel, shelter). Approximately \$6.0 million of the reserve's income is to some degree discretionary. This means that there is a significant amount of income not committed to food, shelter and fuel that can be used to hunt, fish, travel, purchase a car or truck, or save and invest.

New Retail Store Preferences

The survey reported a preference for the following stores on-reserve:

- * Junior department store
- * Restaurant
- * Deli-bakery
- * Women's wear
- * Women's large-size wear
- * Video rental
- * Hardware/automotive
- * Film processing

Kitigan Zibi Market Factors

● The following summarizes the major factors contributing to market viability. The factors are non-financial, but are very important to the ultimate viability of the shopping centre and businesses on-reserve.

Hours

One of the major factors contributing to the success of the grocery store operating on-reserve is its hours of operation. Many non-Natives shop there because of its convenient hours. This factor was also cited by reserve residents. If the shopping centre were open in the evening during the week and open on weekends it would contribute greatly to its market share. Recent surveys in Ottawa report that weekend shopping does not have a negative impact on family; rather, it has a positive impact since it reduces stress caused by having to rush to do shopping during the week. If the shopping centre were open evenings and weekends it could double or triple the sales it might otherwise have if it serviced only the reserve. This would increase the efficiency of the space, bringing in more sales per-square foot. Finally, some of the economic advantages of operating on-reserve (no tax, lower operating costs, etc.) would make longer opening hours more viable on-reserve than for shops in Maniwaki.

PST and GST

● Already, reserves are feeling some of the impacts of the GST. Many non-Native consumers are doing more shopping on reserves across the country because the GST is not being charged on some reserves. This may not be the case in the long run, but it is an important issue to follow. For some Kitigan Zibi this also applies to the PST. The market research indicates that the problem Kitigan Zibi residents experienced with the PST exemption in Maniwaki resulted in boycotts and a preference for shopping on-reserve and in Ottawa. Since the GST and PST amount to 15.56 per cent on top of the sale price, this was cited by almost 95 per cent of survey respondents to support a shopping centre on KZA. While it is important to recognize that on-reserve consumers are interested in tax exemptions, they are also very concerned with price, quality and service. In summary, these market basics will be very much a part of the success of the shopping centre.

Price

One of the major complaints about shopping for consumer goods in Maniwaki was high prices. Many band members would travel to Ottawa and the U.S. to purchase products at a lower price. Some band members watched the Ottawa papers for sales and would spend the entire day in Ottawa picking up bargains. Ottawa's other advantage was that the retail shops were accustomed to deducting the PST because of the large diplomatic and Native population in the region, thus making the tax exemption easier to get. However, band members are very conscious of the final price paid for goods and services. This means that the price of goods and services in

the proposed shopping centre must represent a **real savings** — that is, they should cost less than the same goods and services off-reserve after the GST and PST have been deducted. As a rule of thumb, the ticketed retail price should be something less than prices off-reserve on average. These savings can be achieved by lower overheads, less tax and greater efficiency of retail operations in the shopping centre.

Quality

Many band members are very concerned with quality and this is reflected in the types of products they buy. Quality is one of the reasons many band members do not buy goods at many of the retail and department stores in Maniwaki. Many said they wanted to shop in a department store with high quality and reasonable prices, for example Sears or Zellers.

Service

Two types of services were assessed: after-sales service and treatment by sales people in stores. Band members indicated they were very concerned about after-sales service and repairs and return policies. Band members shopped at certain stores in town because they were treated well in the store and received excellent service. These are the kinds of intangible factors that are very hard to measure but can contribute to the ultimate success or failure of a retail business. The success of some retail stores has been built almost exclusively on their customer service.



Markets

Maniwaki

Maniwaki has been expanding its retail space in the past four years with the opening of the shopping mall and new stores. It has increased its market share and reduced the amount of market leakage to the Ottawa/Hull retail markets. Maniwaki would be the major customer for the proposed Kitigan Zibi Anishinabeg Shopping Centre. The increase in the total retail space in the Maniwaki area would provide more selection and variety for consumers in Maniwaki and those visiting the town from outlying areas. Further market tests, such as the proportion of retail space to population and income, will be conducted in the next phase of this study. The 1986 Census indicated that the total household income for Maniwaki amounted to approximately \$55 million (adjusted for inflation).

Regional Market

The regional market represents approximately the same dollar value as the Maniwaki market. According to the census the secondary market value is approximately \$85 million.

Ottawa/Hull Market

There are 31,000 Aboriginal peoples living in the Ottawa/Hull area. Many Kitigan Zibi band members live in the region and would be potential customers of the KZA shopping mall because of their links with the reserve and the back and forth

mobility to Kitigan Zibi. Other Native people would shop there if there were savings (after accounting for the GST exemption, transportation costs and their travel time). To attract this type of shopper some consideration would need to be made to accommodation and entertainment in the area.

Operational Viability Factors

The following discussion examines a number of factors that will contribute to the operational viability of the shopping centre.

Human Resource Development

Success of the shopping centre will depend on the number of highly-trained band members in sales. If a personnel training program is implemented, it should be mandated to provide highly-trained and wherever possible, bilingual sales staff to ensure quality service. The program could also provide a "pool" of sales people available to work in the centre. The centre could employ up to 70 full- and part-time employees. This would put quite a strain on training a sales force, administrators, bookkeepers, managers and entrepreneurs.

Bilingual Services

Bilingual sales people will be very important to attract customers from

Maniwaki. A language policy may have to be part of the rental lease to ensure high-quality bilingual service is provided to the minimum standard set by KZA.

For example, have at least one person in the store at all times who can provide service in both English and French.

Kitigan Zibi Culture and Heritage

Kitigan Zibi culture should be present in the shopping centre building and its interior. This would be a source of pride for the community and could be a draw for customers visiting the area. Arts and crafts from Kitigan Zibi band members and other Algonquin should be an important part of the shopping centre's image.

Market Feasibility of a Kitigan Zibi Mini-mall

A mini-mall would require sales of between \$3.0 and \$4.0 million to operate successfully. The mini-mall would have one junior department store and six smaller boutique-size shops. The previous report *"Kitigan Zibi Anishinabeg Shopping Centre: Preliminary Financial Compilations"* can be used as a guide to estimate the gross sales required for successful operation according to industry standards. Depending on the store selection, a mini-mall could operate successfully with just the Kitigan Zibi community market, based on the considerable disposable on-reserve income. For

example, a restaurant and a bakery/deli could be successfully based on the reserve market alone. However, a mini-mall, particularly one with favourable hours, could also attract a considerable off-reserve market.

Based on the operational considerations detailed above, development of a mini-mall could be the preferred strategy, with plans for an aggressive expansion to double the square footage within five years.

The operational viability will be dependant on several factors: a well-trained sales force, bilingual service, and goods and services at competitive prices and high quality. The size of the shopping centre will have an impact on the availability of financial support, saleability, the degree to which band members will participate in its operation, and risk. The other operational factor is business support through an incubator centre.

PART III — KITIGAN ZIBI EMPOWERMENT AND TRAINING NEEDS ASSESSMENT

I Empowerment Model

A goal of development and training is to "**empower**" both individuals and communities. In the economic section of this report, the basis for analysis was a comprehensive cultural-based model developed by Cornell and Kalt. This section bases its analysis on a human resource capacity model, developed by Ntomdie R. Gata, which will be referred to as the **empowerment model**. This model, like that of Cornell and Kalt, contains elements of external and internal factors, as well as a strong cultural component. Using this model for analysis, it becomes clear that Kitigan Zibi Anishinabeg (KZA) individuals and the community itself are developing the capacity to undertake ever more complex forms of economic development. This development is predicated on a change in national economic development policy, access to education and training, and access to the tools and resources to act on local economic opportunities. The following attempts to provide an understanding of this highly complex subject.

Empowerment Model

- A. External environment: political, economic and social
 - 1. Development orientated policies
 - 2. Research and advocacy for Aboriginal development
 - 3. Necessary financial and other supports
 - 4. Education and training policy and programs
 - 5. Appropriate technologies and Indigenous knowledge
 - 6. Infrastructure — transportation, communications, etc.
 - 7. Conducive social and political environment

- B. Local environment : physical, biological, and sustainable
 - 1. Education and training
 - 2. Nutrition and health
 - 3. Economic and other social factors
 - 4. Sustainable development practices
- C. Development of total human being:
 - 1. Indigenous science and technology recognized
 - 2. Traditions and values upheld
 - 3. Role of gender and age recognized
 - 4. Improve quality of life
 - 5. Liberate the human spirit

The external environment can serve to either capacitate or incapacitate Aboriginal communities and entrepreneurs to develop. Prior to 1973 official government policy was assimilation and integration, which was inherently incapacitating and destructive. The period from 1973 to the present has been characterized by Fleras and Elliot as "*limited Aboriginal autonomy*," characterized by "the demise of assimilation and integration as official guidelines for managing aboriginal-state relations," (Fleras and Elliot, p.44). KZA's success can be attributed to the gains in Aboriginal/government relations.

As has been demonstrated in the previous chapter, Kitigan Zibi is improving the local environment, which has a tremendous influence on empowerment of the community and its members. While unemployment is high there are no signs the situation is seen by Kitigan Zibi Anishinabegs as beyond hope.

As with most Aboriginal communities across Canada, there is a cultural revitalization based on traditional values and culture. Kitigan Zibi Anishinabegs are

● vigorously interested in their history, culture, values and traditional ways. The Human Resource Needs study found that 50 per cent of community members have traditional knowledge, and over 90 per cent of community members desire training in traditional knowledge.

Many Elders argue that spirituality and respect are the core values of Aboriginal development and economy. However, the knowledge gap between these core traditional values and development policy is still very wide. Considerable attitudinal change will be necessary to begin to develop some understanding of these concepts. However, as Ntomdie R. Gata argues, without policy directed at the development of total human beings, the empowerment of Indigenous peoples, which is akin to western "self-actualization," will not be achieved.

II Kitigan Zibi Training Needs Assessment

Introduction

The Kitigan Zibi Local Area Management Board (LAMB) was established to pool efforts by key people to better co-ordinate training for the community. In recognition of the need to gain better understanding of the nature of the human resource situation, the Board decided to develop a skills inventory, which would assist them in the planning and implementation of a program of training suitable to the needs of the community.

● The Board's goal was to conduct a training needs assessment targeted at identifying skill shortages. Once the study results were obtained, efforts were made to develop a model for human resource planning for the community. Human resource development, if it is to be effective, must focus on knowing exactly where to place efforts to ensure the full potential of training can be realized. It is essential that systematic measures be taken to ensure the advancement of skills that are meaningful to a growing population and changing economy.

The survey included both females and males between the ages of 16 and 65 years. LAMB wanted to gain as much pertinent information as possible in this area.

The objective of the survey was to determine the types of training required to upgrade the skills of band members. The results will be used to facilitate the decision-making process for course planning. The training needs assessment process was designed to obtain the following information:

- * peak periods to initiate training
- * preferred locations for training
- * local economic situation
- * human resource needs of local employers
- * target groups
- * existing and potential human resources
- * five-year priorities
- * most suitable duration of training

Background

The training needs assessment identified the career aspirations and training and educational plans of band members, and provided data for a five-year practical human resource development strategy. The Band proposed to survey the full spectrum of the on-reserve labour force, including band members who were in school, in the labour force or unemployed, and those not participating in the labour market. To plan and project future human resource development needs, it was important to survey all band members, either in the labour force or entering the labour force in the next five years. This knowledge makes it possible to provide an efficient and good quality service to KZA.

Study stages

The process involved three stages: development, survey, and analysis. The result was a report of a five-year training needs projection for KZA First Nations.

Stage One — Development:

One of the mandates of the study was to create a computer program that would analyze data and generate a five-year projection of the community's training needs. One data base was developed using the SPSS software package. The data gathered from individual training needs assessments were used as the basis of analysis. In addition, a data base of human resource information was developed that contained data in the form of curriculum vitae of all band members who participated in the

survey. This information was based on standardized terminology used by Employment and Immigration Canada for retrieval and searches. The data base will be maintained with current data and will assist the Band to conduct human resource searches for employers as well as provide band members with updated C.V.s when they are job searching.

Stage Two - Survey:

Band members were hired to administer the survey. The questionnaire was developed and approved by the LAMB committee. The survey was conducted by four trained band members under the supervision of a fifth member.

Stage Three - Analysis and Reporting:

The third stage involved the analysis of the data and skills inventory; the development of the KZA Human Resource data base, containing confidential individual files; and the preparation of the final report.

Survey Results

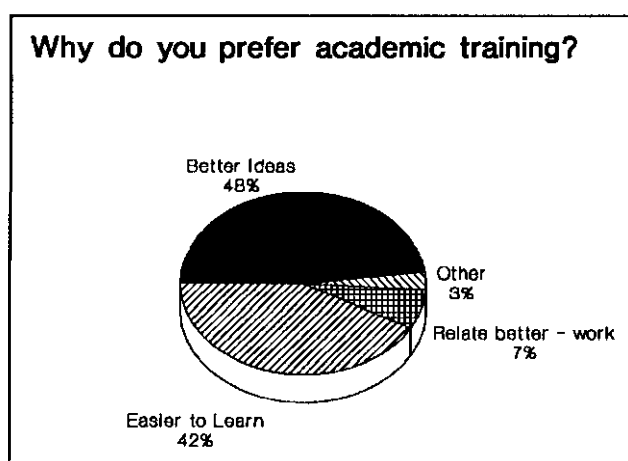
Enthusiastic Support for Training

KZA members enthusiastically support training for their community. A large proportion, 83 per cent, said they were interested in receiving training. This strong interest in training points to the desire of Kitigan Zibi members for employment to build a strong future for KZA.

Reasons for Training

Two hundred and three (of the 450 surveyed) band members wanted academic training to promote personal development or to help in their jobs. This represents 45 per cent of the KZA labour force. Members between the ages of 16-34 make up 63 per cent of those who want academic training. The balance, representing 37 per cent, are aged between 35-64.

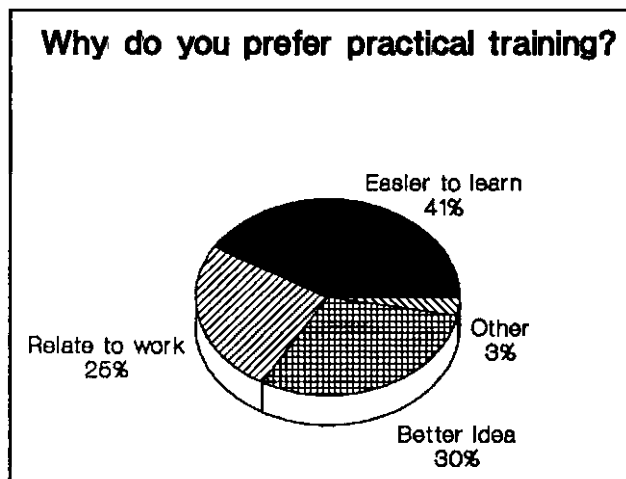
Forty-eight per cent said they wanted academic training to help expand their horizons through exposure to new information and the promotion of new ideas. Forty-two per cent wanted academic training because they felt this approach made it easier for them to learn compared to practical training. To be able to relate better at work (seven per cent) and other reasons (three per cent) make up balance of the responses.



Practical Makes it Easy

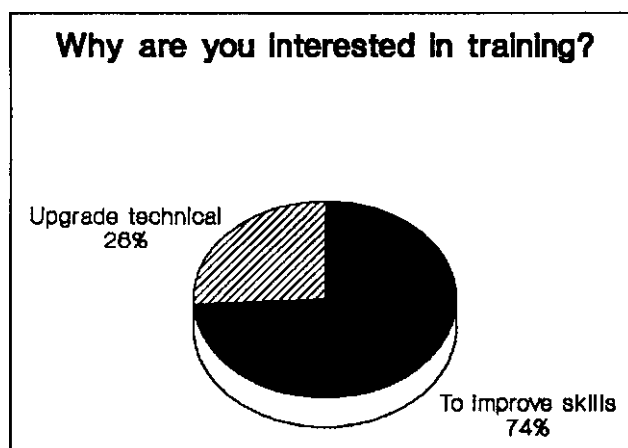
Eighty-four per cent of KZA's labour force said they felt they learned effectively through hands-on experience or observation. For these 380 individuals, practical training was considered the best approach. Forty-three per cent of those who preferred practical training were between 35-64 years of age. Thirty-one per cent were between the ages of 25-34 and the remaining 26 per cent were between 15-24 years of age.

Forty-one per cent said they preferred practical training because it made it easier to learn. Kitigan Zibi realize the importance of having skills that reflect the needs of employers. Twenty-five per cent gave this as the reason they wanted practical training. Better ideas (30 per cent) and other (three per cent) were cited as alternative reasons for practical training.



Skills-building Rated Highest

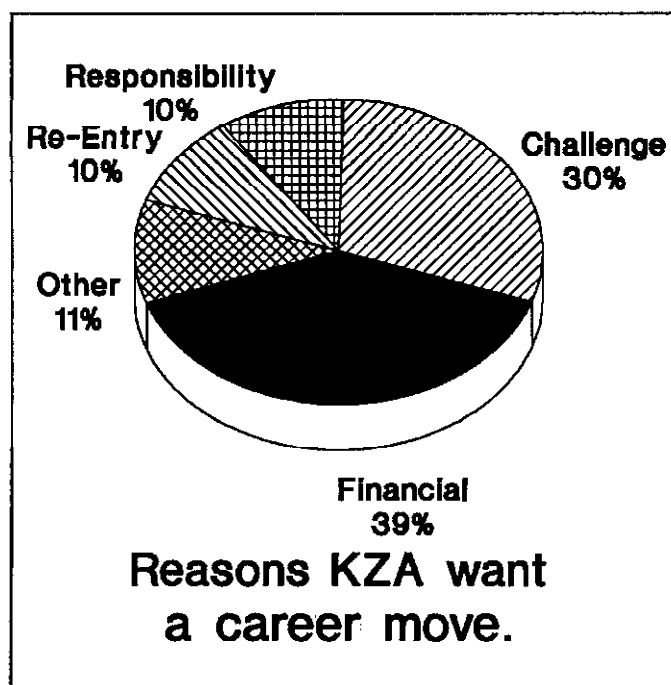
Of those interested in training, the majority (74 per cent) wanted to improve their skills. Learning new skills is important to self-esteem and can improve employment opportunities. Today's formal economy involves rapidly changing technologies, which means that the upgrading of technical skills must be an ongoing process. Twenty-six per cent cited this reason for their interest in training. A community that engages in skills-upgrading will develop a strong knowledge base, which is important for community economic development.



Higher Incomes Important

The most commonly cited reason for wanting a career change was the prospect of securing a higher income. Thirty-nine per cent offered this reason. Challenge was also a strong motivating force in the decision to make a career change (30 per cent). Responsibility was a factor listed in 10 per cent of responses. Another 10 per cent said the reason they wanted a career change was to re-enter the formal labour force.

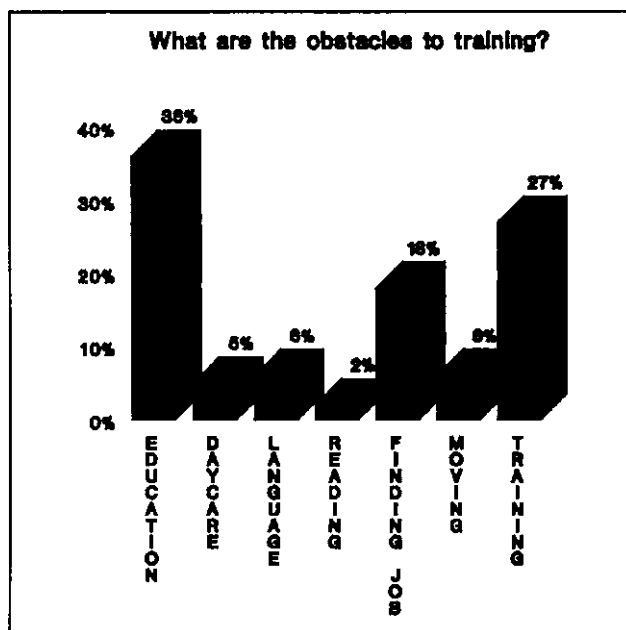
These individuals may have been active in the informal economy (i.e. househusband/housewife, pursuing traditional activities etc.), and may now want a career change because the children are grown or because employment has fallen off in their previous field of work. Eleven per cent cited other reasons for career change.



Obstacles to Training

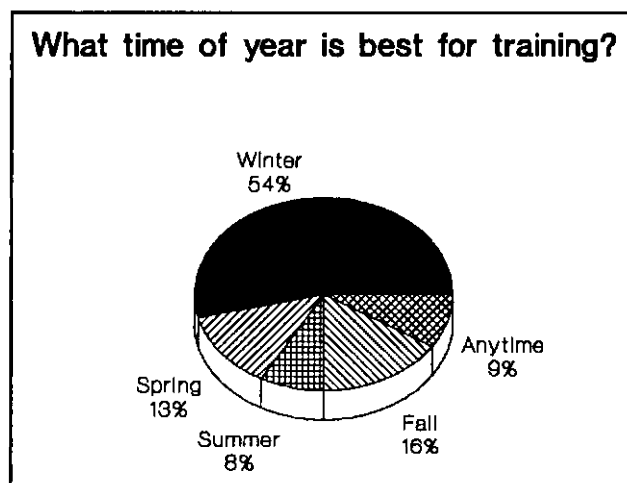
The greatest obstacle to training facing KZA was reported to be education. Thirty-six per cent felt that educational requirements were an obstacle to training. Writing ability was often identified as an important educational obstacle. Training was listed by 27 per cent as an obstacle. The lack of jobs was cited as a barrier to training. The Canadian economy has been in recession for an extended period, making it difficult for many (18 per cent) of KZA's labour force to find jobs. Language

was cited as an obstacle to training by six per cent of respondents, who pointed out that many employers required fluency in French as a condition of employment in the Outaouais region. Moving (six per cent) and daycare (five per cent) were also reported as obstacles to training. Two per cent said reading was a problem.



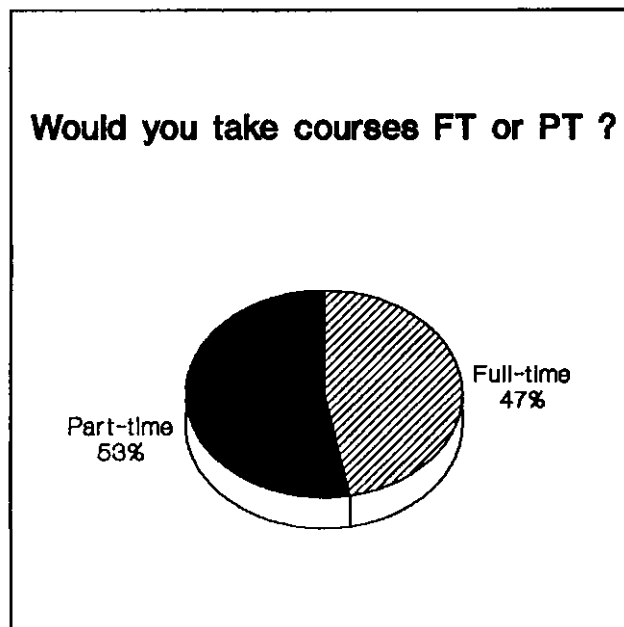
Cold Winter Nights are Best for Studying

Timing is important to the success of training in KZA. Over half (54 per cent) of respondents said they preferred training in the winter when fewer outdoor activities (fishing, travelling, visiting, etc.) are being pursued. Summer was considered the time for pursuit of traditional activities outdoors, and was preferred for training by only eight per cent. Thirteen per cent chose spring, and 16 per cent favoured fall. Nine per cent had no preference regarding the time of year that training is offered.



