



# Jean Marie River First Nation Economic Development Strategy



May 2016



# Table of Contents

<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>1. INTRODUCTION</b>	<b>9</b>
1.1 Project Background and Context .....	9
1.2 Project Objectives .....	9
1.3 Process and Community consultation .....	10
1.4 Acknowledgements.....	10
<b>2. GOALS FOR ECONOMIC DEVELOPMENT</b>	<b>11</b>
2.1 Vision.....	11
2.2 Broad Economic Development Goals and Objectives.....	11
2.3 Dene Laws and Principles .....	12
<b>3. SITUATION ASSESSMENT</b>	<b>14</b>
3.1 Community Context .....	14
3.2 Community strengths, weaknesses, opportunities + threats .....	17
3.3 Local Industry.....	19
3.4 Regional Economic Profile .....	20
3.4 Priority Economic Sectors for Jean Marie River First Nation .....	22
<b>4.0 PRIORITY ECONOMIC SECTORS AND PROJECTS</b>	<b>23</b>
4.1 Tourism .....	23
4.1.1 Jean Marie River First Nation Tourism Projects:.....	27
4.2 Forestry .....	43
<b>5. IMPLEMENTATION: CONDITIONS FOR SUCCESS</b>	<b>55</b>
5.1 Skills Development and Training.....	55
5.2 Capacity and Skills Building .....	57
5.2 Support for Small Business and Entrepreneurs .....	58
5.3 Opportunity Development and Investment .....	59
5.4 Economic Development Governance Structure .....	62
5.5 Conditions for Success Action Plan .....	64



## **Jean Marie River First Nation Community Economic Development Strategy – 2016**

### **APPENDICES**

#### **Appendix A- Feasibility Assessment**

#### **Appendix B- Resources**



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### EXECUTIVE SUMMARY

This document is an overall economic development strategy for the Jean Marie River First Nation. The purpose of this strategy is to pull together previous research and provide a framework for the Nation to pursue their economic development goals. The strategy should be viewed as an evolving document that continues to examine and incorporate new strategies and opportunities as they arise.

#### **Broad Goals and Objectives**

All economic development activity pursued by Jean Marie River First Nation will be rooted in Dene Laws and Principles. The main goal and objectives are as follows:

**Goal:** Develop a Sustainable, Community Controlled Economy

#### **Main Objectives:**

1. Revive the Economic Development Corporation
2. Develop sustainable tourism operations
3. Develop a Sustainable Forestry Operation

The Jean Marie River First Nation has a great number of strengths, opportunities and skills which will be key to successfully implementing this strategy.

By assessing the key economic sectors in the Dehcho, as well as gauging interest and skills existing in the community, the economic sectors prioritized in this report are tourism and forestry. Building on the 2016 Strategic Plan, the community identified 6 economic development projects they want to focus on in the next 3-5 years. Grouped by theme, these include:

#### **Tourism:**

- Jean Marie River Log School Renovation
- RV Park and Campground Upgrades
- Traditional Trails and tourist accommodations
- Interpretive Centre at Ekali Lake

#### **Forestry:**

- Timber harvesting
- Sawmill re-commissioning

Action plans are provided for each project. In addition, to ensure success, recommended strategies in this report include:



## **Jean Marie River First Nation Community Economic Development Strategy – 2016**

- Further developing governance capacity by reviving the Jean Marie River Economic Development Corporation
- Skill development and capacity building
- Supporting community entrepreneurs
- Business Development

The action plans and implementation strategy are summarized below.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Three Year Implementation Strategy

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Conditions for Success</b>				
<b>Skills development &amp; training</b>	<input type="checkbox"/> Develop training plans for each of the 6 economic development projects			
	<input type="checkbox"/> Assist members to develop their own individual training plans			
	<input type="checkbox"/> Pre-employment: continue to promote wellness, literacy and life skills workshops			
	<input type="checkbox"/> Work with other groups in the region to provide appropriate workshops and training			
	<input type="checkbox"/> Leverage funds to deliver training			
	<input type="checkbox"/> Support members in accessing technical trades training			
	<input type="checkbox"/> Promote and take advantage of workshops and training available in region			
	<input type="checkbox"/> Provide as much in-community training as possible			
	<input type="checkbox"/> Provide opportunities for mentorship, on the job training and apprenticeships			
<b>Support for small business &amp; entrepreneurs</b>	<input type="checkbox"/> Encourage business awareness, training and support for members through government programs and partners			
	<input type="checkbox"/> Encourage youth involvement in community economic development planning			
	<input type="checkbox"/> Encourage entrepreneurial training			
	<input type="checkbox"/> Provide joint venturing/contracting/negotiations training			
	<input type="checkbox"/> Encourage members to start private businesses			
	<input type="checkbox"/> Improve access to training related to business planning, financial management and marketing			
	<input type="checkbox"/> Celebrate entrepreneurs			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Opportunity development and investment</b>	<input type="checkbox"/> Continue to identify businesses that have either an interest in operating in or are already operating in the Dehcho			
	<input type="checkbox"/> Identify potential joint venture opportunities			
	<input type="checkbox"/> Develop a community profile for potential investors			
	<input type="checkbox"/> Review venture selection criteria and ensure they reflect JMRFN values			
	<input type="checkbox"/> Undertake appropriate feasibility assessment and business planning for economic development opportunities			
	<input type="checkbox"/> Assign responsibility for overseeing implementation of the Economic Development Strategy			
<b>Economic Development Governance Structure</b>	<input type="checkbox"/> Revitalize the Economic Development Corporation : o Locate the files related to the Corporation, including the Terms of Reference for the Board of Directors			
	o Develop a recruitment strategy to recruit the Board			
	o Update the operating policies for the Corporation			
	o Develop a job description for the General Manager			
	o Recruit, train and find office space for the General Manager to run the Development Corporation			
	o Appoint a Board of Directors to lead the Corporation			
	o Explore opportunities to develop a Tri-corporation between Jean Marie River, Trout Lake and Nahanni Butte.			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Tourism Projects</b>				
<b>1. Renovate the Old School and turn it into a museum/ cultural centre, café and gift shop</b>	<input type="checkbox"/> Hire a contractor to continue the exterior work (including restoring the logs, putting new windows, doors and a new roof).			
	<input type="checkbox"/> Establish School Committee			
	<input type="checkbox"/> Seek funding to develop a feasibility study and business plan for the museum and cafe			
	<input type="checkbox"/> Hire an architect to design the interior			
	<input type="checkbox"/> Begin the deconstruction of the inside			
	<input type="checkbox"/> Project management training for Program Coordinator			
	<input type="checkbox"/> Develop an operating profile: cultural interpretive centre (seasonal) vs. museum (year round); Decide on management structure (society vs. JMRFN vs. Ec Dev Corp)			
	<input type="checkbox"/> Design and carry out interior renovation of the school, including electrical, mechanical, water and sewer system upgrades			
	<input type="checkbox"/> Gather hunters and trappers tools and implements for museum			
	<input type="checkbox"/> Look into heritage classification			
	<input type="checkbox"/> Develop strategy for displaying and maintaining cultural artifacts			
	<input type="checkbox"/> Inform arts and crafts producers of opportunity to sell wares through consignment; start building inventory			
	<input type="checkbox"/> Develop interior design plans to house hunter and trappers museum, retail store and café'			
	<input type="checkbox"/> Develop Marketing Plan (based on 2013 Business Plan)			
	<input type="checkbox"/> Continue working on renovating the inside of the old school			
	<input type="checkbox"/> Continue to gather hunters and trappers tools and implements for museum as well as arts and crafts items for retail store			
	<input type="checkbox"/> Hire experienced and capable individuals to manage and operate business			





## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>1. Renovate the Old School and turn it into a museum/ cultural centre, café and gift shop (cont'd)</b>	<input type="checkbox"/> Ensure hired community members take hospitality and business skills in tourism if required			
	<input type="checkbox"/> Install museum exhibits			
	<input type="checkbox"/> Open museum building			
	<input type="checkbox"/> Marketing (through JMRFN website, pamphlets and paper advertisement)			
<b>2. RV Park &amp; Campground</b>	<input type="checkbox"/> Clear area where the RV Park is			
	<input type="checkbox"/> Set-up picnic tables, install fire pits, and number the camp-sites			
	<input type="checkbox"/> Create a service sign on the highway that indicates there is the following in JMR: campsites, gas, water, washrooms			
	<input type="checkbox"/> Install power connections poles in the RV Park.			
	<input type="checkbox"/> Commence expansion			
	<input type="checkbox"/> Complete process for bookings and record-keeping			
	<input type="checkbox"/> On-going marketing: website, brochures to Visitor Information Centres			
<b>3. Traditional trails &amp; tourist accommodations</b>	<input type="checkbox"/> Have a meeting with the Elders to decide what is best			
	<input type="checkbox"/> Scout out & map traditional trails that lead out of the community.			
	<input type="checkbox"/> Develop and erect signage for rat root			
	<input type="checkbox"/> Start to re-develop the trails scouted out in 2016.			
	<input type="checkbox"/> Clean-up existing trails that have already been developed for continued use. Build on what was started in 2010.			
	<input type="checkbox"/> Clear tree stumps; have the trail go around the lake			
	<input type="checkbox"/> Address wet areas- consider a board walk			
	<input type="checkbox"/> Develop tent pads and eventually cabins at the river and along the way (Night Falls)			
	<input type="checkbox"/> Develop a booking and reservation system for the cabins			
	<input type="checkbox"/> Train and hire a guide			
	<input type="checkbox"/> Develop a marketing strategy; advertise on website and VICs			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
4. Interpretive Centre at Ekali (Kelly) Lake	<input type="checkbox"/> Research potential funding programs			
	<input type="checkbox"/> Gather existing traditional knowledge studies, maps			
	<input type="checkbox"/> Hold meeting with Elders to determine vision, ATV access			
	<input type="checkbox"/> Undertake a feasibility study			
	<input type="checkbox"/> Follow recommendations from Feasibility Study			
	<input type="checkbox"/> Further planning and discussion for the Interpretive Centre and establishing trails at Kelly Lake			
<b>Forestry Projects</b>				
1. Timber harvest License and Permitting	<input type="checkbox"/> Permitting			
	<input type="checkbox"/> Establish forestry management committee			
	<input type="checkbox"/> Set up forestry operations under the Ec Dev Corp			
	<input type="checkbox"/> Find housing and office space for Business Manager and Forestry Specialist			
	<input type="checkbox"/> Recruit and hire business managers; ensure 'tight' contracts			
	<input type="checkbox"/> Expand business plan			
	<input type="checkbox"/> Initiate discussions with potential destination mill to assess forestry options and economic viability			
	<input type="checkbox"/> Confirm financial sources/resources; access operational funding			
	<input type="checkbox"/> Develop training plan and apply for training funds			
	<input type="checkbox"/> Hire industry specialist to oversee training process and remain on site for further on the job training			
	<input type="checkbox"/> Lease equipment			
	<input type="checkbox"/> Lease or purchase logging truck and trailer units			
	<input type="checkbox"/> Develop inventory management process: storage, location			
	<input type="checkbox"/> Complete required consultations for timber permits			
	<input type="checkbox"/> Finalize contractual agreements- forest management agreement, supplier contract ,MOUS with other communities			
	<input type="checkbox"/> Recruit and train work force			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
1. Timber harvest License and Permitting (cont'd)	<input type="checkbox"/> Develop product/service, marketing and business plans			
	<input type="checkbox"/> Network with potential buyers and business partners			
	<input type="checkbox"/> Purchase or lease equipment			
	<input type="checkbox"/> Begin timber harvest to supply to sawmill and other potential partners by 2018			
	<input type="checkbox"/> Assess and negotiate access to timber from other areas in the Dehcho			
	<input type="checkbox"/> Assess and implement reforestation practices			
	<input type="checkbox"/> Fully utilize 'cull' timber from seismic, pipeline and other resource development activities			
	<input type="checkbox"/> Cull and utilize timber damaged through insects and rot while it still has commercial value			
2. Sawmill recommissioning	<input type="checkbox"/> Order required parts for the existing sawmill and have them installed			
	<input type="checkbox"/> Ensure stable, competent management structure			
	<input type="checkbox"/> Re-commission the sawmill			
	<input type="checkbox"/> Develop a sawmill specific Business Plan.			
	<input type="checkbox"/> Review and revise marketing and business plan			
	<input type="checkbox"/> Access operational funding			
	<input type="checkbox"/> Build community capacity to manage and operate the sawmill			
	<input type="checkbox"/> Hire a millwright and electrician			
	<input type="checkbox"/> Train local mill workers, forest technicians, and forestry management personnel			



## 1. INTRODUCTION

### 1.1 Project Background and Context

Jean Marie River First Nation (JMRFN) has undertaken numerous projects over the years to move them forward in achieving their goals. They have identified a number of economic development opportunities that build on the strengths of the community, and the ideas of their forefathers. Some of these ideas have been further explored in the form of business plans, management plans, reports and strategies. This report aims to build on the work that has been done previously in order to lay out the specific tasks required to accomplish the goals of the First Nation for economic development, including to be economically self-sufficient.

This document represents an overall economic development strategy for the Jean Marie River First Nation (JMRFN). It should be viewed as an evolving document that continues to examine and incorporate new strategies and opportunities as they arise.

This report presents the six projects that were identified through a strategic planning process in early 2016. Community input was sought, and the identified issues and potential projects are described herein. The Economic Development Strategy includes the following:

- **Economic Development Vision**- describes the Nation's long term vision for economic development.
- **Economic Development Goals**- identifies the community's priorities for economic development.
- **Economic Sector Overview**- describes the priority economic sectors identified, including tourism and forestry, and specific directions to move the projects forward.
- **Conditions for success**- identifies the foundation pieces that will increase the likelihood of succeeding in economic development, including governance structure, skills and training, support to entrepreneurs, and opportunity development.
- **Action Plan**- identifies timelines, costs and specific actions required to move the projects forward.