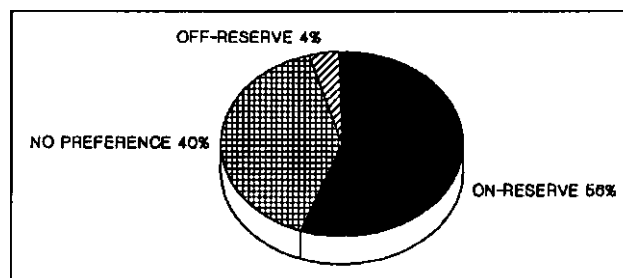
Part-time or Full-time

KZA members are divided almost evenly in their desires for course formats. Fifty-three per cent said they wanted part-time courses; the balance (47 per cent) wanted to attend courses on a full-time basis.



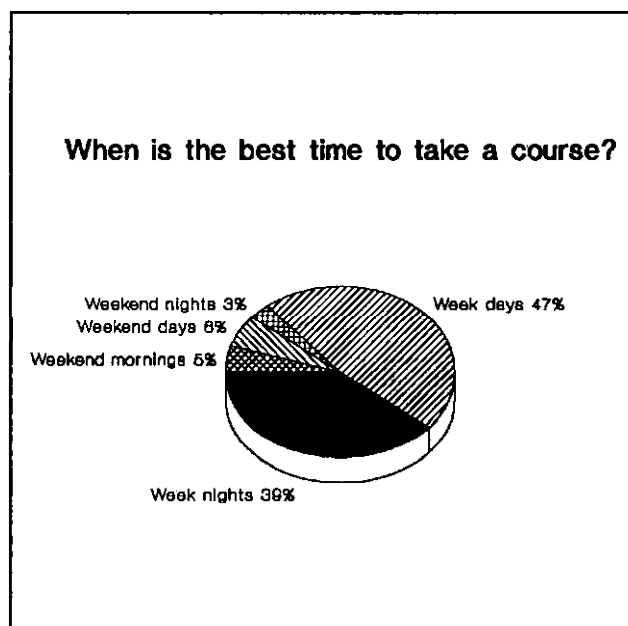
Preferred Training Location

Most respondents (56 per cent) said they wanted to take courses on-reserve. The reserve is a convenient and accessible location. Forty per cent stated no preference, while four per cent preferred to be trained off-reserve.



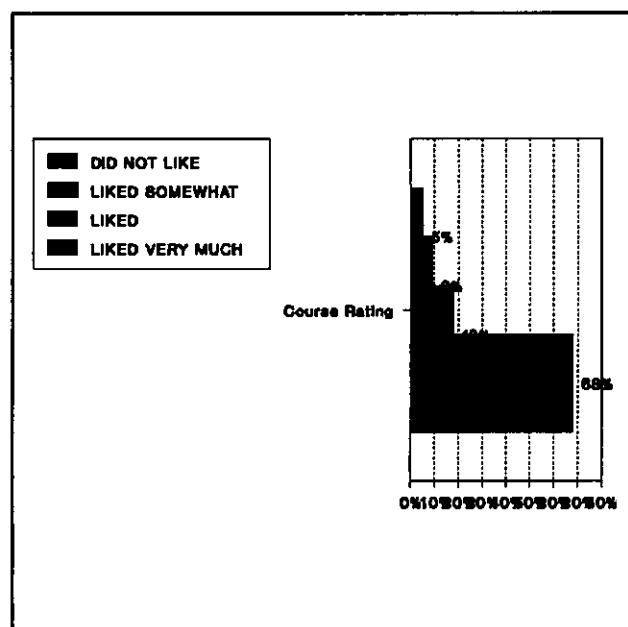
Business Hours and Nights Preferred

Weekends are a time for activities other than the pursuit of higher education. Overwhelmingly, weekdays and weeknights were reported as the preferred times for learning. Eighty-six per cent said they preferred to take courses during these times. An average work week, Monday to Friday, 9AM to 5PM, was preferred by 47 per cent, and week nights by 39 per cent. Only 14 per cent wanted courses that were offered on the weekend. Five per cent wanted courses offered on weekend mornings, six per cent wanted weekend courses during the day, and three per cent wanted courses offered weekend nights.



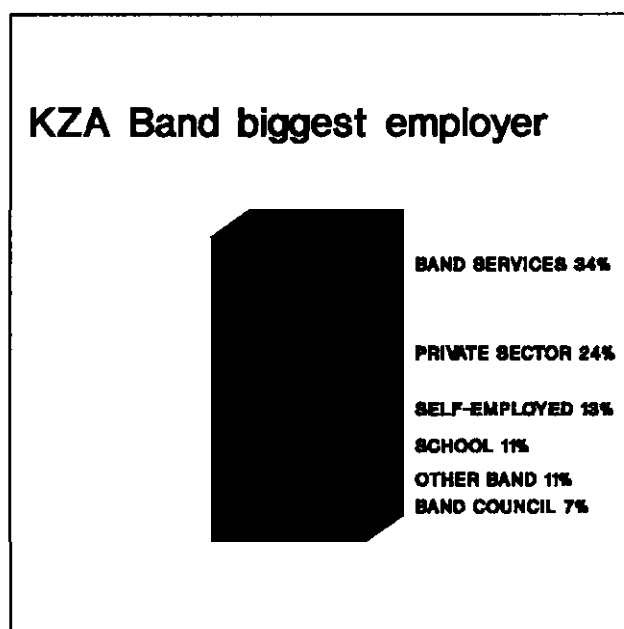
Training at KZA Rates High

Ninety-five per cent of band members said they were satisfied with the training they had received. As a result of KZA's effort to make training culturally-sensitive and relevant to band members' experience, KZA band members who have had training in the last two years have rated the training very high. Fifty-one per cent of band members had taken some training in the past three years.



KZA Band Office Biggest Employer

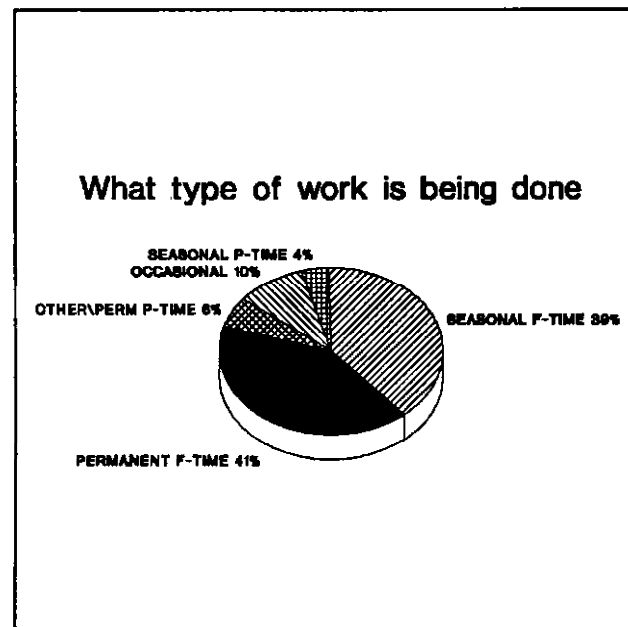
Fifty-two per cent of band members in the labour force work for the Band. Approximately 24 per cent of band members work for the private sector, 13 per cent are self-employed or own their own businesses. Eleven per cent reported they were in school. The study indicates that 58 per cent of band members between 15-65 years of age are active in the labour market.



Full-time, Seasonal and Permanent Work

Eighty per cent of band members in the labour force work full-time either permanently (41 per cent) or seasonally (39 per cent). The balance work occasionally

(10 per cent), work part-time seasonally (four per cent) or are involved in other permanent part-time work (six per cent).



KZA Employment Preferences

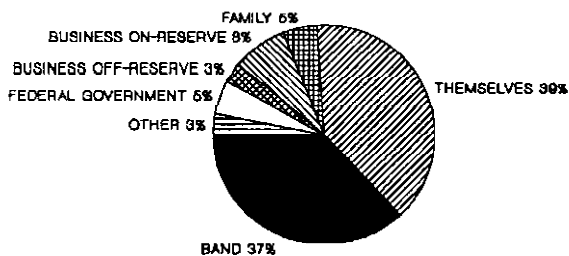
Forty per cent of respondents said they felt confident enough to want to work for themselves. Thirty-nine per cent said they would like work with band government. Full-time employment offers a quality of life that is stable and predictable.

Five per cent said they would prefer to work with federal government, and a further five per cent said they wanted to work for family. On-reserve business are the preferred areas of employment for eight per cent, while businesses off-reserve are preferred by three per cent. The study indicates a strong commitment to future economic and employment development within KZA.

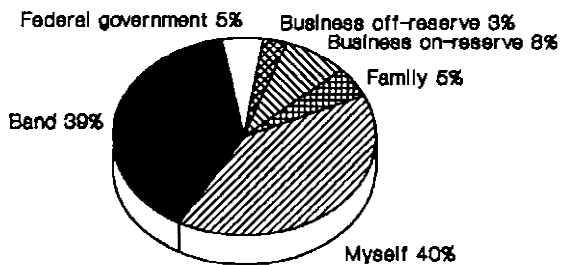
Work in KZA Preferred

An overwhelming 77 per cent of band members said they preferred to work on-reserve. This is a strong endorsement of the future of KZA. Strengthening the reserve economy would ensure job growth and stability. Off-reserve and Ottawa were each mentioned by seven per cent of band members as desired work locations. Other preferences were Maniwaki (five per cent) and other towns (Mont-Laurier, etc.) (four per cent).

Who do KZA want to work for?

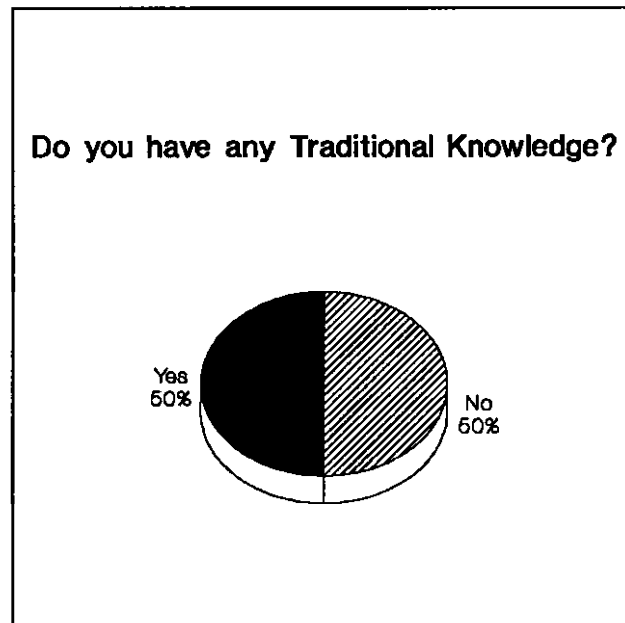


Who would you prefer to work for?



Traditional Knowledge

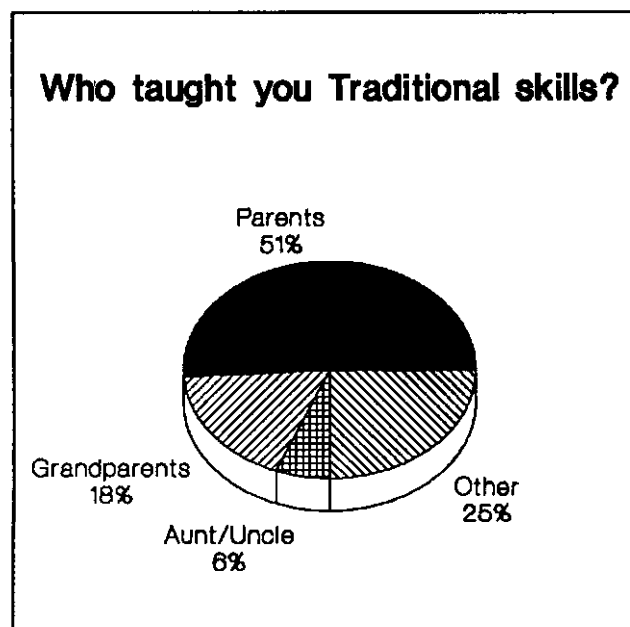
Traditional knowledge is alive and well within in the community. Fifty per cent of those surveyed currently have traditional knowledge and many desire further teaching.



Teaching Traditional Skills

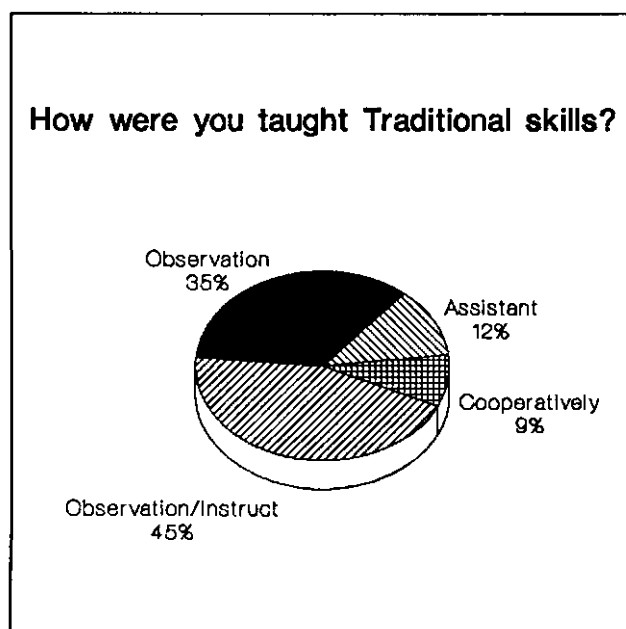
Traditional skills are passed from generation to generation through traditional methods. Most often it was the parent(s) that taught traditional skills. Fifty-one per cent reported that their traditional skills were acquired this way. Grandparents also played an important role in the education of future generations: 18 per cent of respondents said their grandparents were responsible for their knowledge. The role of other kinfolk (aunts and uncles) as teachers of traditional knowledge was confirmed by

●
six per cent of respondents. Other methods of learning traditional skills (reported by 20 per cent) included friends, school and training programs.



Observation and Instruction Important

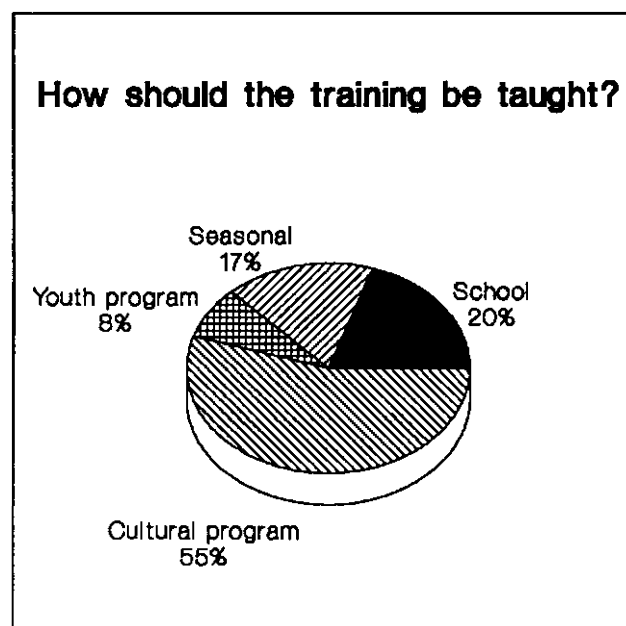
The power of observation in conjunction with instruction was the prevalent way of passing traditional skills from one generation to another. Almost one half of respondents (45 per cent) cited this method as the tool used to acquire their skills. Learning by watching was a common method; 35 per cent said this was how they had learned the traditional skills they now possess. Assisting in traditional activities (12 per cent) and working co-operatively (nine per cent) accounted for other ways of learning traditional skills.



Cultural Programs Wanted Most

Cultural programs were the preferred way to teach traditional skills. A majority (55 per cent) wanted the cultural format to be used. Cultural programs provide hands-on experience and teach in practical ways. The school setting was preferred by 20

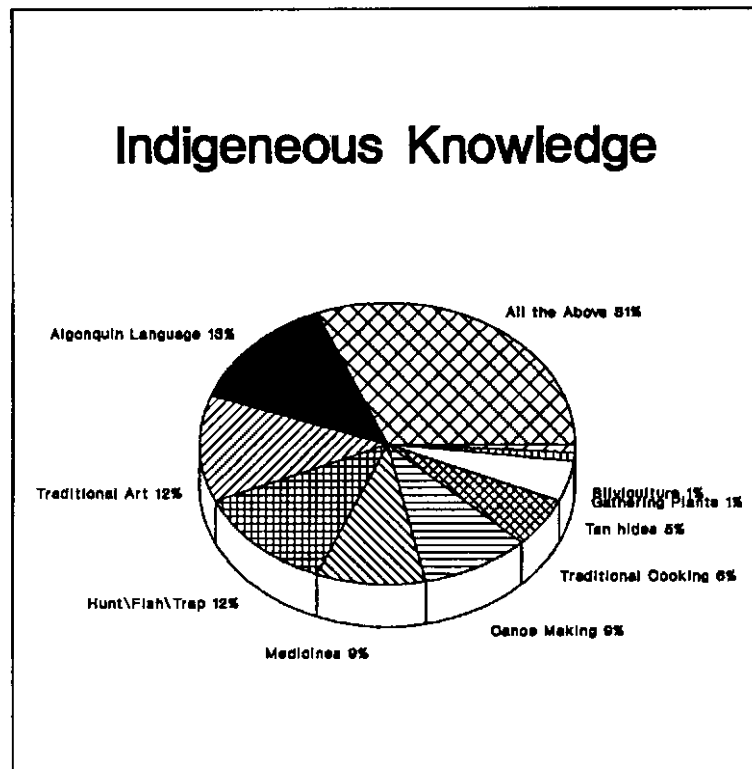
per cent, and seasonal training by 17 per cent. Eight per cent thought that a youth program was the way traditional skills should be taught. This is a strong endorsement for having traditional knowledge taught as part of all KZA programs and institutions.



All Areas of Indigenous Knowledge Preferred

Most respondents said they wanted to become familiar with all forms of Indigenous knowledge, so that they could decide which interested them most.

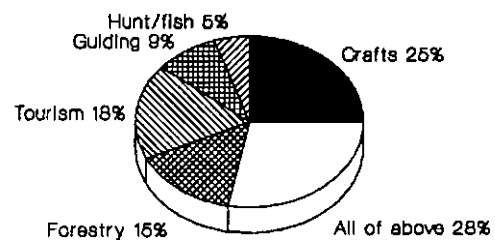
Algonquin Language	14%
Traditional Art	13%
Hunt/Fish/Trap	13%
Medicines	10%
Traditional Cooking	6%
Tanning Hides	5%
Canoe Making	10%
Gathering Edible Plants	1%
Silviculture	1%



Crafts, Tourism and Forestry Most Important

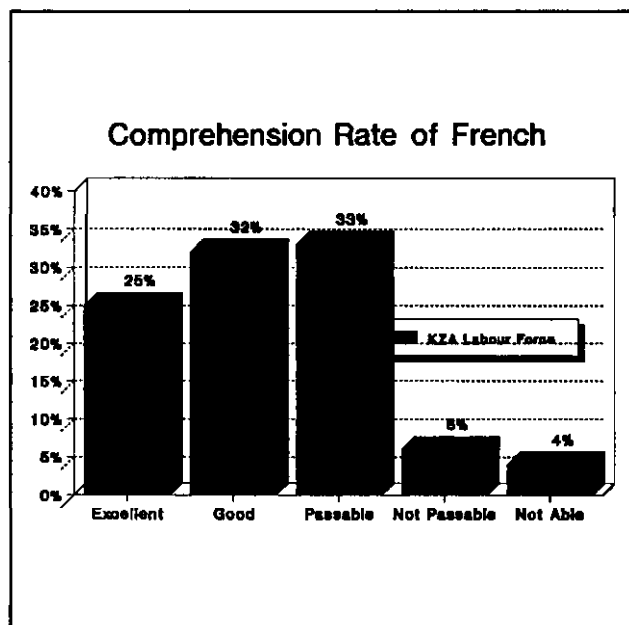
Tourism (18 per cent), crafts (25 per cent) and forestry (15 per cent) were the kinds of traditional employment that community members thought should be strongly promoted within the community. Fifty-eight per cent of respondents felt that employment in these areas should be pursued. Employment in hunting and fishing was desired by five per cent, while nine per cent said guiding should be promoted as a form of traditional employment. Twenty-eight per cent recognized the importance to the community of all these areas of traditional employment and suggested that they all be pursued.

What Trad. Employment should be pursued?



French Comprehension

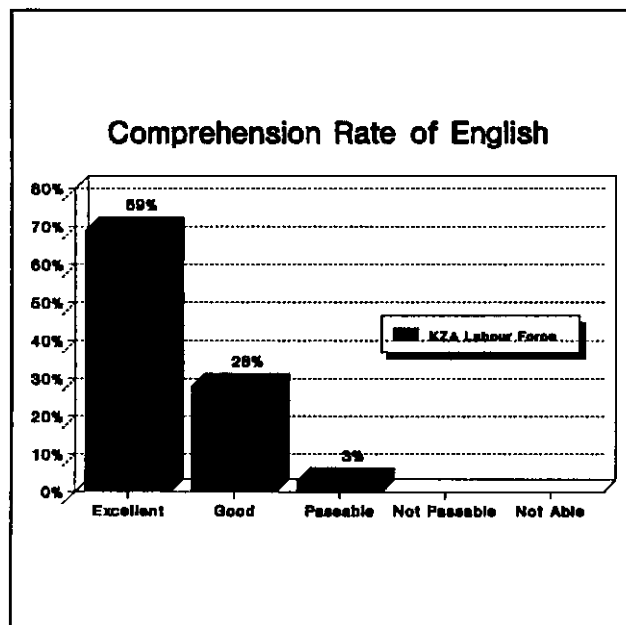
Three-hundred and eighty-four of the 450 surveyed said they had a good knowledge of the French language. This large margin, (90 per cent), responded that they had passable French or better. The French language is a necessity to actively participate in the economies of neighbouring communities. Twenty-five per cent said their French was excellent, 32 per cent reported good comprehension, and 33 per cent said their knowledge was passable. Ten per cent reported a low level of French: either not passable (six per cent) or none at all (four per cent).