### 1.2 Project Objectives

The objectives for this project include:

- To build on and update previous work and reports to incorporate new projects, update background information and reflect current economic realities.
- To provide an overview of local economic opportunities.
- To build community support for economic development projects pursued by the First Nation.
- To prioritize opportunities based on capacity, cost, and market realities.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 1.3 Process and Community consultation

This project was led by the JMRFN Chief, Program Coordinator and Senior Administrative Officer (SAO),. A consultant was hired to pull together previous research and update the research and action steps. A meeting was held with JMRFN staff, leadership and community members in Jean Marie River in March 2016. A community meeting was held where input was sought into the identified 6 projects stemming from the strategic planning process. Input was also sought at the Annual General Meeting in March, 2016. In order to build on the work done at these meetings, a workshop for invited staff, leadership and knowledgeable community members was held in Yellowknife in May, 2016 to further develop the action plans.

### 1.4 Acknowledgements

The project team would like to acknowledge the participation of JMRFN staff, leadership and community members who provided their knowledge, passion and insight into the plan. We would also like to acknowledge the support of the Canadian Northern Economic Development Agency (CanNor).



*Photo: Heather Shay*



## Jean Marie River First Nation Community Economic Development Strategy – 2016

## 2. GOALS FOR ECONOMIC DEVELOPMENT

### 2.1 Vision

The vision statement for Jean Marie River First Nation as stated in the 2013 Community Plan is:

*We the Tthets'ek'ehdeli Got'ie, are proud of our Dene traditions, language and beliefs. We value and respect the land, water and animals that have sustained us for many generations. We shall continue to use and respect our natural resources. Building on the knowledge and skills of our people, we shall work together to create a healthy, sustainable future for ourselves and our children. We shall strive to find a balance between the traditional and modern ways of life.*

During the 2016 Strategic Planning session, the additional following elements of a vision for economic development were identified:

- There will be jobs and houses for young people who want to return to the community.
- Jean Marie River will become the hub of the Dehcho region and support resource activity located around the community.
- Tourism will be established with appropriate support services such as a visitor centre, and access to traditional trails.
- The community will be self-sufficient; economic opportunities, housing and commerce will be provided by the community.

### 2.2 Broad Economic Development Goals and Objectives

The Jean Marie River First Nation goal for economic development is to have a self-sustaining community. Strategies included revitalizing the Jean Marie River Economic Development Corporation, and identifying economic opportunities in the community. This Economic Development Strategy builds on these strategies as a step to help achieve the long term goal of a self-sustaining community.

Building on the 2013 Community Plan, the following represents the primary goal and objectives for JMRFN economic development in 2016

**Goal:** Develop a Sustainable, Community Controlled Economy

**Main Objectives:**

1. Revive the Economic Development Corporation
2. Develop sustainable tourism operations
3. Develop a Sustainable Forestry Operation



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 2.3 Dene Laws and Principles

Jean Marie River First Nation's economic activity is based on Dene Laws and principles. JMRFN is interested in pursuing business success while respecting their cultural values, which include the following:

#### **DENE LAWS**

- Share what you have
- Help each other
- Love each other as much as possible
- Be respectful of Elders and everything around you
- Pass on the teachings
- Be happy at all times
- Sleep at night and work during the day
- Be polite and don't argue with anyone
- Young girls and boys should behave respectfully

#### ***DENE PRINCIPLES***

This land was created by "the one who provides for all", and we came from this land. We recognize our equality with this land and all living creatures.

We recognize and respect the natural laws, which regulate the cycle of seasons, the rhythms of the earth, the ways of the animals.

No one individual has right to own the land. As the ones who came from this land, we have a collective right to use the land and its resources to ensure our survival as a people. We also have a collective responsibility to protect the land and resources for our children and grandchildren.

We take only what we need from the land. We honour and give thanks to the spirit of the land and that which we take from the land. We do not waste anything that we have taken from the land. But share it with all who are in need.

The survival of the whole group (family, community) is more important than the accumulation of individual wealth and status.

Individual rights and freedoms are respected and encouraged within the larger, more important context of a collective identity and collective responsibilities for the survival and well-being of the entire group.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### ***DENE PRINCIPLES (continued)***

The laws of the Dene, which have been passed down to us by our elders, teach us how to respect the land, ourselves, and each other. They teach us how to live in balance and good health, and how to protect ourselves and our children. We must continue to live by these laws and pass them on to our children.

We respect and care for each other, in particular, we honour and provide for our elders, who cared for us and passed on the gifts of generations past. We also honour and provide for our children who will pass on the ways of the Dene to generations yet to come.

We come from male and female, and we respect and honour the contributions which both men and woman make in working together for the survival of the people.

We respect and honour our leaders and medicine men and woman who share their special skills, experience, wisdom and powers for the benefit of their people. We don't expect them to work for us or serve us, but we look to them for guidance and instruction to help us govern ourselves in a good way.

Everyone has the right to be heard and to take part in the decision making process on discussion of matters which will affect us.

We respect the right of the Dene, in family groups, in communities, or in regions, to make decisions, without interference from outside, with respect to matters which affect them alone in their territory.

*url: [www.dehcho.org/documents/deh\\_cho\\_process/Dene\\_principle\\_posters.pdf](http://www.dehcho.org/documents/deh_cho_process/Dene_principle_posters.pdf)*



*Photo: Heather Shay*





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 3. SITUATION ASSESSMENT

#### 3.1 Community Context

Jean Marie River First Nation's traditional name, "Tthets'ek'ehdeli", means "water flowing over clay". The Tthek'ehdel Dene of what is today Jean Marie River First Nation were primarily nomadic people who hunted moose and caribou, trapped for beaver, and fished the rivers and lakes of the Great Slave Plain. Prehistoric flint artifacts have been found at the modern village site. The community that is now known as Jean Marie River was founded in 1915, when a local man built a log warehouse and turned it into a trading post. Three sisters moved into the community in the late 1920s, married, and began raising their families. The community has remained a permanent settlement since that time.<sup>1</sup> Today, Jean Marie River First Nation combines traditional values with progressive initiatives to continue living in balance with their natural surroundings.<sup>2</sup>

#### *Location*

Jean Marie River is located 27 kilometres north of the Mackenzie Highway, and is situated on the south-east banks at the confluence of the Jean Marie and Mackenzie Rivers. It is accessible by an all-weather road from the highway that was built in 1997. There is also an air strip at the south end of the community that can be used by small aircraft.



*Jean Marie River. Source: GNWT Bureau of Statistics.*

<sup>1</sup> Jean Marie River First Nation, March 2003. Jean Marie River First Nation Forest Management Plan- Working Draft, Plan Outline and Sections 1, 11 & 111

<sup>2</sup> Jean Marie River First Nation Draft Strategic Plan: 2016-2021. March 2016.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Population

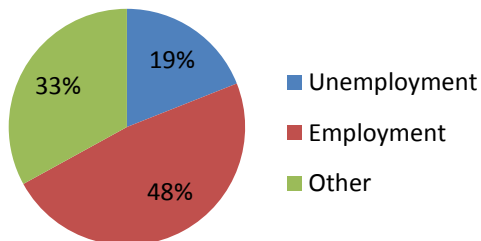
Jean Marie River First Nation has a population of 145 members; 55 of whom live in the community.<sup>3</sup> (The GNWT Bureau of Statistics for 2015 lists the population of Jean Marie River as 84.) The population has declined since the 1980s; primarily a factor of young adults moving away from the community due to lack of employment. The JMRFN wants to reverse this decline by increasing economic development and employment/training opportunities in the area.

### Employment and Education

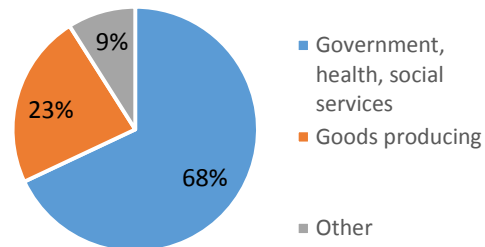
According to community-kept data, approximately 20 members between the ages of 18 and 50 are unemployed.<sup>4</sup> The GNWT Bureau of Statistics lists 2014 employment participation to be 58.5% (of those 15 years of age and over who are in the labour force. The percentage of the labour force that was unemployed one week prior to the survey was 18.5%, and the employment rate was 47.6%. Sixty-eight percent of employed workers work in government, health, social services and education, while 22.8% were in goods producing professions in 2014, according to the GNWT.

Sixty-five per cent (65%) of members aged 15 and above had a highschool diploma or greater in 2014.

**Employment Rates**



**Employment Sector**



### Governance

An elected council and Chief provide leadership in most community matters. An administration office led by a Senior Administrative Officer is located in the community. Core service areas provided to the community include:

- Programs and services (including water and sewer delivery and collection, waste collection, road maintenance, community support services, training, community garden, recreation and others)
- Human resources
- Governance

<sup>3</sup> Personal communication, Erma Norwegian, Jean Marie River First Nation Finance Officer. March 17, 2016.

<sup>4</sup> Matsyk, Debbie. 2015. JMRFN Wood Harvesting Business Plan.