English Comprehension

The comprehension rate of English within the community is almost 100 per cent. Sixty-nine per cent reported an excellent comprehension of English; over a

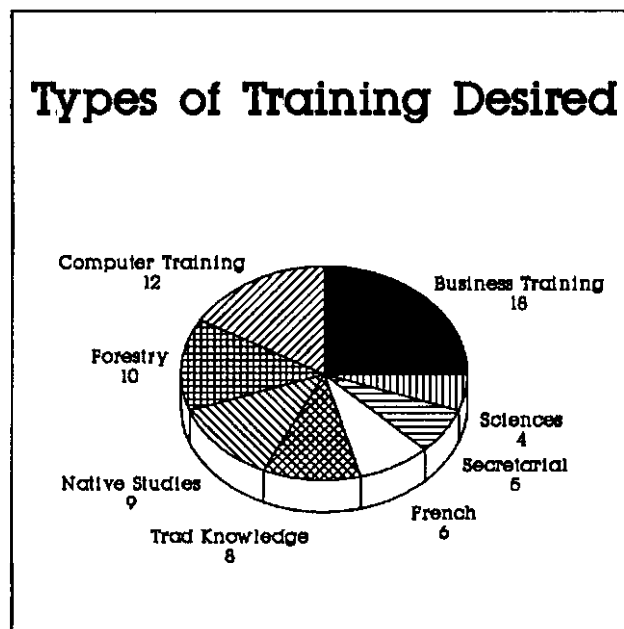
quarter of the community reported a good understanding of English. Three per cent said they had a passable knowledge.



Business, Computer and Forestry Training

Band members have an excellent grasp of the employment needs of their local economy. To build a strong KZA economy, efforts will have to focus on business, forestry and computers as part of the overall plan. Eighteen per cent reported an interest in some business training, which is important to building a strong local economy. Twelve per cent wanted computer training, which is not only important to improving effectiveness, but also to future economic growth. Ten per cent of band members were interested in training in the forestry sector, which is important because of the increased demands of new technologies in this area. Also mentioned were

Native studies (nine per cent), traditional knowledge (eight per cent), French (six per cent), secretarial (five per cent) and sciences (four per cent).




Computers and Small Business Management Desired Most by Women

See Appendix A for a breakdown of desired courses by age groups of women in the community. Computer courses were desired by a large number (fifty-four) of women respondents. Training of this nature was desired most by women age 45 years and under. Small business management (37) and secretarial (21) were two other important areas that women cited for training. Demand was also high for courses in French, Algonquin, social work, and arts and crafts. Each had 12 or more women who wanted access to courses in this area.

Trades and Computer Skills Desired Most by Men

See Appendix A for a breakdown of desired courses by age groups of men in the community. The trades are important areas of interest to community men, who reported a desire for courses in specialized carpentry (34), heavy equipment/truck operation (27), welding (23) and mechanics (23). In each case men under 34 years of age accounted for 50 per cent or more of those that wanted the course. Computer skills ranked high. Twenty-one men said they wanted courses in this area. A strong majority (86 per cent) of those who reported wanting courses in computers were under the age of 34. Small business management (15), electrician (12) and plumbing (12) courses also ranked high. These skills are important to building a strong self-contained reserve economy.



PART IV — FIVE YEAR PLAN: KITIGAN ZIBI ANISHINABEG

Summary

The objective of the Kitigan Zibi Anishinabeg Economic Development Plan is to develop a strong, self-reliant and self-sufficient local economy that contributes to the regional and national economies. To achieve this objective, the plan has the following goals:

1. To develop a human resource strategy focusing on seven areas: band administration and services, business development and entrepreneurship, electronic technology, subsistence hunting and gathering, and resource management.
2. To support the development of the retail, personal services and government services sectors to reduce economic leakages and to increase employment and wealth in Kitigan Zibi. This includes the development of a commercial area to house a strip mall, other retail outlets and services, and the establishment of community projects, i.e., hardware/lumber store.
3. To develop an economic development strategy that will facilitate business and entrepreneurial development, and maintain both technical and financial support mechanisms.
4. To develop partnership(s) with post-secondary institutions for provision of technological, computer, administration, management, and

entrepreneurial education and training for the continued development of human resource capacity and skills.

5. To develop early the technical knowledge and manufacturing capacity in new and emerging fields. Development in computers, telecommunications and remote sensing must occur early in order to generate large economic and employment gains in the future. This will involve the research of new manufacturing projects, particularly in the computer and communications industries, that can be installed in the Kitigan Zibi community.
6. To become an active player in the regional economy in two main economic areas: forestry projects in the region, with priority placed on those that have potential for direct economic impact on the Kitigan Zibi community; and tourism, with priority placed on those projects that demonstrate potential for growth.
7. To develop and research Indigenous knowledge related to the environment, resource management, and subsistence systems.
8. To develop community-based participative planning mechanisms to ensure the strategy reflects community needs, aspirations and long-term objectives.
9. To continue to develop the community's ability to access capital to finance businesses and business development.

Plan Components

The plan contains the following components:

<u>Sector</u>	<u>Training(Hrs)</u>
1. Resources:	300
2. Tourism:	300
3. Business development:	150
4. Band services and administration:	300
5. Literacy:	2,000
6. Traditional economy:	300
7. Emerging industries:	2,000

Resources

Forestry presents a significant opportunity and challenge for Kitigan Zibi.

Training in forestry was identified as a priority in both the community survey and by the Industrial Adjustment Committee. Kitigan Zibi could benefit from active participation in resource industries by adopting sustainable management and monitoring programs and by implementing a value added strategy. To increase Kitigan Zibi participation, training plans must be linked and co-ordinated on a tribal level with the business development plan for this sector.

Tourism

Tourism is one of the fastest growing sectors of the regional economy.

Because tourism is such a decentralized industry, employment can be created within Kitigan Zibi at all levels of the economy. Human resource development plans will have to be linked and co-ordinated on a tribal level with the business development plan for this sector.



Business development

The provision of local goods and services for the local and band level markets could generate 60 new jobs and circulate approximately \$6.0 million in the Kitigan Zibi economy. The planned KZA mall could generate 70 new jobs and circulate \$7.0 million. Money circulating within Kitigan Zibi has a "multiplier" effect of generating further jobs and business opportunities. All indications are strong for support of business development: training has been identified in the commerce and the service sectors, Kitigan Zibi are being educated in commerce and management, and business opportunities have been identified by Kitigan Zibi in this sector.

Band services and administration

At present, band governance is the major source of stable full-time employment. As government programs and services are further devolved to bands, more employment and training will be required. Many band members have the foresight to identify training in government and management to prepare for this increase in jobs. Bands should be encouraged to create long-term devolution and training plans.

Literacy

Nearly the entire Kitigan Zibi labour force will need basic computer literacy training. Some gains have been made recently, but the labour force will have to be kept abreast of software and technology changes. Some English and French

language literacy training will also be necessary for those who have not completed grade nine education.

Traditional economy

A number of Kitigan Zibi identified the need for training in hunting, fishing and trapping. Training should be developed to meet the needs of resource management, new technologies, processing and marketing furs, and adoption of new technologies such as remote sensing for resource management. The basis of training would be the documentation and collection of traditional knowledge. A pilot program could be established to collect such knowledge and determine its applications to employment and business development. Traditional knowledge could be integrated with other plans such as sustainable forestry management.

Emerging industries

Jobs in emerging technological fields and/or using new technologies will affect the entire labour market over the next ten years. Training and education will therefore be required for the entire Kitigan Zibi labour force, including the traditional sector where remote sensing technologies may be used to monitor resources. Development of capacity in technology, computers and software industries is a long-term goal; however, implementation must begin immediately.

Strategic Components and Detailed Plans

There are seven strategic components to the Kitigan Zibi long-term economic development plan. The plan incorporates the goals and objectives of the Kitigan Zibi Economic Development Strategy and the business development plans for forestry and tourism. The following recommendations are related to specific objectives, goals and activities of the Kitigan Zibi economic development plan. It is recommended that they be implemented over the next five years.

Human Resource Strategy

The goal is to develop a human resource strategy focusing on seven areas: band administration and services, business development and entrepreneurship, electronic technology, subsistence hunting and gathering, and resource management. The steps should include:

Micro Level Planning		YEAR	
STEP			
1.	LAMB formulate HRD objectives and goals for strategy	1	
2.	Integration of band level HRD Plans		1
3.	Establish partnerships with business and industry:	1	
	* consult with band businesses and employers in region		
	* identify co-operative employers and industries		
	* develop joint training plans		
	* implement internships and TOJ		
	* monitor and evaluate		
4.	Establish and approve training plan:		1
	* tourism and forestry	1	
	* basic skills upgrading, computer and languages literacy	1	
	* industrial adjustment directed at new technologies	1	
	* management and administrative capacity building	1	
	* business and entrepreneurship		2

	* Indigenous knowledge and resource management pilot	2	
	* hunting, fishing and trapping	3	
	* new and emerging industries		3
5.	Establish a technological training steering committee	2	
6.	Develop centres of specialization at band levels	3	

Kitigan Zibi Economic Development Strategy

The goal is to develop an economic development strategy that will facilitate business and entrepreneurial development, including development corporations. This strategy may include:

Macro Level Planning		YEAR	
STEP			
1.	Establish short- and medium-term priorities	1	
2.	Establish sectoral management plans:	1-5	
	* Develop business management capacity		1-5
	* Develop entrepreneurship capacity		1-5
	* Tie into existing economic development programs		1-5
	* Co-ordinate with an Aboriginal capital corporation		3-5
	* Develop participative venture capital funds	4-5	
	* Utilize federal and provincial business support programs	1-5	
	* Utilize private sector small business programs	3-5	
3.	Monitor industry growth and opportunities		1-5
4.	Circulate business and industry information	2-5	
5.	Establish long-term priorities		3-5

Local Market Business Development

The goal is to support the development of the retail, personal services and government services sectors to reduce economic leakages and to increase employment and wealth in Kitigan Zibi. This goal might include the following components:

Implementation Plan

STEP

YEAR

1.	Inventory of potential businesses for each community completed	1	
2.	Identify potential businesses to be developed in community		1
3.	Undertake inventory of local businesses	1	
4.	Circulate information on opportunities within community	1	
5.	Develop and circulate feasibility studies and other information	2	
6.	Undertake follow-up survey of local business opportunities		3

Education and Training Partnerships

The goal is to develop partnership(s) with post-secondary institutions for the provision of technological, computer, administration, management and entrepreneurial education and training. This goal should include the following components:

Kitigan Zibi and Higher Education Partnerships Implementation Plan

STEP

YEAR

1.	Approve areas of study and priorities	1	
	* Identify new technology important to forestry and resources		
	* Introduce advanced computer training in school		
	* Public administration and commerce careers		
	* Math, science and engineering career promotion		
	* Research in Indigenous knowledge		
2.	Identify and approach selected institutions	1	
3.	Develop partnership(s)	1	
4.	Develop a long-term education strategy	2-5	
	* Encourage technological studies and careers		
	* Courses in Kitigan Zibi where appropriate		
	* Develop appropriate pedagogy and approach		
	* Establish mutual plans, objectives and goals		
	* Lifelong learning strategy		
	* Establish incentives in new fields of study		
5.	Bridge gap between school, workplace and industry		3-5

New and Emerging Industries Development

Early development of the technical knowledge and manufacturing capacity in new and emerging fields is the goal. Development in computers, telecommunications and remote sensing must occur early in order to generate large economic and employment gains in the future.

STEP	Implementation Plan	YEAR
1.	Establish new and emerging industrial development as a priority	1
2.	Form a long-term planning sub-committee	1
3.	Incorporate into human resource development strategy	1
4.	Study visits to technology industries and potential partners	2
5.	Consult with major technology industries in Quebec and Ontario	2
6.	Develop long-term development plan	3
7.	Consult with industry, government and education	3
8.	Implement plan	4

Indigenous Knowledge

The goal is to develop and research Indigenous knowledge related to the environment, resource management, and subsistence systems. This goal might include the following components:

STEP	Implementation Plan	YEAR
1.	Form community-based committee	1
2.	Identify research priorities (e.g. wildlife, forestry) and applications	2
3.	Develop implementation plan	2
4.	Develop training tools and methods	3
5.	Collect and document Indigenous knowledge	4
6.	Study application of knowledge for training and development	4
7.	Develop training plans and identify funding sources	5

Community-Based Development

The goal is to develop community-based participative and planning mechanisms to ensure the strategy reflects community needs, aspirations and long-term objectives.

This goal may include the following components:

STEP	Ongoing Implementation	YEAR
1.	Develop methods to involve community in planning	1
2.	Establish community-based consultative methods:	1
	* Establish community-based HRD plans	
	* Develop policies and systems	
	* Link business development to new jobs	
	* Develop programs that are responsive to local needs	
	* Develop simple and effective programs	
3.	Develop multi-year plans:	1
	* Develop inventory of community human resource needs	
	* Develop inventory of local human resources	
	* Develop inventory of business hiring plans and needs	
	* Identify training needs	
	* Negotiate training locally or regionally	
	* Co-ordinate with partners	
4.	Monitor and evaluate annual plans	2
5.	Strategic planning training	2
6.	Undertake strategic planning at community level	3

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APPENDIX A

Courses Desired By Males According to Age

SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
COMPUTERS	1	3	14	2	1	-	21
MECHANICS	5	3	4	3	4	4	23
FRENCH	-	1	3	2	-	1	7
ALGONQUIN	-	2	1	3	-	-	6
CARPENTRY	4	8	8	6	4	4	34
ENGLISH	-	-	2	-	-	-	2
COUNSELLING	-	-	2	1	1	-	4
TRAD KNOW	-	-	-	2	-	1	3
GUN SAFETY	1	1	-	-	-	-	2
CPR/FIRST AID	-	-	1	1	-	1	3
WELDING	2	2	10	3	5	1	23
ELECTRICIAN	2	1	2	1	3	3	12
PLUMBING	-	1	4	4	2	1	12
ACCOUNTING	1	1	1	-	1	-	4
SM.BUS.MNGT	-	2	7	3	4	-	15
WOODWORK	-	1	-	5	1	2	9
EQUIP/TRUCK	-	4	12	3	5	3	27
FORESTRY	-	3	4	-	3	-	10
ENVIRONMENT	-	1	1	3	-	1	6
LANDSCAPING	2	-	1	1	1	1	6
SECRETARY	-	-	-	1	-	-	1
PILOT	-	1	2	-	-	-	3
NURSING	-	-	-	2	-	-	2
PHOTO	1	1	-	-	-	-	2
CONSTRUCTION	1	-	3	-	1	-	5

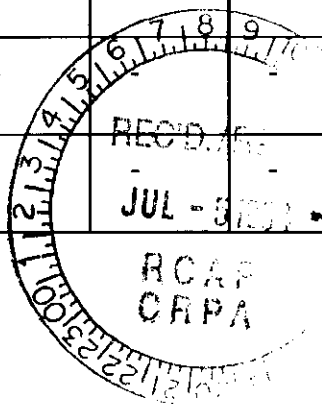
SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
TANNING/CANO E	-	-	1	-	1	3	5
NATIVE STUDIES	1	-	4	-	-	-	5
SOCIAL WORK	-	-	2	1	1	-	4
DRAFTING	-	-	2	-	-	-	2
BEAUTY/HAIR	-	-	1	-	-	1	2
HEALTH ISSUES	-	-	-	1	-	-	4
CHILD CARE	-	-	-	-	-	2	2
UPGRADE	1	4	-	1	1	-	7
COOKING	-	-	-	1	1	-	2
UNIV LEVEL	-	-	-	1	-	-	1

COURSES DESIRED BY FEMALES ACCORDING TO AGE

SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
COMPUTERS	7	10	18	10	4	5	54
MECHANICS	-	1	2	1	1	-	5
FRENCH	3	-	2	9	2	3	19
ALGONQUIN	1	2	3	4	1	1	12
CARPENTRY	1	1	-	-	2	3	7
ENGLISH	-	-	3	1	-	1	5
COUNSELLING	-	2	3	1	4	1	11
TRAD KNOW	1	-	-	-	-	-	1
GUN SAFETY	-	-	2	-	-	-	2
CPR/FIRST AID	1	1	4	2	1	-	9
WELDING	-	1	-	-	2	-	3
ELECTRICIAN	-	-	1	-	1	1	3
PLUMBING	-	-	1	-	1	1	3
ACCOUNTING	1	-	2	2	2	-	7
SM.BUS.MNGT	2	6	10	13	4	2	37
WOODWORK	-	-	-	-	2	-	2
EQUIP/TRUCK	-	-	-	1	1	-	2
FORESTRY	1	-	-	-	1	2	4
ENVIRONMENT	1	1	1	-	1	1	5
LANDSCAPING	-	-	1	-	1	-	2
SECRETARY	6	1	7	4	2	1	21
PILOT	1	-	-	-	-	-	1
NURSING	-	1	3	2	2	3	11
PHOTOGRAPHY	1	-	1	-	-	-	2
CONSTRUCTION	-	-	-	-	1	-	1
TANNING/CANO E	-	-	-	-	-	1	1

SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
NATIVE STUDIES	-	1	1	-	-	-	1
SOCIAL WORK	-	1	7	3	3	2	16
DRAFTING	-	-	-	-	-	-	-
BEAUTY/HAIR	-	1	1	3	-	1	6
HEALTH ISSUES	1	-	2	1	1	-	5
CHILD CARE	-	1	1	1	2	-	5
UPGRADE	2	-	2	3	-	-	7
COOKING	1	1	4	2	1	1	10
UNIV LEVEL	1	-	1	-	1	-	10
TEACHING	1	2	2	2	1	2	10
SEWING	1	1	2	-	2	3	9
TRAVEL AGENT	-	-	2	-	-	-	2
VETERINARY	-	-	1	1	-	-	2
GERIATRICS	-	1	2	3	1	4	11
PERS ENHANCE	-	-	2	1	-	-	3
NATIVE LAW	1	-	-	1	-	-	2
COMMUNICATIO N	-	1	2	3	2	-	8
ARTS&CRAFT	1	-	5	2	3	1	12
INT DECORATING	-	1	2	1	1	-	5
ART	-	-	2	2	-	1	5
TRADES	1	-	-	-	1	-	2
INS BROKER	-	-	1	1	-	-	2
SIGN LANGUAGE	-	1	-	1	-	-	2
SECURITY	-	2	1	-	-	-	3

SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
COMPUTERS	7	10	18	10	4	5	54
MECHANICS	-	1	2	1	1	-	5
FRENCH	3	-	2	9	2	3	19
ALGONQUIN	1	2	3	4	1	1	12
CARPENTRY	1	1	-	-	2	3	7
ENGLISH	-	-	3	1	-	1	5
COUNSELLING	-	2	3	1	4	1	11
TRAD KNOW	1	-	-	-	-	-	1
GUN SAFETY	-	-	2	-	-	-	2
CPR/FIRST AID	1	1	4	2	1	-	9
WELDING	-	1	-	-	2	-	3
ELECTRICIAN	-	-	1	-	1	1	3
PLUMBING	-	-	1	-	1	1	3
ACCOUNTING	1	-	2	2	2	-	7
SM.BUS.MNGT	2	6	10	13	4	2	37
WOODWORK	-	-	-	-	2	-	2
EQUIP/TRUCK	-	-	-	1	1	-	2
FORESTRY	1	-	-	-	1	2	4
ENVIRONMENT	1	1	1	-	1	1	5
LANDSCAPING	-	-	1	-	1	-	2
SECRETARY	6	1	7	4	2	1	21
PILOT	1	-	-	-	-	-	1
NURSING	-	1	3	2	2	3	11
PHOTOGRAPH Y	1	-	1	-	-	-	2
CONSTRUCTIO N	-	-	-	-	1	-	1
TANNING/CAN OE	-	-	-	-	-	1	1



SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
NATIVE STUDIES	-	1	1	-	-	-	1
SOCIAL WORK	-	1	7	3	3	2	16
DRAFTING	-	-	-	-	-	-	-
BEAUTY/HAIR	-	1	1	3	-	1	6
HEALTH ISSUES	1	-	2	1	1	-	5
CHILD CARE	-	1	1	1	2	-	5
UPGRADE	2	-	2	3	-	-	7
COOKING	1	1	4	2	1	1	10
UNIV LEVEL	1	-	1	-	1	-	10
TEACHING	1	2	2	2	1	2	10
SEWING	1	1	2	-	2	3	9
TRAVEL AGENT	-	-	2	-	-	-	2
VETERINARY	-	-	1	1	-	-	2
GERIATRICS	-	1	2	3	1	4	11
PERS ENHANCE	-	-	2	1	-	-	3
NATIVE LAW	1	-	-	1	-	-	2
COMMUNICATI ON	-	1	2	3	2	-	8
ARTS&CRAFT	1	-	5	2	3	1	12
INT DECORATING	-	1	2	1	1	-	5
ART	-	-	2	2	-	1	5
TRADES	1	-	-	-	1	-	2
INS BROKER	-	-	1	1	-	-	2
SIGN LANGUAGE	-	1	-	1	-	-	2

SUBJECT	15-19	20-24	25-34	35-44	45-54	54-64	TOT
SECURITY	-	2	1	-	-	-	3

APPENDIX B

Responses to Economic Development Survey

1. Economic development planning -

1.1. *What goals does Kitigan Zibi Anishinabeg have with respect to its economic base, and what is its strategy for reaching these goals?*

Kitigan Zibi Anishinabeg Responses:

1. "Support individuals with long range business goals and provide training requirements to meet the needs of these goals."
2. "The goal should be to develop economic bases in different sectors. Piece meal plans have been researched, but lack long-term plan for development. The goal should also be to make meaningful employment in sectors that do not damage the environment."
3. "Support individuals in long range business goals and provide training requirements to meet these goals."
4. "Build an economic base that is less reliant on UIC and welfare."
5. "The objective of Kitigan should be to develop a strong, self-reliant community economy that contributes to the region as whole." To achieve this objective the following goals should be achieved:
 - a) "Develop a commercial base to house a strip mall and other retail outlets."
 - b) "Become an active player in forestry projects in the region, with priority placed on those that have potential for direct economic impact to the community."
 - c) "Develop tourist attractions to cater to the tourism industry of the region and neighbouring regions with priority placed on those projects that demonstrate potential for growth."
 - d) "Establish community projects, ie, hardware/lumber store."
 - e) "Continue entrepreneur development and maintain both technical and financial support mechanisms."
 - f) "Research new manufacturing projects that can be installed within the community."
 - g) "Continue the skill development of community resources financially and technically."

All of the above objectives will assist the KZAC in developing a strong local economy through wealth creation and the creation of new significant long-term employment.

The information gathered has assisted in determining these assumptions, i.e. previous initiatives (shopping center study), future initiatives such as the hardware, lumber study, human resource assessments and potential project development. These lead to the identification of goals and objectives set by the KZAC and are incorporated in the economic and employment plan in chapter IV of this case study.

1. Economic development planning -

1.2. What type of economic and employment development does it wish to pursue, and how do these plans fit with the values and traditions of Kitigan Zibi Anishinabeg?

1. "Values, traditions and environment have not been discussed with the KZA. We should also know what percentage wants to work full-time, part-time and seasonally, to incorporate this information into our plans." "Before there is agreement or disagreement on the strategy, the community needs to be more informed."
2. "Job creation should be focused on long-term employment. We need to be less reliant on short-term employment plans. The plans should also fit in with our traditional values and culture."
3. "All projects that demonstrate the ability to be economically viable and sustainable over the long term should be supported by Kitigan Zibi Anishinabeg."
4. "Many different types of businesses need to be supported: arts and crafts shops, construction, logging, retail stores, and service operations."
5. "Employment development is currently being readapted to consider the needs that already exist in KZ and take into consideration the skill shortages. Programs are designed to encourage new business development, i.e., self-employment incentive with Employment and Immigration Canada."