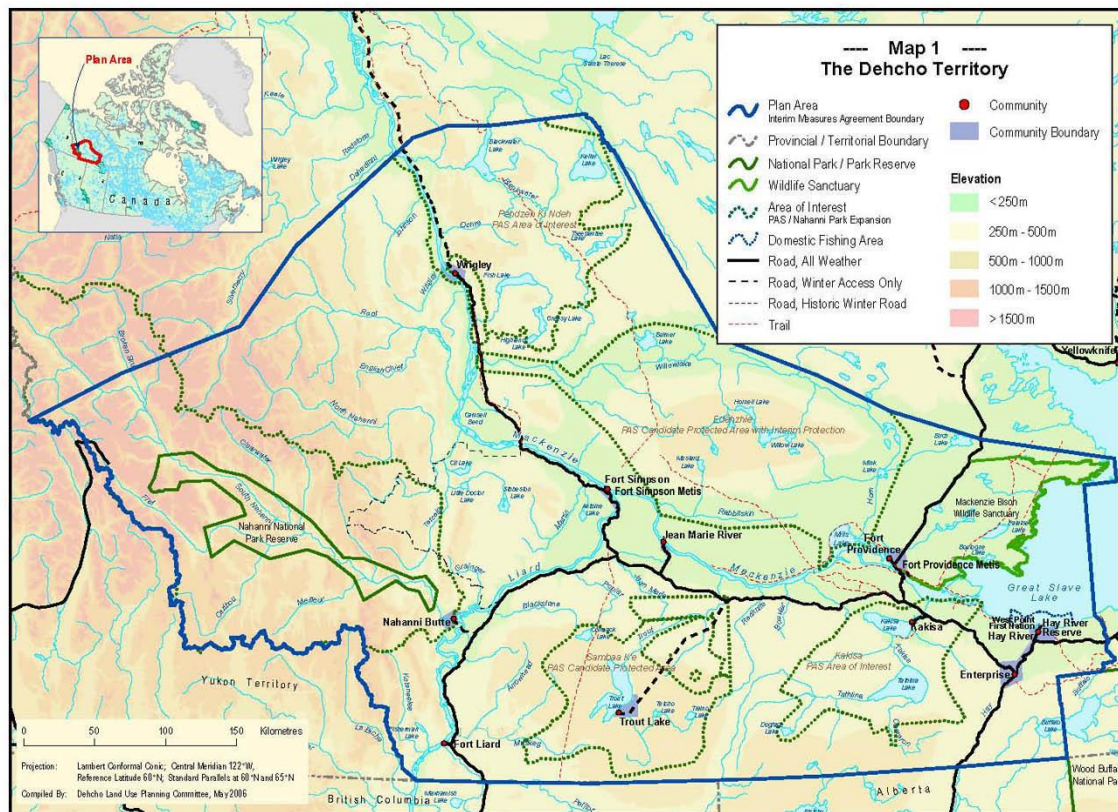


## Jean Marie River First Nation Community Economic Development Strategy – 2016

- Assets and Infrastructure (including maintenance of the band office, solid waste site, and all vehicles and equipment)
- Economic Development
- Land Use<sup>5</sup>

### Dehcho Region

Jean Marie River First Nation is a member nation of the Dehcho First Nations, who have yet to settle a land claim agreement with the Government of Canada. A map of the Interim Measures Agreement Boundary of the Dehcho First Nations is below.



Source: Dehcho First Nations

The GNWT describes the Dehcho region as being located in the southwestern part of the Northwest Territories, and borders British Columbia and the Yukon. There are six communities in the GNWT-defined Dehcho, including Jean Marie River. The region has a diverse geography, and all-weather road connections to BC and the southern NWT. The Dehcho region has a population of approximately

<sup>5</sup> Jean Marie River First Nation Strategic Plan 2016-2021.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

2,217 and represents 5% of the total NWT populace. Fort Simpson is the regional center, providing goods and services to surrounding communities, and has a population of 1,251.<sup>6</sup>

### 3.2 Community strengths, weaknesses, opportunities + threats

An analysis of strengths, weaknesses, opportunities and threats (SWOT) is a strategic planning method that involves identifying internal and external factors that are favourable to economic development. Strengths and weaknesses are often internal to an organization, while opportunities and threats are external.

**Strengths** are assets which provide an advantage or opportunity;

**Weaknesses** are internal characteristics that cause a disadvantage or limitation;

**Opportunities** are elements that could be exploited to take advantage of; and

**Threats** are elements in the environment that could cause difficulty for the business or project.

A SWOT analysis was completed with members of Council, staff and community members. The following questions were posed:

#### **Strengths:**

- What are our community's strengths? What do we do well? Do these opportunities build on them?

#### **Weaknesses:**

- Are there any reasons we should not undertake this?
- What would need to improve so we can achieve the results we want?
- What are we lacking in terms of necessary knowledge, skills, capacity or motivation?

#### **Opportunities:**

- What \*real\* opportunities exist?
- What opportunities might exist in partnership?
- What is going on around us that could be useful?
- Who can support us and how?

#### **Threats:**

- What immediate obstacles do we face?
- What might cause problems in the future and how?
- What external factors (over which we have limited control) might cause difficulties for our partnership?

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<sup>6</sup> Government of the Northwest Territories, 2013. Economic Opportunities Strategy: Economic Opportunities Profile, the Dehcho Region.