2. Economic development goals -

2.1. How much agreement/disagreement is there about goals and strategies?

1. "There is controversy over land claims and the specific land claim around us."
2. "There is agreement about economic development goals."

2. Economic development goals -

2.2 In what ways and to what extent does such conflict hinder the economic and employment development of Kitigan Zibi Anishinabeg?

1. "Lack of capital limits amount of money that can be allocated and invested in KZ businesses. If we were able to tap into natural resources this could be some help."
2. "Lack of stakeholder participation and commitment could lead to slow development."

2. Economic development goals -

2.3. Are there dispute resolution mechanisms in place?

1. "Not sure on land claim deals."
2. "They are semi-formal. Band Council are answerable to these strategies." (2, 3)
3. "No formal dispute mechanisms in place."

3. Demographic trends -

3.1 What are the demographics of Kitigan Zibi Anishinabeg?

1. "Department of Indian Affairs for services on-reserve 1289 persons. For service off-reserve 725 persons."
2. Indian Register Population by age, sex and type of residence by Registry Group (31-12-1991).

3. Demographic trends -

3.2 Are population numbers likely to increase substantially over the next two decades, and if so, what are the sources of population growth?

1. "Remained constant."
2. "Remain constant."
3. "No - minimal."

3. Demographic trends -

3.3. What is the situation with respect to population out- and in- migration?

1. "Effectively minimal."
2. "We are told that our young people leave, but many come back. The government offers on-reserve programs to the young and that is beneficial."
3. "Effectively minimal."
4. "The standard varies five per cent throughout the years."

3. Demographic trends -

3.4 Who is leaving Kitigan Zibi Anishinabeg, to which destinations, and with what results?

1. "Students and others leaving to find work."
2. "A good number going to school, mostly seek employment & school. 17-30 age range."
3. "Students and people leaving to find work."
4. "Primarily younger people to large cities for short terms then they return home."

3. Demographic trends -

3.5 What are the patterns according to gender and age?

1. "Even numbers are leaving."
2. "No formal monitoring to assess patterns. However information may be available on students who go away to post-secondary institutions."
3. "Even numbers leaving."
4. "No difference gender, but it is the 23-35 age group".

4. Contemporary issues -

4.1 What are the contemporary issues, problems and barriers affecting the economic and employment development of Kitigan Zibi Anishinabeg, including those based on gender and age?

1. "Lack of education. Education should include business studies"
2. "The main barrier is the lack of an economic base. There are few businesses to generate jobs. We should focus on the service industry and manufacturing. We also need to fit our plans into government processes and plans. We need to strengthen these economic ties because we do not vote and are in close competition with the town who are trying to survive themselves."
3. "We live in a male-dominated community and like other bands our Band Council is predominantly male. In addition many of the businesses are operated by men. We need to discuss the issues and barriers that emerge when a community is predominately male-dominated. A female view may change the community priorities such as a daycare in KZ."
4. "Lack of education designed for business studies."
5. "Biggest community support and backing ."

4. Contemporary issues -

4.2 How can these contemporary issues be overcome?

1. "Emphasize education in direction of business studies."
2. "Strategic long-term plans that incorporate all issues: adequate pay, daycare, well-being, and family. Leadership that is aware and understanding of all those issues, both male and female."
3. "Through information sessions, band meetings to inform people of need for support in areas such as business studies."

4. Contemporary issues -

4.3 What are the opportunities for Kitigan Zibi Anishinabeg and how can these be realized?

1. "A more concentrated effort toward education and stimulation to examine the needs of business."
2. "Strengthen traditional language and ties to the land, and knowledge from the Elders, such as hunting, fishing and trapping. Strengthen the traditional subsistence economy, culture, and the traditions of the people and their descendants."
3. "A more concentrated effort toward education and stimulation to examine the needs of business."
4. "There are endless opportunities but we need to compliment and support all stakeholders in KZ."

4. Contemporary issues -

4.4 What are the traditional strengths of Kitigan Zibi Anishinabeg?

1. "The culture and uniqueness."
2. "The desire and capability to attempt new ventures."

5. Land and resource base -

5.1 What is the land and resource base of Kitigan Zibi Anishinabeg?

1. "The reserve itself and land claims."
2. "4,300 acres of land on-reserve, not including lands just purchased by band. Beyond this is the traditional Algonquin territory, which includes extensive territory within the Ottawa, Gatineau and part of the St. Lawrence River basins and as far north to bordering Cree territory. This includes fresh lakes, rivers, minerals, and animals."
3. "The reserve itself and land claims territories."

5. Land and resource base -

5.2 What can Kitigan Zibi Anishinabeg do to use its existing land and resource base more effectively (e.g. value added production)?

1. "Conserve and maintain."
2. "Strategic plan is needed but suggest tourism is more effective or leave it to our people to have a choice."
3. "Conserve and maintain."
4. "Reforestation, and looking forward to a shopping center and other services."

5. Land and resource base -

5.3 How can Kitigan Zibi Anishinabeg expand its access to, and control over, land and resources base (e.g., specific and comprehensive claims, treaty entitlements, co-management agreements)?

1. "Keep up the fight to increase the land base and politically press the claims deal."
2. "The land is right in there with the piece of land in town. Break a tradition by buying and selling. Do we say no! We do not sell land but we sell land to each other."
3. "Develop specialized employment such as biologists and game wardens to control and manage the land. The leadership needs to co-manage these resources."
4. "Through continued negotiations stating our position on our claims."

5. Land and resource base -

5.4 What are the constitutional, legislative and policy obstacles in this respect?

1. "In the land claims deal there is a sentence I feel should be removed, so we can start work forward."
2. "The federal government has told us we are on a waiting list to have our claim negotiated. The provincial government is not willing to co-manage the resources. Working with other First Nations to make sure territories are taken care of under co-management could attract investment in lumber and tourism. But this would need management. A lot of discussion needs to be held."
3. "In claims deal the sentence related to the extinguishment of Aboriginal title to the land should be removed so we can get on with our work."
4. "Long-term government policy."

5. Land and resource base -

5.5 How can the competing claims of other resource users be addressed?

1. "Co-existence with the Canadians we live beside. First Nations were here first, we should have special privileges based on our Aboriginal rights protected in the Constitution."
2. "Through negotiation of co-management and control over resources."

Traditional economy -

6.1 What is the importance and role in Kitigan Zibi Anishinabeg's economy of the traditional economy?

1. "Lumber and services the band purchases. The band is the largest employer."
2. "There are a few who hunt, trap and fish, but not a lot of these people depend on the band a lot for employment, welfare or UIC,"
3. "The wood for household fuel is very important."

Traditional economy -

6.2 What are the forces that threaten the traditional economy in Kitigan Zibi Anishinabeg, and what steps need to be taken to strengthen it?

1. "Access to traditional lands and its resources, and lack of funds."
2. "A lot of young are not taught traditional knowledge from the Elders or hunters, there is a lot they can learn from these people."
3. "The forces are the large demand of easily-accessible forest resources. The problem is that there is a limited amount of forest. There is a need for better forest management and reforestation."

Traditional economy -

6.3 What informal economic activities take place in Kitigan Zibi Anishinabeg (e.g., cottage production and the role of women)?

1. "Handicrafts."
2. "There are many women who are sewing moccasins to sell themselves or to shops. There are also a few birchbark canoe makers. There are others who do typing, there are home-based businesses such as consulting, and there are many people who babysit. A lot of these jobs are done by women. However there is a trend for women to work outside the home. Daycare services is an issue and should be subsidized."
3. "At this stage there are a few informal activities in the home."

7. Small business and self-employment -

7.1 What opportunities exist for the development of self-employment and for small business development in Kitigan Zibi Anishinabeg?

1. "Opportunities exist in retail for goods and services that can be acquired on the reserve. A lot of money is spent outside the reserve."
2. "For many here at KZ it is having enough money to feed your kids. The income level is a big issue".
4. "Good opportunities exist. Sadly, what is lacking is the support of the population. Support is needed to improve the chances of success. We are also hindered by the lack of population."

7. Small business and self-employment -

7.2 Can Aboriginal businesses provide goods and services that are presently purchased externally?

1. "I question how committed we are to KZ business, so that we buy internally. There are many areas of possibility. The KZ community needs to be committed to our economic institutions."
2. "Yes by all means."

7. Small business and self-employment -

7.3 How can the entrepreneurial capacity of Kitigan Zibi Anishinabeg be further developed?

1. "Yes it can. We need to expand our market outside the community, to other Algonquin communities, Ottawa, the region and across Canada."
2. "Workshops on business development can be organized at the community. We should form a business board, like a chamber of commerce. Our business people and leaders should also speak on their success and failure."
4. "We should be more aggressive in lobbying people and agencies that could help us, and through further support of the LAMB."

8. Professional and other services

8.1 Can Aboriginal employment in professional and other services to Kitigan Zibi Anishinabeg be expanded?

1. "This is a very important area for training and development."
2. "Yes it can. We need to assist the younger and older population to obtain the education. Being able to speak French is also an important factor to further this potential."
4. "Yes, we have students with the skills and knowledge to become professionals"

8. Professional and other services

8.2 Can employment be obtained in neighbouring communities and industries?

1. "KZ has limited access to employment in neighbouring communities due to the protection which exists."
2. "Definitely, if a person has the qualifications and if they are committed."

9. Political and economic institutions -

9.1 What are the political and economic institutions of Kitigan Zibi Anishinabeg, and how effectively can they support long-term economic and employment development?

1. "Through the Band Council and the economic development offices having an open-door policy to business ideas." (1, 3)
2. "The Band Council and Economic Development officer have a continued commitment to improve, encourage and assist KZ business development."

9. Political and economic institutions -

9.2 How much autonomy do they have to make decisions?

1. "Fair amount of autonomy through the funding programs. However we are still tied to the Indian Act. Our existing institutions, such as the education council, health board, etc. operate with best interest of the people in mind. The checks and balances are the band meetings where people can air their opposition or concern in hopes something can be done about it."
3. "Future knowledge regarding funding would help a lot. This would help for example the creation of businesses after business or management training programs."
4. "Full autonomy."

9. Political and economic institutions -

9.3 How well do the political institutions fit with the culture and traditions of Kitigan Zibi Anishinabeg, and how well do they serve the interests of different types of community members (e.g., by age and gender)?

1. "Well done."
2. "Too argumentative."

10. Public infrastructure -

10.1 What is the situation of Kitigan Zibi Anishinabeg with respect to public infrastructure such as roads, utilities, and communications facilities?

1. "With respect to other communities we are far ahead."
2. "Pave all over reserve. Sewer works all over reserve. CKWE and fliers method."
3. "With respect to other communities we are far ahead."
4. "Very good."

10. Public infrastructure -

10.2 What improvements need to be made, and how can they be achieved?

1. "Little improvement - all improvements have been made."
2. "The community should find resources to make a community newspaper. Independent newspaper sent every week on issues and concerns. Watchdog of issues — a TV. station is in the works, but should be looked at closely. The meetings are not well-attended. People do not want to go to meetings because they are afraid of voicing concerns. Newspaper can keep us updated."
4. "More aggressive supervision through information and observation of other systems outside the community."

11. Capital and investment -

11.1 What is the situation of Kitigan Zibi Anishinabeg with respect to access to capital and other sources of financial resources (e.g., loan funds, venture and other forms of investment capital, resource revenues and royalties, fiscal transfers, etc.)?

11. Capital and investment -

11.2 How well is Kitigan Zibi Anishinabeg served by financial institutions such as banks, credit unions, capital corporations, etc.?

1. "Good recognition at the banks."
2. "Good."

12. Human resource development -

12.1 What is the level of human resource development in Kitigan Zibi Anishinabeg (including education and training) and how well does it fit with the strategy of Kitigan Zibi Anishinabeg for employment/economic development?

1. "It does not because we have not sat down to discuss employment or the reserve. It has not been studies. There is no plan; all departments are to be blamed." "People are starting in the computer programs etc... Equipment is there, we need to do what is needed."
2. "Education level is low. Need to increase the level of education to improve long-term employment."
3. "Fair level and improving continuously. Fits well in the economic process that is developing."

12. Human resource development -

12.2 How well-equipped are community members to participate in the Canadian technology-based information economy?

1. "Employment is difficult because Employment Immigration has rules. LAMB through Pathways."
2. "Training in the community, which we do not have / adequate training to result in contacts with others outside the communities."
3. "Not well equipped, more training required."
4. "Fair."

13. Employment and economic development programs -

13.1 What has been the experience of Kitigan Zibi Anishinabeg with federal and provincial policies and programs designed to promote employment and economic development?

1. "A problem is that for example Hydro Quebec hires one to two Natives but everyone who says they have Indian blood are qualified for a card."
2. "Fair to good experience."

13. Employment and economic development programs -

13.2 What changes need to be made in these policies and related procedures?

1. "Make access easier to get larger and longer-term loans."

14. Economic Development Recommendations -

14.1 What are the economic development priorities for Kitigan Zibi?

1. "User friendly to access more economic development, short- and long- term employment."
2. "Long-term planning research, boost education training."

14. Economic Development Recommendations -

14.2 List the most important issues preventing economic development from occurring?

1. "Lack of understanding, capital, support from the community, strategic plan. Closed working relations between departments the LAMB and health etc."
2. "Priorities and lack of resources."
3. "Access to land and funding (grants or loans). Failure of persons to properly understand and promptly present projects."
4. "An attempt for community to become self-supporting in all services - job creation a more stable base for all community members."

14. Economic Development Recommendations -

14.3 In which areas are band members employed?

1. "Housing, health, education. More money should be given to Native people to create meaningful jobs and increase self-esteem."

14. Economic Development Recommendations -

14.4 How do you think the community can attain economic self-sufficiency?

- a. Become less dependent on government funds
 - b. Create more jobs on-reserve
 - c. Create more employment on and off reserve
 - d. It's not possible
 - e. other _____
1. " Other, although all the above come into play, a different train of thought where people would come to take long full-term jobs rather than fly-by-night short-term jobs."

14. Economic Development Recommendations -

14.5 How would you prioritize the following economic goals?

- a. Buy more goods and services on-reserve to create jobs and wealth.
- b. Band should buy more goods and services from band members.
- c. More support for traditional economy, and more support to related business like tourism and culture.
- d. Get more involved in the regional logging and tourism.
- e. Start getting involved in computer and information fields to build for future employment and business.

14. Economic Development Recommendations -

14.6 How should business development be supported?

1. "More support to develop larger enterprises on-reserve."
2. "Purchase for business itself."
3. "Band business development. To support the project attempt to access funding, assist person any way we can."

14. Economic Development Recommendations -

14.7 How should the band be involved in business development?

1. "The creation of a business board separate from band government."
2. "Providing initial steps and encouraging entrepreneurship on-reserve."
3. "Depending on business, it can be a co-partner."

14. Economic Development Recommendations -

14.8 What is the most important business development supports?

- a. Advice on business plans and projections
 - b. Financial advice
 - c. Where to get funding
 - d. How to start a business
 - e. How to do market research
 - f. General business advice
 - g. Marketing and promotion
 - i. Other
1. "All the above."
 2. "All important — can not put one above the other."

14. Economic Development Recommendations -

14.9 What do you think should be the optimum amount of funding available for starting a small business?

- | | | | |
|----|--------------------------|-------|---|
| a. | Entrepreneur equity | _____ | % |
| b. | Bands matching grant | _____ | % |
| c. | Federal government grant | _____ | % |
| d. | Loan guarantee | _____ | % |

1. (a = 20%), (b = 30%), (c = 20%), (d = 30%)
2. (a = 20%), (b = 30%), (c = 20%), (d = 30%)
3. (a = 10%-30%), (b = 10%-30%), (a = 25%)

14. Economic Development Recommendations -

14.10 What do you think the loan guarantee should be?

1. "25% of overall cost."

14. Economic Development Recommendations -

14.11 How could banks help in making loans more accessible?

1. "Business Board can discuss and speed to local bands."
2. "Lower criteria concerning applications for business loans."
3. "Bands can not size anything on the reserve. Crazy question, better understanding community reason for accessing the loan."

14. Economic Development Recommendations -

14.12 What should be the role of government in business development?

1. "Training and local support."
2. "Provide at least what is business support and advice."
3. "The government should provide grants, training and loan guarantee."

14. Economic Development Recommendations -

14.13 Do you have any suggestions or recommendations that have not been asked?

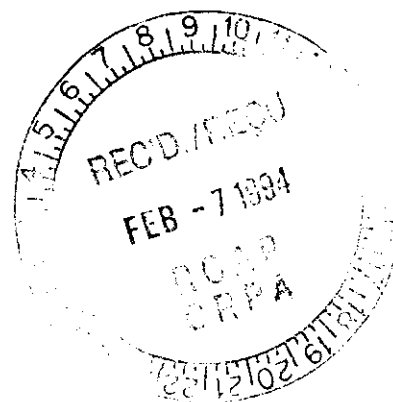
1. "More visible - workshops to young people, programs, not everyone gets into business, between five and 10 per cent. No dream is too big. Care and planning need to be considered."
2. "Before any serious long-term economic development happens there will have to be a change of how occupations are perceived. We are going to have a rethinking process whereby people will want to be employed."

APPENDIX C

Glossary of Terms

AFA Agreement	Alternate funding arrangement which provides greater flexibility between programs.
Band Council	Means the duly elected council of the band.
BCR	Band Council Resolution is the legal instrument whereby council approves bylaws and contribution agreements, delegates authority, establishes policy or creates new organizations.
Kitigan-Zibi Algonquin	Means a person recognized as a Native under the terms and conditions of the Indian Act.
Kitigan Zibi Community	Means the territory and members of the KZC as defined under the Indian Act.

DRAFT



ROYAL COMMISSION ON ABORIGINAL PEOPLES

KITIGAN ZIBI ANISHINABEG

CHILD CARE REPORT

Prepared by
Simon Brascoupé
Anita Tenasco
Kumar Saha

The purpose of this report is to answer the following six questions posed by the Royal Commission on Aboriginal Peoples on child care.

1. How is child care for families in the community currently arranged? Estimate the relative importance of child care centres, the use of nuclear and extended families, reliance on friends and neighbours etc.

2. What is the extent of the unmet need for child care in the community? To what extent is the lack of child care an obstacle to women in the community participating in paid employment outside the home? What are the obstacles to increasing the availability of child care in the community?

3. What is the quality of child care in the community? Please discuss the strengths and weaknesses of the different ways in which child care is provided. What are the obstacles to improving the quality of child care in the community? How can child care needs best be met in the community?

4. What initiatives have community members or others taken to develop child care services or facilities in this area? Who was involved, and what was the outcome? What barriers or facilitating factors affected the outcome?

5. Where initiatives have resulted in the development of child care services or facilities, please provide a brief history, objectives, the clientele served, sources of financial and social support, relationship to other family and social services, and problems and successes encountered.

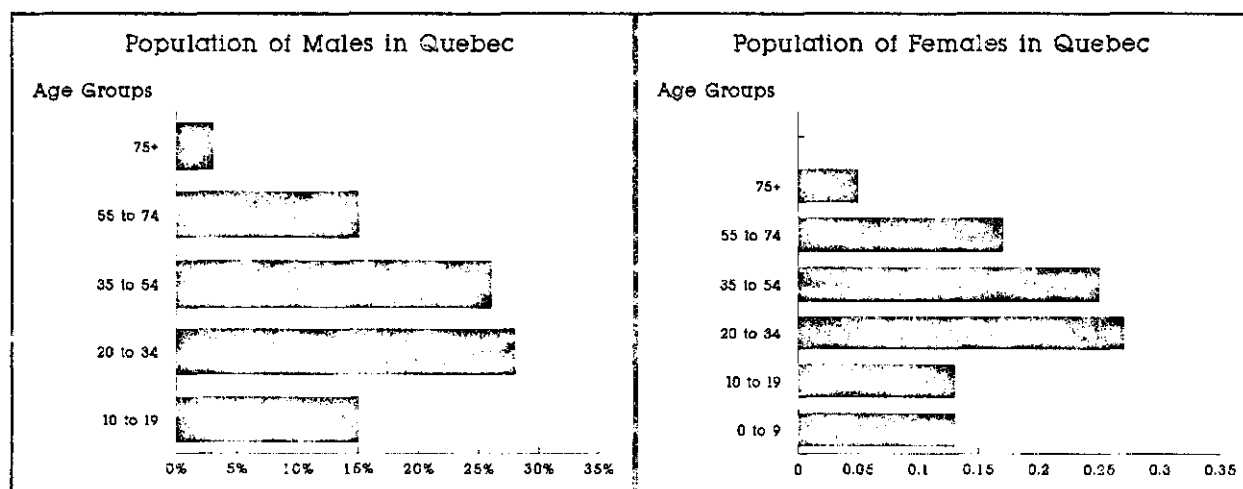
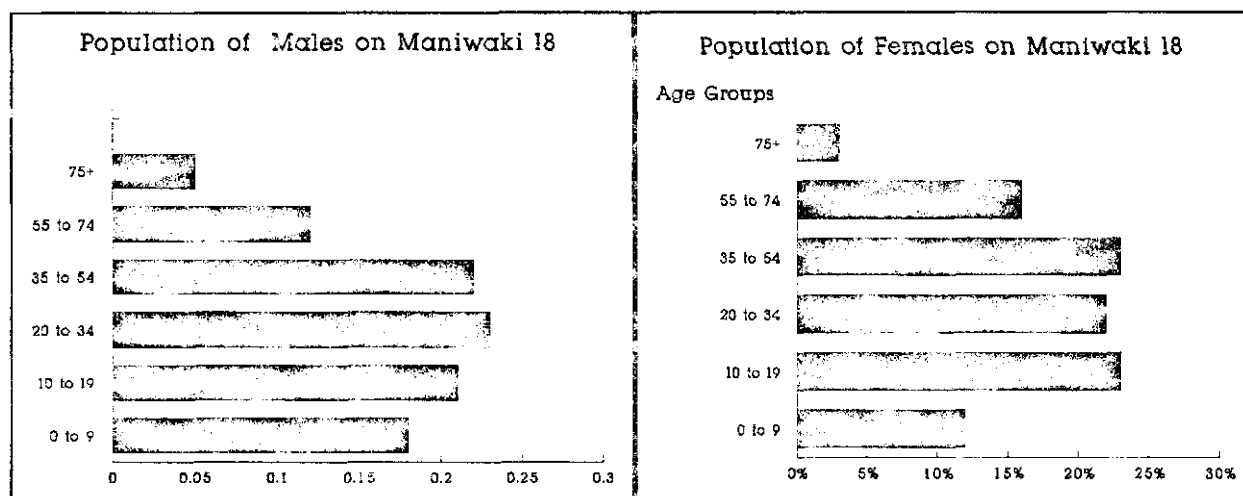
6. On the basis of your community's experience, what recommendations would you put forward for the development of child care services and facilities for your community?

II. HISTORY

The Kitigan Zibi Health and Social Services was established in December 1987 in response to negotiations with the Government of Canada to transfer child welfare and social services to the Kitigan Zibi Reserve. It is a non-profit agency which services the members of the Kitigan Zibi Community. Presently, child care is the sole responsibility of the parents and some members of the extended family. The Kitigan Zibi Community does not have any formalized child care available at the present time, except for the nursery and kindergarten programs and an extra curricular activity after school for 2 days per week for approximately one hour long each time, all operated by the Kitigan-Zibi School. There is also one unlicensed and unsupervised Family Day Care on the reserve. The capacity of this Day Care is five children, whom were received on a daily basis. The individual who operated the Day Care was formerly employed by the Takinigan Day Nursery which was located on reserve until its' closing in June 1987. The Takinigan Day Nursery, which was in operation from April 1984 to June 1987 demonstrated the need for a Day Care. The Day Care was established in response to the needs of working parents for someone to take care of their children. At inauguration, the Day Care had thirty children attending. The clientele expanded to include single parent families and low income families, however without the subsidies that are normally offered to these people, they were unable to pay for the service and attendance at the Day Care dropped off to five children and finally shut down in June, 1987.

III. Demographics

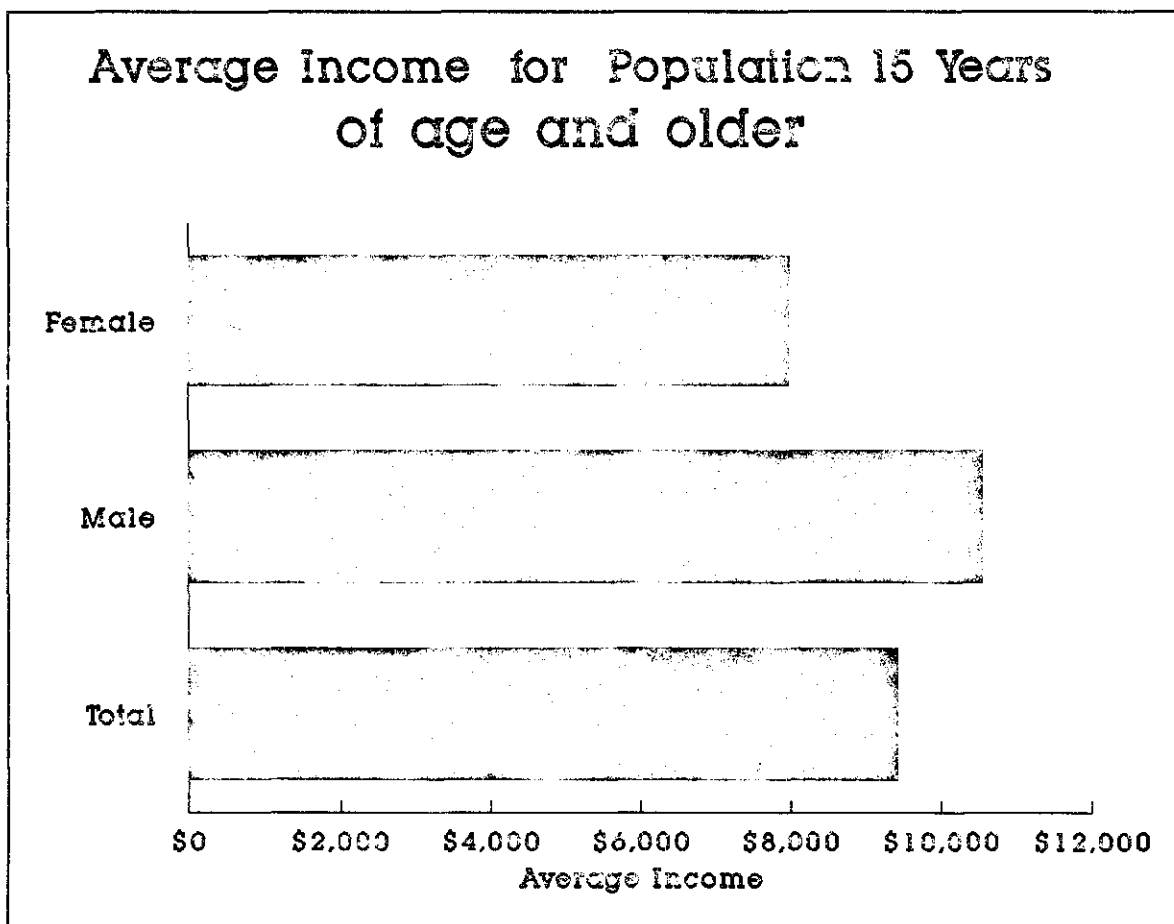
The population of the Kitigan Zibi Reserve was 795 according to the 1986 Census. This figure did not include recently reinstated members. The following four charts outline the population by sex on the reserve and in the province of Quebec.



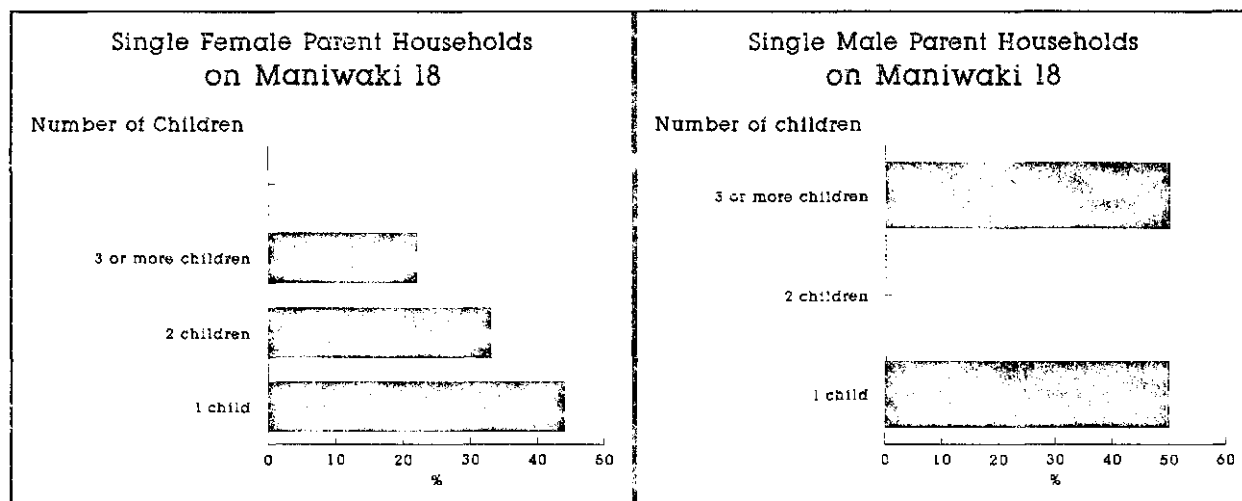
From these tables we can clearly see that the highest percentage of males on the reserve are between the ages of 20 and 34. For the female members the highest concentration is in the age group 10 to 19 and the 35 to 54 age group. In Quebec the groups are the same for

highest concentration, both males and females are in the 20 to 34 age group.

The Kitigan Zibi Reserve is approximately 120 km from Ottawa/Hull and it is adjacent to Maniwaki. The average income, once again according to the 1986 Census was \$ 9415.00 and the average household had 3-5 persons. The following charts paint a better picture of the situation on the reserve.

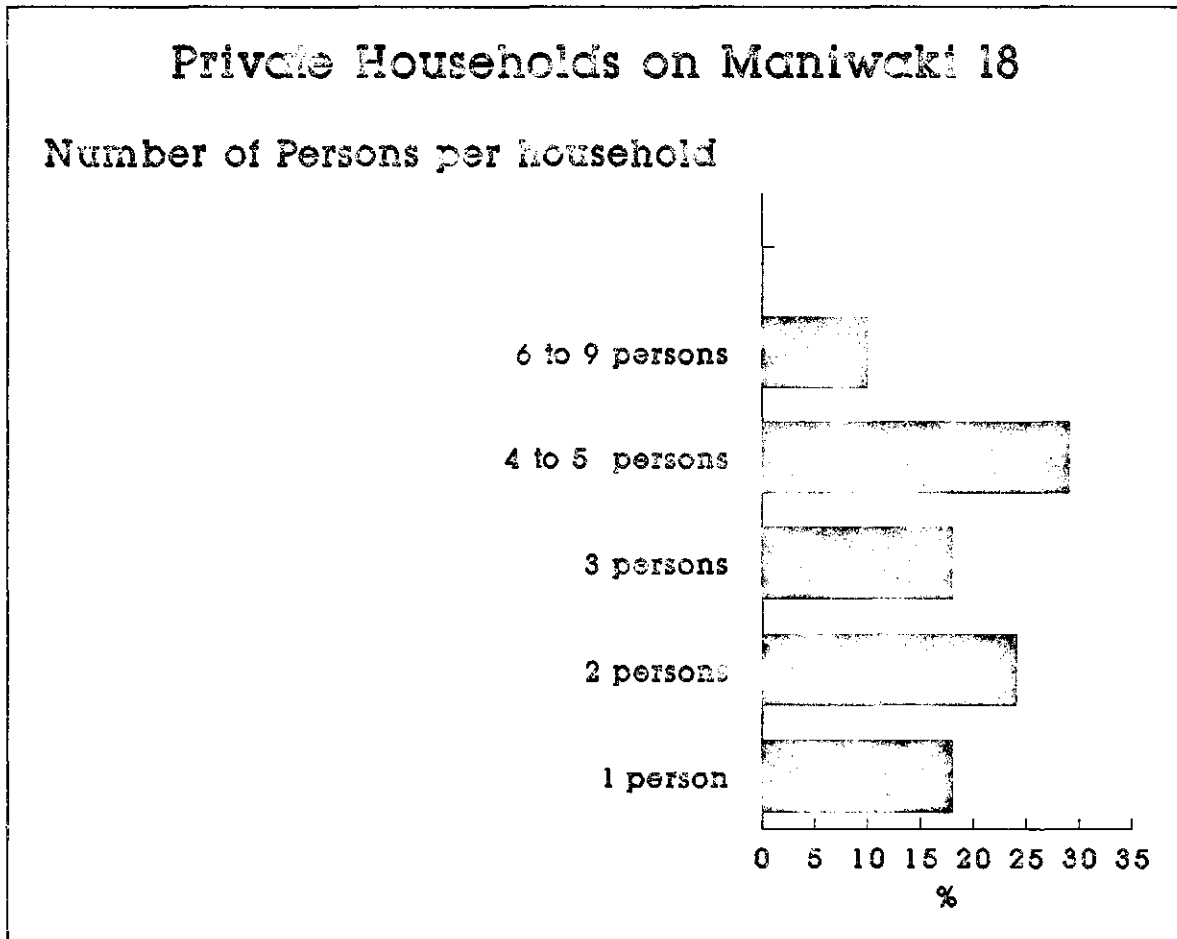


From this table we see the average individual income for men on the reserve is 10,545 and for women it is 7,977. This clearly indicates that the women on the reserve have less money to pay for child care as well as less income overall.



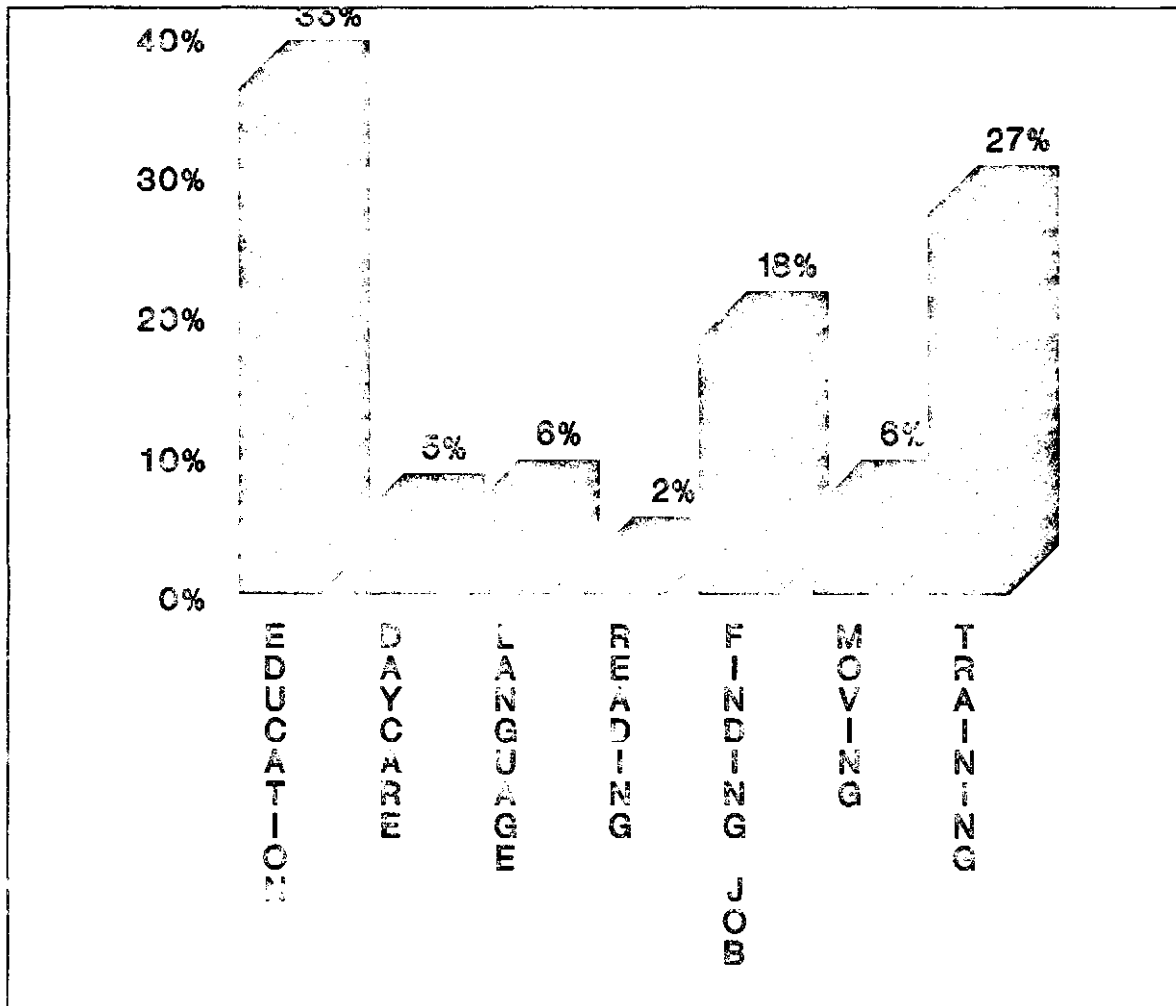
The reader should note that there are fifty five single parent homes on the reserve. Ten of these homes belong to the men and the balance is obviously the women who live on the reserve without a partner and who have children. Fifty percent of the male single homes have one child and fifty percent have three or more children. The single parent homes headed by women have 44% with one child, 33% with two children and 22% of these households have three or more children.

The number of households on the reserve is 255. The graph has these households broken down by size. There are 45 (18%) with one person living in the house, 60 (24%) have 2 persons, 45 (18%) have three persons, 75 (29%) of the 255 homes have between four and five persons and , 25 (10%) of the households have between six and nine persons living in them.

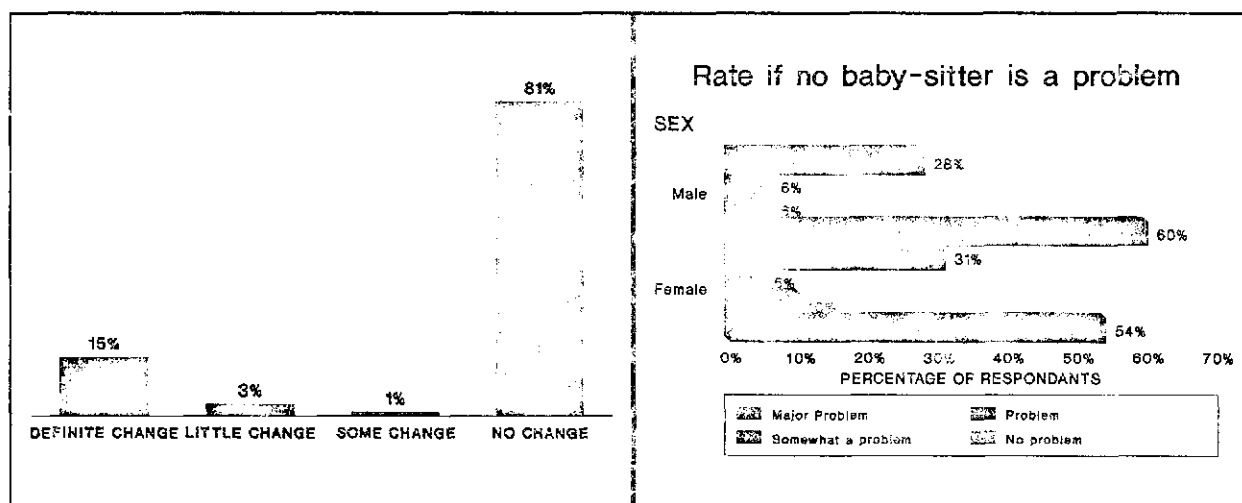
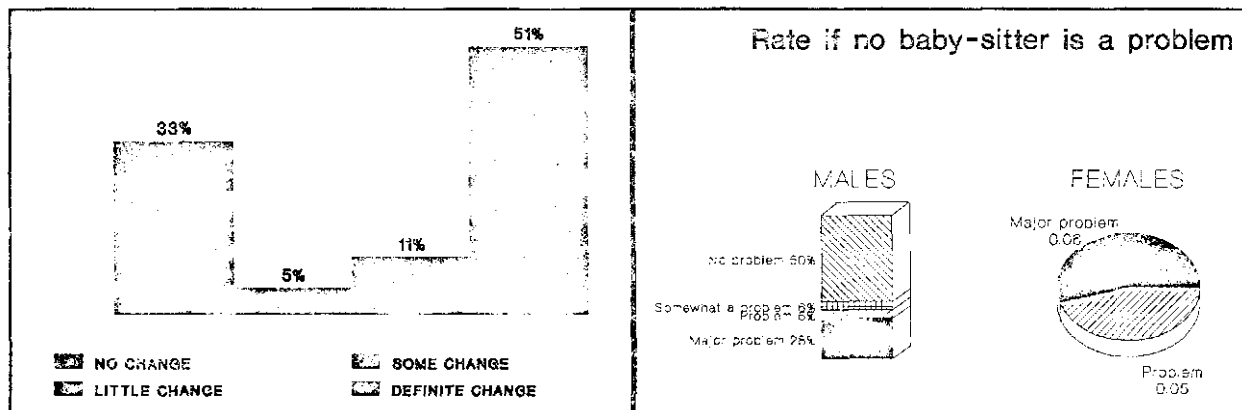


IV. Barriers to Training and Employment

From the chart it is clear that the major obstacle is education, which represents a problem for 36% of the population. Training itself accounts for 27% of the obstacles to employment, followed by actually finding a job which is a problem for 18% of the

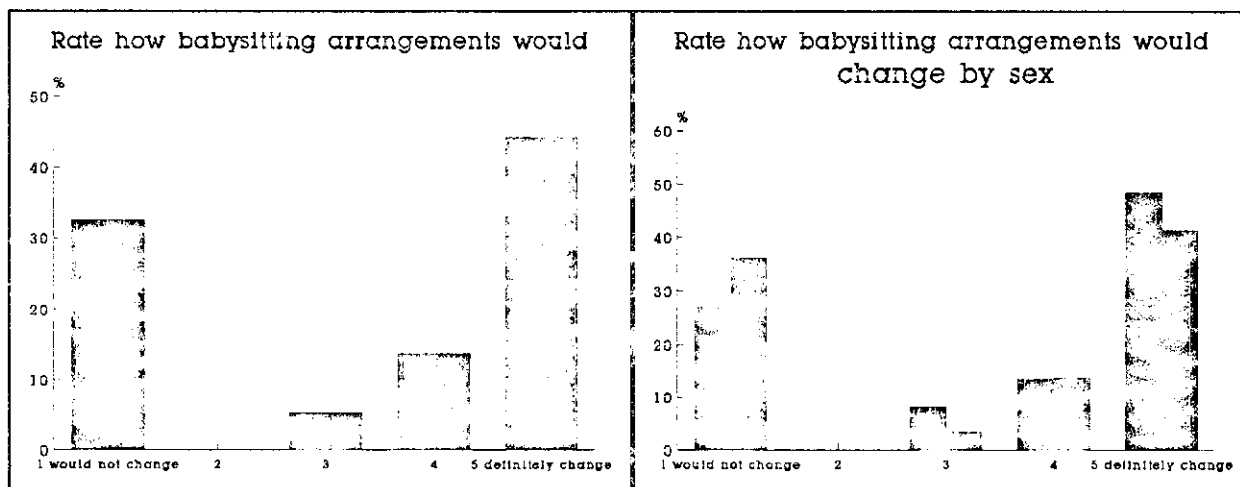


population. Language and moving are problems as well, however they only represent 6% each for the population. Day care problems account for 5% and finally reading is seen as an obstacle for 2% of the Kitigan Zibi people. The next four charts look specifically at babysitting in terms of finding an adequate babysitter as well as choices made by parents when it comes to babysitting.

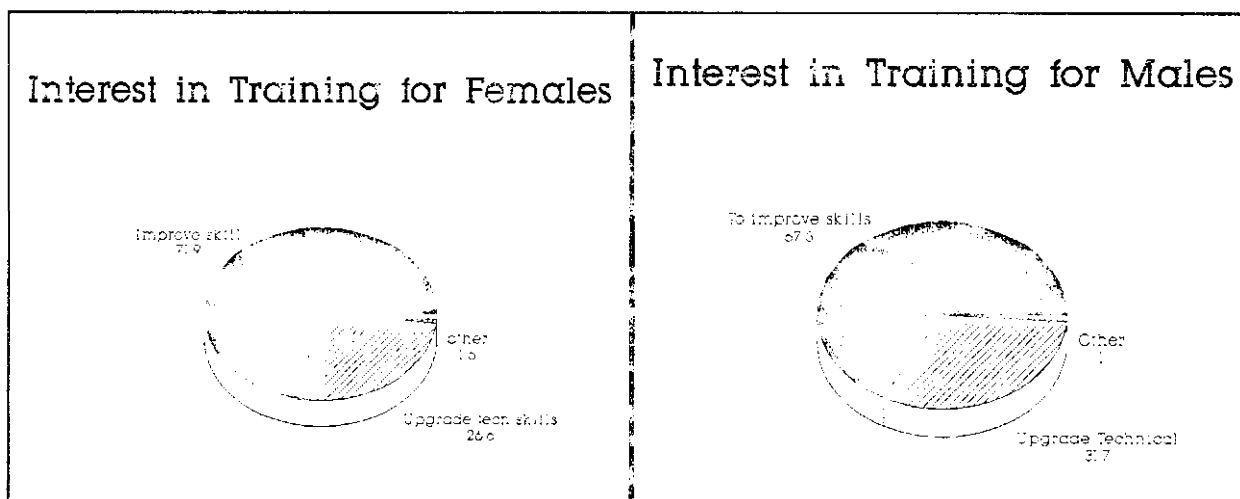


For most men the lack of a babysitter is not a major problem, 60% said it was no problem, for women on the other hand the fact that they had no babysitter was seen to be a major problem in fact it was seen as a major problem for more than half of the women who thought it was a problem in the first place.