## Jean Marie River First Nation Community Economic Development Strategy – 2016

The following represents the results of the discussion.

	Positives Strengths and Opportunities	Negatives Weaknesses, Challenges and Threats
<b>Internal</b>	<ul style="list-style-type: none"> <li>• Our will, passion</li> <li>• Growing professional pool</li> <li>• Get along, no infighting</li> <li>• Pride</li> <li>• Leadership- now and previous</li> <li>• History and legacy of innovation</li> <li>• Cultural decision making</li> <li>• Dene laws</li> <li>• Language- strong</li> <li>• Location- central in Dehcho territory</li> <li>• Good financial position</li> <li>• All weather road, no ferries and bridges</li> <li>• Airport</li> <li>• Gas station</li> <li>• Equipment, trade operators</li> <li>• Have a plan- strategic plan, land use plan, feasibility studies, climate change, good baseline data</li> <li>• Garden</li> <li>• Excellent artisans</li> <li>• Relationships (MACA, ITI etc.)</li> <li>• Good education- graduates</li> <li>• Space</li> <li>• We are building a team- new SAO etc.</li> <li>• Energy efficiency &amp; working towards that- solar for water treatment, LEDs etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of housing (biggest challenge)</li> <li>• Cost of living</li> <li>• Limited resources and services (e.g. stores)</li> <li>• Lack of capacity in community</li> <li>• Social problems- paralyzing effect</li> <li>• Lack of kids- aging population</li> <li>• “Crab bucket” syndrome</li> <li>• Limited lots available for future housing</li> <li>• No risk tolerance- leadership, need to take a chance, learn from failures</li> <li>• Human resources and perceptions, sense of ownership</li> <li>• Restructuring will take time</li> <li>• Get Dev Corp up and running</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>• Diamonds, mining</li> <li>• Gas</li> <li>• Wood pellet/forestry</li> <li>• Dehcho region</li> <li>• Legislative priorities- moving towards local focus- food, garden</li> <li>• Government</li> <li>• Clean energy</li> <li>• Waste reduction</li> <li>• Partnerships</li> <li>• Social media to engage members</li> <li>• Funds: federal culture, CanNor,</li> </ul>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Project based funding (vs. core funding)</li> <li>• Climate change: river, water levels, groundwater upstream changes affect us; species loss (fish)</li> <li>• Unsettled land claim- what will Chiefs agree to? Being able to use our lands the way we want to</li> <li>• Rising cost of living</li> <li>• Aging population</li> <li>• Social problems, residential school legacy</li> <li>• Impacts on Canadian economy, investment opportunities</li> </ul>



## Jean Marie River First Nation Community Economic Development Strategy – 2016

	Positives Strengths and Opportunities	Negatives Weaknesses, Challenges and Threats
	<p>Aboriginal Agriculture Fund</p> <ul style="list-style-type: none"> <li>• DFN- royalties, trust fund</li> <li>• ITI, ECE, MACA, ENR</li> <li>• Dehcho regional helicopters- a partnership we can leverage</li> <li>• Access road to highway- there is an opportunity this summer</li> <li>• Rebuild- Fort Mac</li> <li>• Mentorship opportunities (paper and soap making)</li> <li>• Lawyers help with land claim- discussion papers, audio books</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of culture, language, elders' knowledge</li> <li>• Education, quality decreasing</li> <li>• Cost of infrastructure</li> <li>• Social engagement, social media</li> <li>• Cultural changes, lack of volunteers</li> <li>• Failure to take care of our own future</li> <li>• GNWT and processes to land leasing and resource development- lack of consultation, stalling; protected areas and management objectives, patronizing attitudes</li> </ul>

### 3.3 Local Industry

The economy in Jean Marie River is based to a great extent on hunting, fishing, trapping, and craft production. The JMRFN is currently the main employer in the community, and hires local people on an as needed basis. Since the closure of the Co-op store and the community sawmill in the late 1990s, there has been no major economic development activity in the community. Entrepreneurs in the community own a local bed and breakfast establishment, and have a contract with the GNWT to dispense fuel at a small gas bar in the community.<sup>7</sup> There are occasional opportunities for limited or seasonal employment provided by outside organizations.