When we look at how babysitting arrangements would change, we see that a majority of the women felt that it would definitely change.

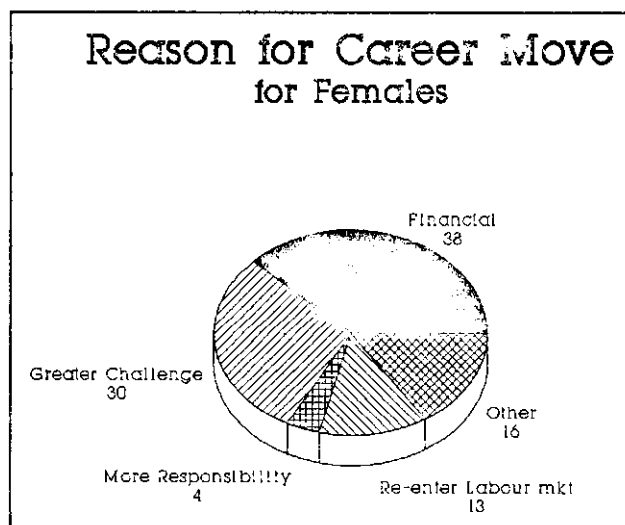
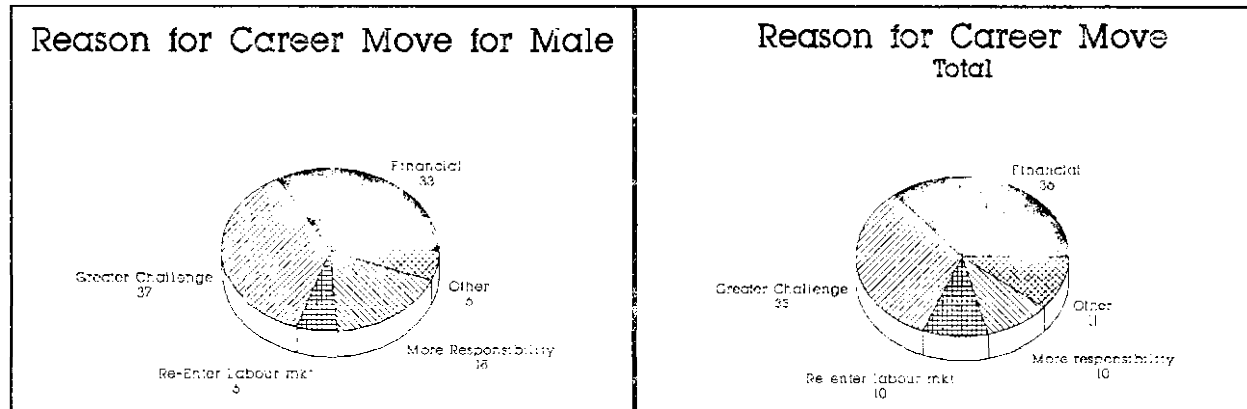


The next issue of concern is why do people take training courses.



It is quite clear from these two pie charts that both men and women want to take training courses to improve their skills in general as well as to improve their technical skills. Approximately 70% of both men and women want training to improve their overall skills.

Everybody is interested in a career move at one point in their life, here are the reasons expressed by the residents of Kitigan Zibi for career moves.



From these pie charts we can analyze the reasons for career moves by the population and then by gender. For the population as a whole, financial reasons were given by 36% of the population. A greater challenge from work was given by 33% of the population as a reason for wanting a career change. To achieve greater responsibility was cited by 10% as was the reason of re-entering the labour market. Other reasons were cited for 11% of the population.

For female participants, financial reasons were cited by 38% of the population. The idea of combating a greater challenge was given as a reason by 30% of the female respondents. More responsibility was only cited by 4% of the respondents, as for re-entering the labour market, this appealed to 13% of the female participants. Other reasons were also given to account for the balance.

The men on the reserve gave financial reasons in 33% of the responses. A greater challenge seemed to appeal to 37% of the men. Eighteen percent of the men said that greater responsibility was the reason they wanted a career change. The idea of re-entering the labour market was given as a reason by 6% of the responding men. The other reasons accounted for the remaining 6% of the total male population.

SUMMARY

A final report "Addressing child care in the Kitigan Zibi Community" was written in April 1990. In this section we will summarize their key findings. They found that child care in the community was and may still be a woman's issue since the majority of respondents were female. These respondents also felt that there was not enough child care available on the reserve. These parents reported having children from new-born to the age of thirteen with the highest percentage of children falling into the six to thirteen age category (44%). Forty five percent of the respondents reported that they were working, 73% said they had spouses of which 45% were also working. The monthly income level reported by these people was largely in the \$1000 to \$1999 category representing 47% of the total.

Of all respondents 55% reported that they did not use any form of child care, 39% used child care on a regular basis, and 6% reported that they used child care on an irregular basis. The parents who were paying for child care, paid anywhere from \$50 dollars to \$80 dollars per week.

For the most part respondents reported that they did not need: all day child care (52%), before/after school (63%) or evening/weekend care (69%). The majority of respondents were using family members and friends for child care (54%). The parents tended to be quite satisfied with this type of arrangement (44%), as well this type of arrangement was not costly at all for 38% of the respondents, basically child care was free. Twenty five percent of the respondents according to the report preferred to use a babysitter in their home, 32% reported that they were willing to use a new child care service on a

regular basis and 31% reported that they would use this new service on an irregular basis.

The next topic of concern in the report had to do with ways in which child care could be improved. The report found that the majority of respondents felt that more training for care-givers, babysitters and parents was needed. A dozen people reiterated the need to establish a day care, eleven suggested low-income subsidies be pursued and eleven suggested that any form of child care on the reserve use trained personnel. These were the responses to the question "do you have any additional comments you would like to make regarding child care on the Kitigan Zibi Reserve?".

This study also performed a guided interview with the community consultants and professionals. These interviews uncovered the following trends.

First, all respondents agreed that there was enough child care for short-term periods. A problem arises when parents were looking for longer -term care. They found there were a number of reasons for this. They were younger parents and grandparents, separate households and separation of families due to education reasons or employment etc...

The second issue that came out of these interviews was that of economic conditions on the Reserve. Formal child care can only be afforded by parents when they are working or receiving child care funding for educational or training purposes. All of the respondents except one thought that some form of day care was needed by the community. They wanted one that would take into account the economic conditions of the reserve. The respondents also thought that some type of subsidized funding was needed to take account for the hard economic times that might be experienced by the reserve.

With regard to cultural appropriateness, the opinions of the professionals and

consultants were split. Some felt that it was a way of promoting, encouraging and preserving Algonquin language and culture, so it is a nation's concern. Others felt that it should be up to the parents whether or not their child receives Algonquin culture.

Opinions were once again split on what qualifications child care workers on-reserve should have. Approximately half felt that a diploma or degree in Early Childhood Education was needed. The balance of respondents thought that a genuine love of children and a solid reputation as a caring adult coupled with part-time correspondence courses, workshops, conferences and experience were all that is needed.

The report found after closer examination of the data that the most significant age group for children was the one for 3-6 years which represented 24%. As well they found that the majority of parents were working as were their spouses, therefore the majority of the clientele for the day care would be working parents, some single parents and parents attending school or training courses. This substantiated the claims made by community professionals regarding the imagined clientele for child care services.

Due to the fact that they found the majority of respondents fell into the \$1000-\$1999 category for income per month. They stated that from these figures it seems quite clear that there is a need for subsidized care. The question thus became how would subsidize the day care service and that this issue was to be resolved before any meaningful and permanent changes were to take place.

They found that even though a high percentage of the respondents did not use formal child care (55%), in absolute numbers, there were nineteen individuals who reported paying for child care on a regular basis. These were parents who were using child care on a five

days/week basis. The report found that there was a total of 39 children who needed all day care, twenty five who required before/after school care, and thirty seven children required weekend/evening care. Therefore it is clear that there is a need for and enough children requiring a service for regular child care.

They found that the ways to improve child care were: training caregivers (23%), day care centre (20%), supervised family day care (16%), babysitting cooperative (14%), parent/child resource centre (12%), after school program (10%) and parent support (5%). From these figures they stated that it was clear that the success of any formal child care undertaken will depend on the volume of potential users and community/parent support is also a key factor.

The report found that any interested parties on reserve should pursue the "neighbourhood Hub Model". This model involves a central Neighbourhood resource centre which offer a comprehensive child care approach that allows for an enriched child care program. The reason being is that the centre branches into eight different types of child care. They are: parent at home with child, supervised private home daycare, supervised in-home care, emergency care for sick children, emergency care for family crisis, overnight care for children of shift-workers, workplace day care, and emergency care for parents who are sick. The Neighbourhood Resource Centre also offers the following services, training centre for caregivers, group all day care, health care, parent education, toy lending service, half day nursery school and a parent child drop in centre. These types of centres offer the greatest flexibility and are available to parents and children aged from six weeks to twelve years.

They concluded that this model of child care would be ideal for Native communities

residing on reserve as it focuses on all the needs parents may have and it can respond to specific community needs, due to its flexibility. The model will assure that all child care programs will have the same goals, ideals and objectives, for example, strengthen Algonquin language and culture, Algonquin families and parents, etc... Finally they found that any programming could be modified to reflect native concerns and hopes for the future.

The report had the following recommendations in hope that the child care situation on the reserve would improve.

Recommendation 1: That R.D.H.S.S. pursue funding to hire a child care co-ordinator to supervise and implement the establishment of;

- i) a Day Care with trained personnel and subsidies available,
- ii) a network of trained Family Day Care Homes to be supervised by R.D.H.S.S.
- iii) additional training for babysitters, parents and caregivers
- iv) parent/family support services (home visits, toy library, equipment exchange and lending, play groups, drop-in program for housebound parents, etc...)
- v) and babysitting cooperative (using Elders if possible).

Recommendation 2: That R.D.H.S.S., in the interim, should arrange for the immediate training of parents, babysitters and caregivers (who are interested) in the form of weekend workshops or evening courses. Perhaps a CEGEP level Child Development course within the community.

Recommendation 3: That R.D.H.S.S. continue to actively pursue the establishment of a Day Care that would also function as a Parent-Child resources Centre.

Recommendation 4: That R.D.H.S.S. continue to address the issue of subsidized child care on behalf of single parents, teenage mothers, and low income families.

Recommendation 5: That R.D.H.S.S. establish a network of Family Day Care Homes for infants and sick children to be affiliated and supervised by R.D.H.S.S. and the Day Care in the future.

Recommendation 6: That R.D.H.S.S. enter into a inter-agency cooperation with the Kitigan Zibi School to offer an After/Before School Program. Perhaps the school could provide the space material/supplies and R.D.H.S.S. could supply the human resources.

Recommendation 7: That R.D.H.S.S. enter into an inter-agency cooperation with the Kitigan Zibi School to provide a babysitting course for teens, older children who care for younger siblings and for children who care for themselves.

Recommendation 8: That further research into the area of child care in the Kitigan Zibi Community be continued in order to shape good programming.

Recommendation 9: That due to the fact that the welfare of children depends wholly

on the welfare of their parents, that any programming encourage and strengthen the Algonquin family. This can include parenting classes in Native parenting customs, values, etc... and how they affect present parents and families.

Child Care Options for the Kitigan Zibi Anishinabeg

These options were prepared by R.D.H.S.S. for discussion purposes with Kitigan Zibi Administration.

Option #1 Institutional Day Care

This option was cited as a priority and always a goal to work towards. It provides an experience for pre-school age children conducive to learning, socializing and safety. The RDC can maintain strict control, evaluation and co-ordination, ensuring proper guidelines are followed. The problems associated with this option according to R.D.H.S.S., are the lack of space and the high costs of operation, approximately 93,000 dollars a year.

Option #2 Family Day Care Homes

This option has some attractive advantages. One of the most important is the individual attention that a child receives. It will also allow parents to choose a caregiver most in line with their philosophies and attitudes about children and care.

R.D.H.S.S. is awaiting a response on the request for training of family day care

providers as well as the funds to hire a co-ordinator to provide on-going workshops, information dissemination, establish a resource centre, and help out where extra care is required.

This option is less costly, but can only exist if providers are somehow licensed, trained and follow guidelines of care. R.D.H.S.S. feels that this can be achieved with the proposed training program and funds requested through Child Care Initiatives Fund (CCIF).

The costs to parents would be 30.00 dollars a week per child. The program would match this amount per child for the provision of supplies snacks and start up equipment.

The program would begin by attempting to establish present needs for the day care homes, by recruiting parents with children; then proceed to recruit family day care home providers. Each home could have a maximum of five children, and 6 to 10 only if there was an extra caregiver present at all times. Every provider would attend a training session every Saturday as well as complete one correspondence course per semester. R.D.H.S.S. is awaiting funding from CEIC for training.

R.D.H.S.S. will supply the human resources required to disseminate information, access resources and conduct home visits to ensure guidelines are being followed. R.D.H.S.S. was awaiting funding approval for April 1991 from CCIF to hire someone on a full-time basis to take on these duties and to organize special events for the child care providers, children and parents, and until then they were to use present project staff.

VI. FINDINGS

The reader will recall the six questions posed by RCAP on child care.

1. How is child care for families in the community currently arranged? Estimate the relative importance of child care centres, the use of nuclear and extended families, reliance on friends and neighbours, etc.
2. What is the extent of the unmet need for child care in the community? To what extent is the lack of child care an obstacle to women in the community participating in paid employment outside the home? What are the obstacles to increasing the availability of child care in the community?
3. What is the quality of child care in the community? Please discuss the strengths and weaknesses of the different ways in which child care is provided. What are the obstacles to improving the quality of child care in the community? How can child care needs best be met in the community?
4. What initiatives have community members or others taken to develop child care services or facilities in this area? Who was involved, and what was the outcome? What barriers or facilitating factors affected the outcome?
5. Where initiatives have resulted in the development of child care services or facilities, please provide a brief history, objectives, the clientele served, sources of financial and social support, relationship to other family and social services, and problems and successes encountered.
6. On the basis of your community's experience, what recommendations would you put forward for the development of child care services and facilities for your community?

An interview with Gina McDougall was conducted to specifically respond to these six questions. Her answers were as follows. To question one she responded in the following manner; Currently, there are few options available in child care for the families of Kitigan Zibi. Basically, there are three avenues that parents can take for child care: An in-home day care centre, child care provided by family or friends and finally, there is the option of off-reserve day care services in the town of Maniwaki.

Her response to question two was brief and to the point. She told the interviewer that there are outstanding needs for child care in the Kitigan Zibi community. Parents need more options in terms of child care. Affordable child care options are seriously lacking within Kitigan Zibi. Also, finding quality child care at a reasonable price causes some difficulties for women in the community who participate in paid employment outside the home. The obstacles to increasing the availability of child care within the Kitigan Zibi community are: The lack of subsidies or funding from various sources, leadership in which child care is not made a priority at a political level and finally, the lack of a coordinated effort to establish various child care services within Kitigan Zibi.

Her answer to question three was very brief as well. She said: Child care within Kitigan Zibi is better than adequate in terms of quality. The lack of funding and the minimal number of trained child care providers are obstacles to improving the quality of child care in the community. Child care needs within Kitigan Zibi can best be met by offering parents a range of options, by creating an ad hoc babysitting organization, by maintaining the in-home day care service and finally, by developing an affordable day care institution.

To question four Gina McDougall had the following response. Initiatives taken by various community members to develop child care facilities within Kitigan Zibi have mainly involved in-home day care services. These child care initiatives could have used more social support and resources.

As for question five, she responded in the following manner. The sources of financial support in the development of child care services within Kitigan Zibi have included a budget of \$ 17,000/year from the Department of Indian and Northern Affairs and parental subsidies.

A major source of social support in Kitigan Zibi's child care services has been the Kitigan Zibi Health and Social Services' in-home family day care program which included home visits and its toy library.

Gina McDougall had the following four recommendations for the development of child care facilities within Kitigan Zibi:

1. Kitigan Zibi should establish a "HUB" model of child care which involves a communal type of day care institution. This " HUB MODEL" would include an Algonquin language immersion program, an elders program and crafts, etc.
2. The in-home family day care program should still remain an option for parents.
3. The Toy Library should continue to deliver toys and reading materials to the children of Kitigan Zibi. This program which operates on a "loan basis" should continue to be funded.
4. Most importantly, Kitigan Zibi's community should work

towards a coordinated effort to improve all programs geared to children between the ages of one to six.

Conclusion:

There is a need for improved child care as mentioned throughout the body of this report. The interview with Gina McDougall clearly indicates the need for a "HUB MODEL" type of child care system which offers different types of child care to the community members. At the present time community members are relying on family members and friends for child care due to the fact that there is not enough child care provided on the reserve. This could end up being troublesome to the family members in the sense that they may wish not to take the children every time. This gives rise to the question about subsidization, this is going to have to be considered before anything concrete can be accomplished by the community. In conclusion, whatever option is chosen or decision made regarding child care programming its success is predicated on being affordable.

Memorandum

DATE: January 17, 1994

~~TO: Simon Brasserie~~

FROM: Fred Wlen

RE: Case Study Report

Simon, I expect we will soon be receiving the complete draft report from the Kitigan Zibi case study, and I look forward to reading it.

We need to process a contract amendment with respect to the delivery dates in order to keep the contract in line with reality and to protect the available funds until the work is completed. Please let me know if the dates below meet with your agreement, or if some changes are required. We will then initiate the contract amendment process.

Receipt of Complete Draft	January 31, 1994
Commission Review:	February 1 - 10, 1994
Author Revisions (if necessary)	February 11 - 20, 1994
Peer Review	February 21 - March 18, 1994
Final Revisions	March 19 - March 31, 1994

Of course, we may be able to proceed more quickly than this schedule suggests, and that is to be preferred, but I do want to have the case studies in final form before the end of this fiscal year and to have all the payments made by that time.

Please let me know if these dates meet with your agreement.

CC: Bill Sainnawap

Jan 18/94

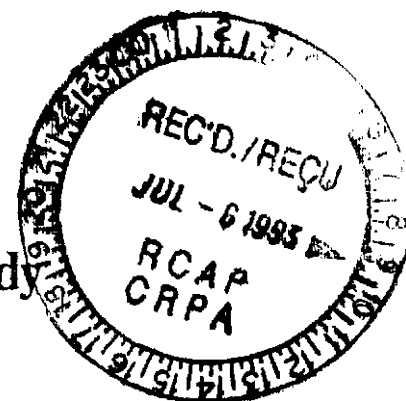
Dear Fred:

I am just now recovering from flu/cold which started just before Christmas. I have completed ~~part~~ ① editing of case study ② gathering of up-to-date data (as per instructions of Kitigan Zibi). I will now complete as per your above deadlines.

Thanking

Simon
Brasserie

Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Interim Report



A Case Study of an Aboriginal Economy
The Royal Commission on Aboriginal Peoples

Prepared by Simon Brascoupé
P.O. Box 339, Kitigan Zibi Anishnawbeg
Maniwaki, Quebec J9E 3C9

July 5, 1993

Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Interim Report

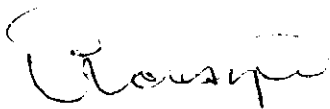
A Case Study of an Aboriginal Economy
The Royal Commission on Aboriginal Peoples

Prepared by Simon Brascoupé
P.O. Box 339, Kitigan Zibi Anishnawbeg
Maniwaki, Quebec J9E 3C9

July 5, 1993

SUMMARY OF INTERIM REPORT

1. A complete review of Kitigan Zibi Anishnawbeg economic reports, studies and data has been completed, including review and analysis of gaps. This information is detailed in the Revised Work Plan, dated July 5, 1993 and is attached.
2. All research assistants have been hired and started on July 5, 1993 and will complete all work assigned by August 27, 1993 and are all Kitigan Zibi Anishnawbeg band members with direct experience in the area of enquiry assigned, see attached job descriptions, workplans and draft report outlines in report titled, Job Descriptions and Draft Workplans, dated June 30, 1993.
3. A case study on Kitigan Zibi education has been included as part of the research, a separate but inter-related proposal has been attached for information. Job descriptions related to this activity has been included in the report related to job descriptions and draft workplans. This is an important part of the case study because after careful review of the factors which are influencing the recent increase in economic development activity education seems to a dominant factor.



Simon Brascoupé
July 5, 1993

FAX MESSAGE

FILE: BRASCOUP.FAX

Simon Brascoupé

P.O. Box 339, Kitigan Zibi Anishnawbeg
Maniwaki, Quebec J9E 3C9
819 449-2737.

July 5, 1993

To: Bill Sainnawap and Fred Wein
Royal Commission on Aboriginal Peoples

From: Simon Brascoupé

SUBJECT: Interim Report #1 Case Study of Aboriginal Economies

Please find attached an interim report for the case study of the local economy of Kitigan Zibi Anishnawbeg. This report reflects the preliminary work achieved related to the gathering, review and analysis of existing data, the hiring of a research assistant who will work on reserve for the next two months, development of job descriptions and workplans related to the next step.

With regard to your memorandum of July 2, 1993 I would undertake the work to review existing data and document the need for childcare related to employment and training. I will be able to review the need identified in last years human resource needs assessment and will require the running of some SPSS reports off the data base. Please charge the amount of \$1,000.00 to the Contractor's professional fees.

I have attached an interim report which I hope meets your needs.

If you have any further questions, comments or require further details please do not hesitate to contact me.

Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Revised Work Plan

A Case Study of an Aboriginal Economy
The Royal Commission on Aboriginal Peoples

Prepared by Simon Brascoupé
P.O. Box 339, Kitigan Zibi Anishnawbeg
Maniwaki, Quebec J9E 3C9

July 5, 1993

**Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Work Plan**

I. PURPOSE

To undertake a case study to understand the Kitigan Zibi Anishnawbeg local economy by:

- * understanding the roots of the barriers and problems that stand in the way of achieving a stronger, more self-sufficient economic base;
- * learning from the case study, from the specific experience, and innovative practices, strategies, and institutions; and
- * providing information that would inform policy development and recommendations for the royal Commission.

II. COMPONENTS

The Kitigan Zibi Anishnawbeg Aboriginal Economy Case Study will consist of three components:

- * a Kitigan Zibi Anishnawbeg community profile, and a brief profile of the surrounding region;
- * an account of the history of Kitigan Zibi Anishnawbeg, particularly related to its economic activities and its surrounding region; and
- * an analysis of Kitigan Zibi Anishnawbeg's economic situation, problems and prospects according to the areas of inquiry detailed below.

OVERALL WORKPLAN STRATEGY

The following provides an overall workplan to complete the research required to for the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study:

Component:	Time Frame and Deadline:
1. Kitigan Zibi Anishnawbeg community profile	July 1993
2. History of Kitigan Zibi Anishnawbeg	July 1993
3. Analysis of Kitigan Zibi Anishnawbeg's economy	August 1993

III. AREAS OF INQUIRY

The Royal Commission on Aboriginal Peoples has developed a number of research questions that form the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study. The questions were formulated as a result of consultations with economic development researchers, Aboriginal communities, and reflect the major themes and focuses of current Aboriginal economic development research. The following will detail the questions and provide a brief discuss of how these related to Kitigan Zibi Anishnawbeg. The examination of the Kitigan Zibi Anishnawbeg local and regional economy will include an inquiry into the following areas:

1. Economic development planning -
 - 1.1. What goals does Kitigan Zibi Anishnawbeg have with respect to its economic base, and what is its strategy for reaching these goals?

● This section will review the past five years of Kitigan Zibi Anishnawbeg economic and employment development planning, including the plan to develop a strip mall, support to local businesses, expansion of existing businesses and implementation of an informal plan to boost the local economy.

- 1.2. What type of economic and employment development does it wish to pursue, and how do these plans fit with the values and traditions of Kitigan Zibi Anishnawbeg?

This section will review the market research that surveyed Kitigan Zibi Anishnawbeg to determine what businesses they would support, and how this data was incorporated into a plan to support the development of local businesses. An examination of local values related to sharing of country foods will be examined, and the importance of the traditional economy, indigenous knowledge and native studies relative to long term economic and employment development.

2. Economic development goals -

- 2.1 How much agreement/disagreement is there about goals and strategies?

This section will examine the process of community-based research, consultations, committee structures, meetings, and community reporting mechanisms to maintain community awareness and support to Kitigan Zibi Anishnawbeg plans.

- 2.2 In what ways and to what extent does such conflict hinder the economic and employment development of Kitigan Zibi Anishnawbeg?

● Kitigan Zibi Anishnawbeg has been able to reduce conflict over economic and employment development through various participative processes within the community. This experience will be reviewed and studied.

2.3. Are there disputes resolution mechanisms in place?

This section will explore how communities should develop participative models which identify areas for potential conflict to reduce potential for conflict and provide mechanisms when conflict arises.

3. Demographic trends -

3.1 What are the demographics of Kitigan Zibi Anishnawbeg?

This section will be included in the Kitigan Zibi Anishnawbeg community profile and will use as a source of data, the 1981, and 1986 Canadian Census, and a census conducted by the community for other research. The 1991 Census and the post-censal survey will be used if available during the time of the preparation of the case study.

3.2 Are population numbers likely to increase substantially over the next two decades, and if so, what are the sources of population growth?

The Kitigan Zibi Anishnawbeg community population has grown in the past decade. The growth has been caused by the birth rate, returning band members and re-instated band members. Various scenarios will be explored for population growth in the next 2 decades. Although projects have been notoriously inaccurate, largely influenced by external economic and social factors, the value is in understanding the future options and impacts on local

sources. In addition, a brief examination of the surrounding population decline will be examined relative to the economic and employment impacts for Kitigan Zibi Anishnawbeg.

3.3. What is the situation with respect to population out and in migration?

An investigation of the age group 20 - 25 years old will be examined. This age group, both male and female, have declined in the 1986 Census and a recent survey. This situation also has an impact on the number of children between 1 - 5 years of age. It is suspected that this group has left for either education or work. It may be that the 20 - 25 age group are returning after completing their education, this study will undertake a brief examination of this group.

There is some in migration of returning band members who have retired and of re-instated band members. This situation will also be briefly examined for its economic impact.

3.4 Who is leaving Kitigan Zibi Anishnawbeg, to what designations, and with what results?

A recent human resource survey identified about 5 percent of the population who were actively thinking of moving to Ottawa and other locations for purposes of career advancement. An examination of these band members will be undertaken to determine whether there is a particular ages or groups of people, or whether it is a more general trend across age and gender.

3.5 What are the patterns according to gender and age?

The human resource survey will be utilized to examine patterns and trends

comparison by gender and age. The survey was entered onto SPSS, with cross tabs for age and gender, which make this analysis much easier. The analysis will attempt to look at trends related to such situations as, women returning to work, child care situations, and comparisons of various factors between gender and age.

4. Contemporary issues -

- 4.1 What are the contemporary issues, problems and barriers affecting the economic and employment development of Kitigan Zibi Anishnawbeg, including those based on gender and age?

Economic and employment barriers will be examined using standard criteria used in previous studies of Aboriginal Peoples. Sets of criteria will be divided into economic development criteria (e.g., management skills, capital, Indian Act), and employment development (education, geographic location, language, and discrimination). In addition, using the human resource survey data base comparisons between age and gender can be analyzed.

- 4.2 Who can these be overcome?

Barriers identified in 4.1 will be reviewed to determine how these barriers can be overcome. Policy options will be outlined in terms of specific Kitigan Zibi Anishnawbeg solutions, and more generally applied policy issues related to Aboriginal Peoples.

- 4.3 What are the opportunities for Kitigan Zibi Anishnawbeg and how can these be realized?

Policy options for the development of economic and employment in five major

Original economic sectors will be examined: local goods and services; band government employment and business potential; regional markets; traditional economy; and future information based industries. A prototypical economic and employment strategy would be detailed which would apply to all Aboriginal governments, such as developing audits systems to help identify potential employment and economic development opportunities will be suggested and outlined.

4.4 What are the traditional strengths of Kitigan Zibi Anishnawbeg?

The traditional strengths of Anishnawbeg are translated into the strong growth of the private and public sector at Kitigan Zibi Anishnawbeg. Anishnawbeg in order to survive needed strong individual survival instincts, and just as importantly, the ability to work with a close family and kinship system. Kitigan Zibi also has an excellent base of Indigenous knowledge in all traditional areas. These and other strengths will be examined for the application for future economic and employment development.

5. Land and resource base -

5.1 What is the land and resource base of Kitigan Zibi Anishnawbeg?

An audit of the land and resource base of Kitigan Zibi Anishnawbeg will be undertaken.

5.2 What can Kitigan Zibi Anishnawbeg do to use its existing land and resource base more effectively (e.g. value added production)?

A review of the employment and economic development plans to manage the resource will be completed, along with plans to utilize the resource for tourism, services and

● urce development. Tourism has the potential to provide for long term sustainable use of resource without the danger of unsustainable practices and over-utilization of Kitigan Zibi Anishnawbeg resources and lands.

- 5.3 How can Kitigan Zibi Anishnawbeg expand its access to, and control over, land and resources base (e.g., specific and comprehensive claims, treaty entitlements, co-management agreements)?

Kitigan Zibi Anishnawbeg has demonstrated some success in specific claims, and has used the resources from this claim to repatriate traditional lands and use the capital to assist business development. A brief review of future potential in this areas will be undertaken.

- 5.4 What are the constitutional, legislative and policy obstacles in this respect?

A brief review of the constitutional, legislative and policy obstacles will be undertaken with recommendations to improve these processes.

- 5.5 How can the competing claims of other resource users be addressed?

Competing land claims in the Ottawa valley and areas will be examined based on the historical record of Algonquins in the region.

6. Traditional economy -

- 6.1 What is the importance and role in Kitigan Zibi Anishnawbeg's economy of the traditional economy?

● The traditional economy, although not well understood, will be examined from a historical and a contemporary perspective. Various aspects of the traditional economy will be examined from its present and future benefits to the community. An emphasis on traditional knowledge will be detailed for its contribution to the economy, self-government and employment.

6.2 What are the forces that threaten the traditional economy in Kitigan Zibi Anishnawbeg, and what steps need to be taken to strengthen it?

The forces that threatened the traditional economy will be enumerated and detailed, along with a discussion of how these threats can be ameliorated. A plan for strengthening the traditional economy will be detailed which could have general application to other Aboriginal communities.

6.3 What informal economic activities take place in Kitigan Zibi Anishnawbeg (e.g., cottage production and the role of women)?

The informal economy is very strong in many Aboriginal communities. The informal economy, although not well studied at Kitigan Zibi Anishnawbeg, will be detailed and discussed. Presently, the arts and crafts, and fuel wood contribute to the vitality of the local economy.

7. Small business and self-employment -

7.1 What opportunities exist for the development of self-employment and for small business development in Kitigan Zibi Anishnawbeg?

The market assumptions for the Kitigan Zibi mall will be reassessed and updated.

plan identified a number business opportunities which existed in the community based on market research done for the mall. In addition, other self-employment and small business opportunities will be reviewed based on the five components of the local economy identified previously.

7.2 Can Aboriginal businesses provide goods and services that are presently purchased externally?

As part of the five components of the local economy the provision of local goods and services is an important part of any Aboriginal economic development strategy. What is important here is that the service sector has grown in the past quarter century to a point where it is the major sector in Aboriginal economies. The sector is still not mature, but is in its early stages in Aboriginal communities, because the service sector, although dominant, is much smaller than it could be and less developed than its potential and opportunities.

7.3 How can the entrepreneurial capacity of Kitigan Zibi Anishnawbeg be further developed?

In the past five years the entrepreneurial capacity of Kitigan Zibi Anishnawbeg has really grown. The community is presently developing employment and training plans to train entrepreneurs in the community. A major pilot project was undertaken in 1992, where seven entrepreneurs were trained and provided with the opportunity to develop business plans. This project will be compared to its long term impact and to other training approaches which the community could undertake.

8. Professional and other services

8.1 Can Aboriginal employment in professional and other services to Kitigan Zibi Anishnawbeg be expanded?

A survey of the professional employment at Kitigan Zibi Anishnawbeg will be undertaken to determine the level of employment in these sectors that local band members have accessed. Areas such as teaching, health, social services and other areas will be examined. Presently, the community has a pilot social workers education program that has been developed with Carleton University. The survey will look at the success and weaknesses of past approaches undertaken locally.

8.2 Can employment be obtained in neighbouring communities and industries?

A recent human resource survey indicates that few Kitigan Zibi Anishnawbeg are employed off-reserve. The barriers to off-reserve employment will be examined separately to the barriers analysis detailed above. Emphasis will be on language and preference issues. Perhaps a focus group will be undertaken to examine issues related to off-reserve employment, and perhaps another focus group will be completed to look at the perspective of youth related to off-reserve employment. Previous research indicated that most band members prefer to work on-reserve, perhaps because of the tax advantages, but there may be other reasons for this preference.

9. Political and economic institutions -

9.1 What are the political and economic institutions of Kitigan Zibi Anishnawbeg, and how effectively can they support long-term economic and employment development?

● The Kitigan Zibi Anishnawbeg have relied on their own entrepreneurs and investors to undertake economic development activities. The band has played an important role in providing band members with research and information about the potential. However, on larger projects the band has intervened. It has looked at forming and economic development corporations to possibly manage its planned shopping mall. An examination of the options and background rationale for the bands economic development policies related to intervention and institutions will be analyzed.

9.2 How much autonomy do they have to make decisions?

To the extent possible the Kitigan Zibi Anishnawbeg First Nations government has take a *liaise faire* approach to economic development. Decisions regarding what business are to be funded are only limited to what is viable. Entrepreneurs are aware of what businesses band members would support and know their consumer needs based on previous market research.

9.3 How well do the political institutions fit with the culture and traditions of Kitigan Zibi Anishnawbeg, and how well do they serve the interests of different types of community members (e.g., by age and gender)?

The band has been stable and accountable government to the community, which has been a significant factor to the success of economic development at Kitigan Zibi Anishnawbeg thus far. This review will examine how new institutions are developed and supported by local government. These varied institutions are based on supporting and building the capacity of band members in key area of local services. Case studies of the development, depending on agreement of these institutions, of the education authority, local

ce and language program will be reviewed for trends in the development of these successful institutions. An examination into the potential organization structure and reporting relationship of an economic development corporation will be examined.

10. Public infrastructure -

- 10.1 What is the situation of Kitigan Zibi Anishnawbeg with respect to public infrastructure such as roads, utilities, and communications facilities?

Kitigan Zibi Anishnawbeg has excellent infrastructure with regards to roads, utilities, and communications facilities. A review of the bands capital plan and capacity to develop business infrastructure, e.g., shopping mall, will be reviewed.

- 10.2 What improvements need to be made, and how can they be achieved?

In reviewing the bands capital plan a review of what improvements are needed and how they will be achieved will be detailed, to the extent information exists within the existing capital plan.

11. Capital and investment -

- 11.1 What is the situation of Kitigan Zibi Anishnawbeg with respect to access to capital and other sources of financial resources (e.g., loan funds, venture and other forms of investment capital, resource revenues and royalties, fiscal transfers, etc.)?

● A review of the past five years will be undertaken to determine the level of financial support required to develop local business. Any problems in accessing capital will be identified. In addition, an assessment of the band's own matching fund program will be examined in terms of improving band members' chances of accessing other funding or in cases where only this funding was sought.

11.2 How well is Kitigan Zibi Anishnawbeg served by financial institutions such as banks, credit unions, capital corporations, etc.?

Financial institutions such as banks, credit unions, capital corporations, etc. will be assessed in terms of how well Kitigan Zibi Anishnawbeg has been served in the past two years. Suggestions will be made on how these institutions could improve their service to Aboriginal communities.

12. Human resource development -

12.1 What is the level of human resource development in Kitigan Zibi Anishnawbeg (including education and training) and how well does it fit with the strategy of Kitigan Zibi Anishnawbeg for employment/economic development?

The Kitigan Zibi Anishnawbeg human resource development plan will be detailed and summarized. The relationship between the economic development plans and the human resource plans will be identified. Although there is presently no explicit link or attempt to harmonize the plans, there is a direct link between the two plans and approaches.

12.2 How well equipped are community members to participate in the Canadian technology-based information economy?

Community members are highly interested in the Canadian technology-based information economy. A review of the level of interest will be undertaken from the data from the human resource development survey. A discussion will be undertake of the steps and actions necessary to make a major move in establishing businesses and training in this areas based on the experience of other Aboriginal communities.

13. Employment and economic development programs -

- 13.1 What has been the experience of Kitigan Zibi Anishnawbeg with federal and provincial policies and programs designed to promote employment and economic development?

A review will be undertaken of Kitigan Zibi Anishnawbeg's experience with federal and provincial programs and policies that are designed to promote employment and economic development.

- 13.2 What changes need to be made in these policies and related procedures?

A review of federal and provincial programs and policies will be undertake on a program by program bases to offer suggestions that would assist in local delivery of programs, that would assist in improving services to Kitigan Zibi Anishnawbeg.

WORKPLAN FOR AREAS OF INQUIRY

The following provides an overall workplan related to the research areas of inquiry identified above, that are required to complete the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study:

<u>Area of Inquiry</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>
1. Economic Development Planning	XXXXXXXXXX		
2. Economic Development Goals	XXXXXXXXXX		
3. Demographic Trends	XXXXXXXXXX	XXX	
4. Contemporary Issues	XXXXXXX		
5. Land and Resource Base		XXXXXXX	
6. Traditional Economy		XXXXXX	
7. Small Business & Employment	XXXXXXXXXX		
8. Professional Services		XXXX	
9. Institutions		XXXXXXXXXX	
10. Public Infrastructure		XXXX	
11. Capital and Investment	XXXXXXXXXX		
12. Human Resource Development	XXXXXXXXXXXXXX		
13. Government Programs		XXXXXXX	

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

DRAFT OUTLINE

- A. HISTORICAL OVERVIEW, includes results of interviews on economy
- B. KITIGAN ZIBI ANISHNAWBEG COMMUNITY PROFILE
- C. ECONOMIC INQUIRY RESULTS
 - 1. Economic Development Planning
 - 2. Economic Development Goals
 - 3. Demographic Trends
 - 4. Contemporary Issues
 - 5. Land and Resource Base
 - 6. Traditional Economy
 - 7. Small Business & Employment
 - 8. Professional Services
 - 9. Institutions
 - 10. Public Infrastructure
 - 11. Capital and Investment
 - 12. Human Resource Development
 - 13. Government Programs
- D. EDUCATION PROFILE (See profile plan for details)
- E. KITIGAN ZIBI ANISHNAWBEG COMMUNITY RECOMMENDATIONS TO ROYAL COMMISSION ON ABORIGINAL PEOPLES
- F. APPENDICES

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

DRAFT OUTLINE

- A. HISTORICAL OVERVIEW, includes results of interviews on economy
- B. KITIGAN ZIBI ANISHNAWBEG COMMUNITY PROFILE
- C. ECONOMIC INQUIRY RESULTS
 - 1. Economic Development Planning
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 - 10. Public Infrastructure
 - 11. Capital and Investment
 - 12. Human Resource Development
 - 13. Government Programs
 - 14. Childcare needs
- D. EDUCATION PROFILE (See profile plan for details)
- E. KITIGAN ZIBI ANISHNAWBEG COMMUNITY RECOMMENDATIONS TO ROYAL COMMISSION ON ABORIGINAL PEOPLES
- F. APPENDICES

Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study

Job Descriptions
and draft workplans

Simon Brascoupé

June 30, 1993

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

DRAFT OUTLINE

- A. HISTORICAL OVERVIEW, includes results of interviews on economy
- B. KITIGAN ZIBI ANISHNAWBEG COMMUNITY PROFILE
- C. ECONOMIC INQUIRY RESULTS
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 - 13. Government Programs
 - 14. Childcare needs**
- D. EDUCATION PROFILE (See profile plan for details)
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- F. APPENDICES

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

Wanda Brascoupé
Research Coordinator, Local Economy
Economic Case Study

July 5th - August 27, 1993

1. Assist research assistants in their work by:
 - providing advise and direction on research
 - assist with ideas
 - help coordinator activities
 - assistant in preparation of research questionnaires and survey planning;
2. Assist in preparing final report
 - work with research assistants in reports
 - coordinator reports and tables
3. Undertake technical analysis of research data
 - coordinate preparation of SPSS reports
 - assist and analysis of data
4. Work with statistician
 - provide direction and advice
 - select which statistical reports will be prepared
 - prepare tables and graphs

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

Research Assistant, Local Economy Economic Case Study

July 5th - August 27, 1993

1. Research KZA documents, reports and studies related to community profile and economic development;
2. Conduct interviews with key informants: LAMB members, entrepreneurs, elders and other community members;
3. Prepared summary reports related to key documents and issues;
4. Assist in preparation of interim reports and final report;
5. Organize community economic development recommendations and input;
6. Cooperate with other KZA research team, particular assistant researchers involved in education case study component; and
7. Prepare special reports as required.

Specific Outputs

- * Research and write economic history, including interviews
 - research KZA history
 - conduct interviews on economic history
 - write economic history
- * Prepare community profile, see draft outline
 - review existing documents, reports and studies
 - prepare selected statistical reports
 - write community profile

Reports to:

Principle Researcher, Simon Brascoupé

WORKPLAN FOR AREAS FOR ECONOMIC INQUIRY

The following provides an overall workplan related to the research areas of inquiry identified above, that are required to complete the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study:

<u>Area of Inquiry</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>
1. Economic Development Planning	XXXXXXXXX		
2. Economic Development Goals	XXXXXXXXX		
3. Demographic Trends	XXXXXXXXX	XXX	
4. Contemporary Issues	XXXXXXX		
5. Land and Resource Base		XXXXXXX	
6. Traditional Economy		XXXXXX	
7. Small Business & Employment	XXXXXXXXX		
8. Professional Services		XXXXX	
9. Institutions		XXXXXXXXX	
10. Public Infrastructure		XXXXX	
11. Capital and Investment	XXXXXXXXX		
12. Human Resource Development	XXXXXXXXXXXXX		
13. Government Programs		XXXXXXX	

Participatory Research

The preceding proposed list is a guide. A final list will be completed during discussions with Education committee, community members and Royal Commission staff related to this case study. The Kitigan Zibi Anishnawbeg stakeholder comments will be gathered from interviews and focus group discussions.

The education case study will be undertaken in cooperation with the Education Council. The council will be involved throughout the research period from start in June to completion in September.

The Kitigan Zibi Local Area Management Board (LAMB) is the contact group for the economic development study, and they will be kept informed of the education case study because it will form part of the Kitigan Zibi.

Methodology

The following provides an overview of the procedures and steps which will be undertaken by the study during the course of this study.

1. Discussion and explanation of case study with education council
2. Review of literature on Kitigan Zibi education, studies, reports, etc.
3. Identification of data related to enrolment, retention and distribution.
4. Identification of education supports, programs, projects and initiatives.
5. Surveys: key informant, focus groups and learning circles.
6. Discussion of preliminary draft of report with education council
7. Draft report circulated
8. Draft Final report
9. Community meeting on draft final report
10. Draft final report submitted to RCAP
11. First comments on draft final report
12. Submission of final report to RCAP

Output: This case study will be included in a part of a larger case study on economic development for Kitigan Zibi Anishnawbeg. The education case study along with the community profile could be a stand alone document.

Draft Case Study Outline

1. Historical outline:
 - overview of education since the 1950s
2. Key Factors:
 - Band council
 - Education authority
 - Key staff and community supporters
 - DIAND
 - Province
 - Teacher education
 - Post-secondary
 - Adult education
 - Community involvement
 - Accreditation
 - Language program
 - Pre-school to post-secondary experience
 - High School Program
 - Innovation
 - Infrastructure
 - Services
 - In community college
 - Leadership
4. Key Results
 - Local Control
 - Retention rate
 - Quality
 - Kitigan Zibi culture
 - Graduate success
 - Post-secondary
4. Stakeholder comments
 - Experience
 - Insights
 - Lessons learned
 - What worked and what did not work
 - Future vision

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

Research Assistant, Education Study Education Case Study

July 5th - August 27, 1993

1. Reviews and analyzes Kitigan Zibi Education Council document, studies and reports related to KZA education;
2. Conduct interviews with key informants: Kitigan Zibi Education Council, elders and other community members;
3. Prepared summary reports related to key documents and issues;
4. Assist in preparation of interim reports and final report;
5. Organize community's education recommendations and input;
6. Cooperate with other KZA research team, particular assistant researchers involved in case study; and
7. Prepare special reports as required.

Specific Outputs

- * Research and write education history, including interviews
 - research KZA history
 - conduct interviews on education history
 - write education history
- * Prepare education profile, see draft outline
 - review existing documents, reports and studies
 - prepare selected statistical reports
 - write education profile

Reports to:

Principle Researcher, Simon Brascoupé
Research Coordinator, Wanda Brascoupé

Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study

*Research Assistant, Culture and Education Study
Education Case Study*

July 5th - August 27, 1993

1. Reviews and analyzes Kitigan Zibi Education Council document, studies and reports related to KZA cultural component of education;
2. Conduct interviews with key informants: Kitigan Zibi Education Council, elders and other community members;
3. Prepared summary reports related to key documents and issues;
4. Assist in preparation of interim reports and final report;
5. Organize community's education recommendations and input;
6. Cooperate with other KZA research team, particular other assistant researchers involved case study; and
7. Prepare special reports as required.

Specific Outputs

- * Research and write cultural history, including interviews
 - research KZA cultural history
 - conduct interviews on cultural history
 - write cultural history
- * Prepare cultural history profile, see draft outline
 - review existing documents, reports and studies
 - prepare selected reports
 - write cultural history profile

Reports to:

Principle Researcher, Simon Brascoupé
Research Coordinator, Wanda Brascoupé

Draft Case Study Outline

1. Historical outline:
 - overview of education since the 1950s
 - cultural history
3. Culture and education
 - Aboriginal language program
 - Traditional and values
 - Elders program
 - Anishnawbeg arts
 - History
 - Special events
 - Relations with cultural centre
 - Curriculum materials
 - Special issues
3. Key Results
 - Local Control
 - Retention rate
 - Quality
 - Kitigan Zibi culture
 - Graduate success
 - Post-secondary
4. Stakeholder comments
 - Experience
 - Insights
 - Lessons learned
 - What worked and what did not work
 - Future vision

Case Study
Kitigan Zibi Anishnawbeg Education Authority

Prepared by
Simon Brascoupé
Apikan Limited

June 1993

Purpose: The Kitigan Zibi Anishnawbeg Education Authority is a successful example of Aboriginal First Nations control of education.

Background: Kitigan Zibi Anishnawbeg First Nation is a one and one-half hour drive North of Ottawa, Ontario. Over the years the local education authority has taken control of education and has provided inspiration and leadership to other first nations desiring to take control over their own education.

This case study is relevant to economic development because much of the local economic development success can be attributed to three key factors: effective and stable local government, proximity to a major labour and economic market (Ottawa), and substantial human resource capacity. Human resources have been developed as a result of Kitigan Zibi Anishnawbeg taking effective control of education, increasing the level of education of band members, and having an effective training program.

Case Study components: The case study will provide a narrative history of key milestones in Kitigan Zibi Anishnawbeg First Nations taking control of local education. In addition, the case study will identify key factors which have made it a success, and the case study will attempt to analyze some of the key results. Finally, the case study will include recommendations made by Kitigan Zibi Anishnawbeg stakeholders for the Royal Commission on how they see the future of Aboriginal education.

Draft Case Study Outline

1. Historical outline:
 - overview of education since the 1950s
2. Key Factors:
 - Band council
 - Education authority
 - Key staff and community supporters
 - DIAND
 - Province
 - Teacher education
 - Post-secondary
 - Adult education
 - Community involvement
 - Accreditation
 - Language program
 - Pre-school to post-secondary experience
 - High School Program
 - Innovation
 - Infrastructure
 - Services
 - In community college
 - Leadership
3. Key Results
 - Local Control
 - Retention rate
 - Quality
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 - Graduate success
 - Post-secondary
4. Stakeholder comments
 - Experience
 - Insights
 - Lessons learned
 - What worked and what did not work
 - Future vision

Participatory Research

The preceding proposed list is a guide. A final list will be completed during discussions with Education committee, community members and Royal Commission staff related to this case study. The Kitigan Zibi Anishnawbeg stakeholder comments will be gathered from interviews and focus group discussions.

The education case study will be undertaken in cooperation with the Education Council. The council will be involved throughout the research period from start in June to completion in September.

The Kitigan Zibi Local Area Management Board (LAMB) is the contact group for the economic development study, and they will be kept informed of the education case study because it will form part of the Kitigan Zibi.

Methodology

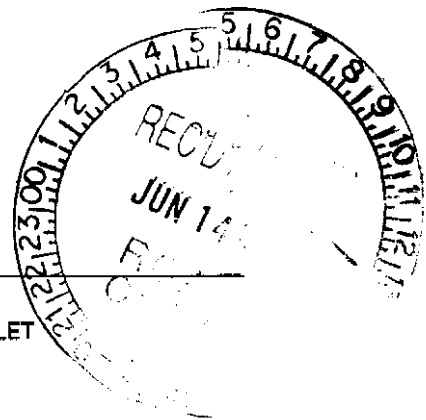
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7. Draft report circulated
8. Draft Final report
9. Community meeting on draft final report
10. Draft final report submitted to RCAP
11. First comments on draft final report
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put: This case study will be included in a part of a larger case study on economic development for Kitigan Zibi Anishnawbeg. The education case study along with the community profile could be a stand alone document.

Apikan Limited

154 Aylmer Avenue, Ottawa, Ontario Canada K1S 2Y4
613 730-7059; Fax 613 730-5621.



FILE: RCAP.LET

June 10, 1993

Louise Lahache
Research Associate
Social and Cultural Research
Royal Commission on Aboriginal Peoples
427 Laurier Avenue, West, 6th Floor
P.O. Box 1993, Station "B"
Ottawa, Ontario K1P 1B2
613 943-1724; Fax 943-0125

Dear Louise:

SUBJECT: CASE STUDY KITIGAN ZIBI EDUCATION

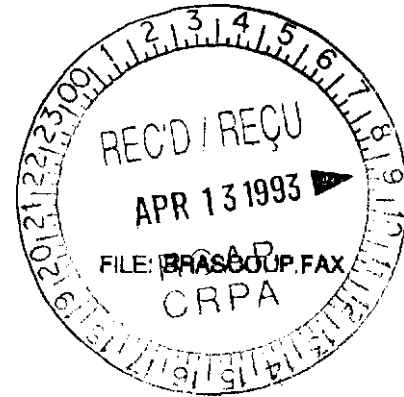
I met with Gilbert Whiteduck yesterday at the Kitigan Zibi School. He is very interested in the case study and will be discussing it with the education council on Friday. I will meet with him again on Monday, June 14, 1993.

I discussed with Gilbert that the RCAP wanted to ensure that the study was participative and ownership was within the community and should benefit them. The way we see it operating is that the study would be managed by the education council, and that the Local Area Management Board (LAMB) who is overseeing the Economic Development Case Study would be aware and approve of the case study, but would have no direct input into the education study. I spoke to Judy Cooko and she does not see a problem with this approach.

The Chief and council are aware of the education case study and we will make more formal representations.

Yours sincerely,

Simon Brascoupe

FAX MESSAGE**Simon Brascoupe**

P.O. Box 339, Kitigan Zibi Anishnawbeg,
Maniwaki, Quebec J9E 3C9
819 449-2737.

April 11, 1993

To: Fred Wein
Royal Commission on Aboriginal Peoples

From: Simon Brascoupe

SUBJECT: Workplan for Case Study of Aboriginal Economies

Please find attached a detailed workplan for a case study of the local economy of Kitigan Zibi Anishnawbeg. This workplan is further to the information provided you from Chief Whiteduck, and the meeting between Bill, Judy and myself a few week ago.

I trust this workplan meets your needs. I look forward to beginning research on this project. Thank for your attention in this matter.

If you have any further questions, comments or require further details please do not hesitate to contact me.

Copy to: Judy Cooko
Kitigan Zibi Anishnawbeg



FILE: RCAP-KZA.PLN

Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Work Plan

A Case Study of an Aboriginal Economy
The Royal Commission on Aboriginal Peoples

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**Kitigan Zibi Anishnawbeg
Aboriginal Economies Case Study
Work Plan**

I. PURPOSE

To undertake a case study to understand the Kitigan Zibi Anishnawbeg local economy by:

- * understanding the roots of the barriers and problems that stand in the way of achieving a stronger, more self-sufficient economic base;
- * learning from the case study, from the specific experience, and innovative practices, strategies, and institutions; and
- * providing information that would inform policy development and recommendations for the royal Commission.

II. COMPONENTS

The Kitigan Zibi Anishnawbeg Aboriginal Economy Case Study will consist of three components:

- * a Kitigan Zibi Anishnawbeg community profile, and a brief profile of the surrounding region;
- * an account of the history of Kitigan Zibi Anishnawbeg, particularly related to its economic activities and its surrounding region; and
- * an analysis of Kitigan Zibi Anishnawbeg's economic situation, problems and prospects according to the areas of inquiry detailed below.

OVERALL WORKPLAN STRATEGY

The following provides an overall workplan to complete the research required to for the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study:

Component:	Time Frame and Deadline:
1. Kitigan Zibi Anishnawbeg community profile	April - May 1993
2. History of Kitigan Zibi Anishnawbeg	April - June 1993
3. Analysis of Kitigan Zibi Anishnawbeg's economy	May - September 1993

III. AREAS OF INQUIRY

The Royal Commission on Aboriginal Peoples has developed a number of research questions that form the Kitigan Zibi Anishnawbeg Aboriginal Economies Case Study. The questions were formulated as a result of consultations with economic development researchers, Aboriginal communities, and reflect the major themes and focuses of current Aboriginal economic development research. The following will detail the questions and provide a brief discuss of how these related to Kitigan Zibi Anishnawbeg. The examination of the Kitigan Zibi Anishnawbeg local and regional economy will include an inquiry into the following areas:

1. Economic development planning -
 - 1.1. What goals does Kitigan Zibi Anishnawbeg have with respect to its economic base, and what is its strategy for reaching these goals?

This section will review the past five years of Kitigan Zibi Anishnawbeg economic and employment development planning, including the plan to develop a strip mall, support to local businesses, expansion of existing businesses and implementation of an informal plan to boost the local economy.

- 1.2. What type of economic and employment development does it wish to pursue, and how do these plans fit with the values and traditions of Kitigan Zibi Anishnawbeg?

This section will review the market research that surveyed Kitigan Zibi Anishnawbeg to determine what businesses they would support, and how this data was incorporated into a plan to support the development of local businesses. An examination of local values related to sharing of country foods will be examined, and the importance of the traditional economy, indigenous knowledge and native studies relative to long term economic and employment development.

2. Economic development goals -

- 2.1 How much agreement/disagreement is there about goals and strategies?

This section will examine the process of community-based research, consultations, committee structures, meetings, and community reporting mechanisms to maintain community awareness and support to Kitigan Zibi Anishnawbeg plans.

- 2.2 In what ways and to what extent does such conflict hinder the economic and employment development of Kitigan Zibi Anishnawbeg?

Kitigan Zibi Anishnawbeg has been able to reduce conflict over economic and employment development through various participative processes within the community. This experience will be reviewed and studied.

2.3. Are there disputes resolution mechanisms in place?

This section will explore how communities should develop participative models which identify areas for potential conflict to reduce potential for conflict and provide mechanisms when conflict arises.

3. Demographic trends -

3.1 What are the demographics of Kitigan Zibi Anishnawbeg?

This section will be included in the Kitigan Zibi Anishnawbeg community profile and will use as a source of data, the 1981, and 1986 Canadian Census, and a census conducted by the community for other research. The 1991 Census and the post-censal survey will be used if available during the time of the preparation of the case study.

3.2 Are population numbers likely to increase substantially over the next two decades, and if so, what are the sources of population growth?

The Kitigan Zibi Anishnawbeg community population has grown in the past decade. The growth has been caused by the birth rate, returning band members and re-instated band members. Various scenarios will be explored for population growth in the next 2 decades. Although projects have been notoriously inaccurate, largely influenced by external economic and social factors, the value is in understanding the future options and impacts on local

resources. In addition, a brief examination of the surrounding population decline will be examined relative to the economic and employment impacts for Kitigan Zibi Anishnawbeg.

3.3. What is the situation with respect to population out and in migration?

An investigation of the age group 20 - 25 years old will be examined. This age group, both male and female, have declined in the 1986 Census and a recent survey. This situation also has an impact on the number of children between 1 - 5 years of age. It is suspected that this group has left for either education or work. It may be that the 20 - 25 age group are returning after completing their education, this study will undertake a brief examination of this group.

There is some in migration of returning band members who have retired and of re-instated band members. This situation will also be briefly examined for its economic impact.

3.4 Who is leaving Kitigan Zibi Anishnawbeg, to what designations, and with what results?

A recent human resource survey identified about 5 percent of the population who were actively thinking of moving to Ottawa and other locations for purposes of career advancement. An examination of these band members will be undertaken to determine whether there is a particular ages or groups of people, or whether it is a more general trend across age and gender.

3.5 What are the patterns according to gender and age?

The human resource survey will be utilized to examine patterns and trends

comparison by gender and age. The survey was entered onto SPSS, with cross tabs for age and gender, which make this analysis much easier. The analysis will attempt to look at trends related to such situations as, women returning to work, child care situations, and comparisons of various factors between gender and age.

4. Contemporary issues -

- 4.1 What are the contemporary issues, problems and barriers affecting the economic and employment development of Kitigan Zibi Anishnawbeg, including those based on gender and age?

Economic and employment barriers will be examined using standard criteria used in previous studies of Aboriginal Peoples. Sets of criteria will be divided into economic development criteria (e.g., management skills, capital, Indian Act), and employment development (education, geographic location, language, and discrimination). In addition, using the human resource survey data base comparisons between age and gender can be analyzed.

- 4.2 Who can these be overcome?

Barriers identified in 4.1 will be reviewed to determine how these barriers can be overcome. Policy options will be outlined in terms of specific Kitigan Zibi Anishnawbeg solutions, and more generally applied policy issues related to Aboriginal Peoples.

- 4.3 What are the opportunities for Kitigan Zibi Anishnawbeg and how can these be realized?

Policy options for the development of economic and employment in five major

Aboriginal economic sectors will be examined: local goods and services; band government employment and business potential; regional markets; traditional economy; and future information based industries. A prototypical economic and employment strategy would be detailed which would apply to all Aboriginal governments, such as developing audits systems to help identify potential employment and economic development opportunities will be suggested and outlined.

4.4 What are the traditional strengths of Kitigan Zibi Anishnawbeg?

The traditional strengths of Anishnawbeg are translated into the strong growth of the private and public sector at Kitigan Zibi Anishnawbeg. Anishnawbeg in order to survive needed strong individual survival instincts, and just as importantly, the ability to work with a close family and kinship system. Kitigan Zibi also has an excellent base of Indigenous knowledge in all traditional areas. These and other strengths will be examined for the application for future economic and employment development.

5. Land and resource base -

5.1 What is the land and resource base of Kitigan Zibi Anishnawbeg?

An audit of the land and resource base of Kitigan Zibi Anishnawbeg will be undertaken.

5.2 What can Kitigan Zibi Anishnawbeg do to use its existing land and resource base more effectively (e.g. value added production)?

A review of the employment and economic development plans to manage the resource will be completed, along with plans to utilize the resource for tourism, services and

resource development. Tourism has the potential to provide for long term sustainable use of resource without the danger of unsustainable practices and over-utilization of Kitigan Zibi Anishnawbeg resources and lands.

- 5.3 How can Kitigan Zibi Anishnawbeg expand its access to, and control over, land and resources base (e.g., specific and comprehensive claims, treaty entitlements, co-management agreements)?

Kitigan Zibi Anishnawbeg has demonstrated some success in specific claims, and has used the resources from this claim to repatriate traditional lands and use the capital to assist business development. A brief review of future potential in this areas will be undertaken.

- 5.4 What are the constitutional, legislative and policy obstacles in this respect?

A brief review of the constitutional, legislative and policy obstacles will be undertaken with recommendations to improve these processes.

- 5.5 How can the competing claims of other resource users be addressed?

Competing land claims in the Ottawa valley and areas will be examined based on the historical record of Algonquins in the region.

6. Traditional economy -

- 6.1 What is the importance and role in Kitigan Zibi Anishnawbeg's economy of the traditional economy?

The traditional economy, although not well understood, will be examined from a historical and a contemporary perspective. Various aspects of the traditional economy will be examined from its present and future benefits to the community. An emphasis on traditional knowledge will be detailed for its contribution to the economy, self-government and employment.

6.2 What are the forces that threaten the traditional economy in Kitigan Zibi Anishnawbeg, and what steps need to be taken to strengthen it?

The forces that threatened the traditional economy will be enumerated and detailed, along with a discussion of how these threats can be ameliorated. A plan for strengthening the traditional economy will be detailed which could have general application to other Aboriginal communities.

6.3 What informal economic activities take place in Kitigan Zibi Anishnawbeg (e.g., cottage production and the role of women)?

The informal economy is very strong in many Aboriginal communities. The informal economy, although not well studied at Kitigan Zibi Anishnawbeg, will be detailed and discussed. Presently, the arts and crafts, and fuel wood contribute to the vitality of the local economy.

7. Small business and self-employment -

7.1 What opportunities exist for the development of self-employment and for small business development in Kitigan Zibi Anishnawbeg?

The market assumptions for the Kitigan Zibi mall will be reassessed and updated.

The plan identified a number business opportunities which existed in the community based on market research done for the mall. In addition, other self-employment and small business opportunities will be reviewed based on the five components of the local economy identified previously.

7.2 Can Aboriginal businesses provide goods and services that are presently purchased externally?

As part of the five components of the local economy the provision of local goods and services is an important part of any Aboriginal economic development strategy. What is important here is that the service sector has grown in the past quarter century to a point where it is the major sector in Aboriginal economies. The sector is still not mature, but is in its early stages in Aboriginal communities, because the service sector, although dominant, is much smaller than it could be and less developed than its potential and opportunities.

7.3 How can the entrepreneurial capacity of Kitigan Zibi Anishnawbeg be further developed?

In the past five years the entrepreneurial capacity of Kitigan Zibi Anishnawbeg has really grown. The community is presently developing employment and training plans to train entrepreneurs in the community. A major pilot project was undertaken in 1992, where seven entrepreneurs were trained and provided with the opportunity to develop business plans. This project will be compared to its long term impact and to other training approaches which the community could undertake.

8. Professional and other services

8.1 Can Aboriginal employment in professional and other services to Kitigan Zibi Anishnawbeg be expanded?

A survey of the professional employment at Kitigan Zibi Anishnawbeg will be undertaken to determine the level of employment in these sectors that local band members have accessed. Areas such as teaching, health, social services and other areas will be examined. Presently, the community has a pilot social workers education program that has been developed with Carleton University. The survey will look at the success and weaknesses of past approaches undertaken locally.

8.2 Can employment be obtained in neighbouring communities and industries?

A recent human resource survey indicates that few Kitigan Zibi Anishnawbeg are employed off-reserve. The barriers to off-reserve employment will be examined separately to the barriers analysis detailed above. Emphasis will be on language and preference issues. Perhaps a focus group will be undertaken to examine issues related to off-reserve employment, and perhaps another focus group will be completed to look at the perspective of youth related to off-reserve employment. Previous research indicated that most band members prefer to work on-reserve, perhaps because of the tax advantages, but there may be other reasons for this preference.

9. Political and economic institutions -

9.1 What are the political and economic institutions of Kitigan Zibi Anishnawbeg, and how effectively can they support long-term economic and employment development?

The Kitigan Zibi Anishnawbeg have relied on their own entrepreneurs and investors to undertake economic development activities. The band has played an important role in providing band members with research and information about the potential. However, on larger projects the band has intervened. It has looked at forming and economic development corporations to possibly manage its planned shopping mall. An examination of the options and background rationale for the bands economic development policies related to intervention and institutions will be analyzed.

9.2 How much autonomy do they have to make decisions?

To the extent possible the Kitigan Zibi Anishnawbeg First Nations government has take a *liaise faire* approach to economic development. Decisions regarding what business are to be funded are only limited to what is viable. Entrepreneurs are aware of what businesses band members would support and know their consumer needs based on previous market research.

9.3 How well do the political institutions fit with the culture and traditions of Kitigan Zibi Anishnawbeg, and how well do they serve the interests of different types of community members (e.g., by age and gender)?

The band has been stable and accountable government to the community, which has been a significant factor to the success of economic development at Kitigan Zibi Anishnawbeg thus far. This review will examine how new institutions are developed and supported by local government. These varied institutions are based on supporting and building the capacity of band members in key area of local services. Case studies of the development, depending on agreement of these institutions, of the education authority, local

police and language program will be reviewed for trends in the development of these successful institutions. An examination into the potential organization structure and reporting relationship of an economic development corporation will be examined.

10. Public infrastructure -

- 10.1 What is the situation of Kitigan Zibi Anishnawbeg with respect to public infrastructure such as roads, utilities, and communications facilities?

Kitigan Zibi Anishnawbeg has excellent infrastructure with regards to roads, utilities, and communications facilities. A review of the bands capital plan and capacity to develop business infrastructure, e.g., shopping mall, will be reviewed.

- 10.2 What improvements need to be made, and how can they be achieved?

In reviewing the bands capital plan a review of what improvements are needed and how they will be achieved will be detailed, to the extent information exists within the existing capital plan.

11. Capital and investment -

- 11.1 What is the situation of Kitigan Zibi Anishnawbeg with respect to access to capital and other sources of financial resources (e.g., loan funds, venture and other forms of investment capital, resource revenues and royalties, fiscal transfers, etc.)?

A review of the past five years will be undertaken to determine the level of financial support required to develop local business. Any problems in access capital will be identified. In addition, an assessment of the bands own matching fund program will be examined in terms of improving band members chances of accessing other funding or in cases where only this funding was sought.

- 11.2 How well is Kitigan Zibi Anishnawbeg served by financial institutions such as banks, credit unions, capital corporations, etc.?

Financial institutions such as banks, credit unions, capital corporations, etc. will be assessed in terms of how well Kitigan Zibi Anishnawbeg has been served in the past two years. Suggestions will be made on how these institutions could improve their service to Aboriginal communities.

12. Human resource development -

- 12.1 What is the level of human resource development in Kitigan Zibi Anishnawbeg (including education and training) and how well does it fit with the strategy of Kitigan Zibi Anishnawbeg for employment/economic development?

The Kitigan Zibi Anishnawbeg human resource development plan will be detailed and summarized. The relationship between the economic development plans and the human resource plans will be identified. Although there is presently no explicit link or attempt to harmonize the plans, there is a direct link between the two plans and approaches.

- 12.2 How well equipped are community members to participate in the Canadian technology-based information economy?

Community members are highly interested in the Canadian technology-based information economy. A review of the level of interest will be undertaken from the data from the human resource development survey. A discussion will be undertaken of the steps and actions necessary to make a major move in establishing businesses and training in this areas based on the experience of other Aboriginal communities.

13. Employment and economic development programs -

- 13.1 What has been the experience of Kitigan Zibi Anishnawbeg with federal and provincial policies and programs designed to promote employment and economic development?

A review will be undertaken of Kitigan Zibi Anishnawbeg's experience with federal and provincial programs and policies that are designed to promote employment and economic development.

- 13.2 What changes need to be made in these policies and related procedures?

A review of federal and provincial programs and policies will be undertaken on a program by program bases to offer suggestions that would assist in local delivery of programs, that would assist in improving services to Kitigan Zibi Anishnawbeg.

WORKPLAN FOR AREAS OF INQUIRY

The following provides an overall workplan related to the research areas of inquiry identified above, that are required to complete the Kitigan Zibi Anishnawbeg Aboriginal Economics Case Study:

<u>Area of Inquiry</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>
1. Economic Development Planning			XXXXXXXXXX			
2. Economic Development Goals			XXXXXXXXXX			
3. Demographic Trends		XXXXXXXXXX			XXX	
4. Contemporary Issues			XXXXXXX			
5. Land and Resource Base				XXXXXXXXXXXX		
6. Traditional Economy				XXXXX		
7. Small Business & Employment		XXXXXXX				
8. Professional Services					XXXX	
9. Institutions	XXXXXXX					
10. Public Infrastructure					XXXX	
11. Capital and Investment		XXXXXXX				
12. Human Resource Development	XXXXXXXXXXXXXXXXXXXX					
13. Government Programs		XXXXXXX				

Cash Flow Projection and Budget Allocation

	<u>April</u>	<u>June</u>	<u>Sept.</u>	<u>Total</u>
Cash Flow Plan	\$10,000	\$10,000	\$5,000	\$25,000