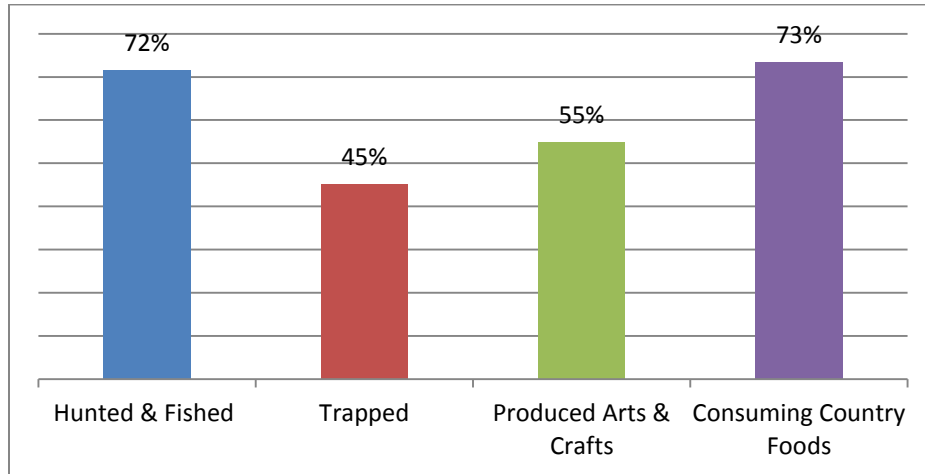
<sup>7</sup> Mike Rudkin, personal communication, March 30, 2016.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Participation in traditional activities is high. The following depicts participation rates in traditional activities:

### Percentage of the JMRFN population participating in traditional activities<sup>8</sup>



### 3.4 Regional Economic Profile

#### Northwest Territories

The Northwest Territories covers a vast area, accounting for 13.5% of Canada's landmass, with a population of over 44,291 (2016<sup>9</sup>). The territory has a rich and diversified resource base, which supports a thriving and strong economy. The primary economic sectors in the NWT are: mining, oil and gas, construction, transportation, and tourism.<sup>10</sup> Three mines including the Diavik and Ekati diamond mines and the Cantung tungsten mine employ approximately 3000 people. Oil and gas exploration is centred in the Central Mackenzie region, with an increased focus on the offshore Beaufort Sea area. The Construction industry is heavily dependent on mining development and capital expenditures by the public sector, and contributed \$220 million to the NWT gross domestic product in 2011. Transportation accounts for up to 10 per cent of all employment in the Northwest Territories. The tourism industry was valued at close to \$107 million to the NWT economy in 2012-13, and has been on the rise.<sup>11</sup>

The economic outlook for the Northwest Territories for 2016 is less optimistic than previous forecasts. With the shutdown of production at the Snap Lake diamond mine, and weak drilling and exploration activity, no real economic growth is expected in 2016<sup>12</sup>. The start of production at the Gahcho Kué mine—expected in the third quarter of 2016—should help offset some of the impact of the closing of

<sup>8</sup> Jean Marie River First Nation, March 2016. Strategic Plan: 2016-2021

<sup>9</sup> Northwest Territories Bureau of Statistics Quarterly Population Estimates. May 2016. url: <http://www.statsnwt.ca/population/population-estimates/>

<sup>10</sup> Northern Development Ministers Forum.

<sup>11</sup> NWT Ministry of Industry, Tourism and Investment 2015-2016 Business Plan

<sup>12</sup> Conference Board of Canada. The Canadian Territorial Outlook 2016: Bracing for Limited Growth. url: <http://www.conferenceboard.ca/e-library/abstract.aspx?did=7680> Accessed April 4<sup>th</sup> 2016



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Snap Lake and allow the NWT's economy to grow by 0.7 per cent in 2016. As production ramps up at Gahcho Kué in 2017, the Northwest Territories will see much stronger economic growth and job creation.<sup>13</sup>

Additionally, over the next decade a number of projects are planned in the NWT, representing more than \$4.5 billion in new spending and investment, which in-turn will provide many opportunities and benefits for NWT residents. Specific projects and project costs include:

- Gahcho Kué (De Beers and Mountain Province Diamonds) \$650 million
- Development of the Jay Pipe (Dominion Diamonds Ekati Mine) \$500 + million
- Nechalacho mine site investment (Avalon Rare Metals) \$550 million
- NICO (Fortune Minerals) \$226 million
- Prairie Creek (Canada Zinc) \$195 million
- Oil and Gas Offshore in excess of \$2 billion
- Sahtu Oil and Gas - \$45 million per well
- Inuvik – Tuktoyaktuk Highway approximately \$299 million
- Fibre Optic link from Inuvik to the North American Grid \$60 million<sup>14</sup>

### *Overview of Dehcho*

The Dehcho region has a diverse geography, and includes some of the NWT's most spectacular tourism attractions: the Nahanni River, Virginia Falls, Trout River and the Mackenzie Mountains. There are 6 main communities in the Dehcho. Fort Simpson, at the confluence of the Mackenzie and Liard Rivers, is the largest, and is also the commercial and administrative centre for the region. The Dehcho region has a population of approximately 2,217, and represents 5% of the total NWT populace. The population in the Dehcho is aging, and has been on the decline in recent years.

The Cantung tungsten mine was the only operating mine in the Dehcho region until the summer of 2015, when the North American Tungsten Company Limited sought creditor protection. Mineral rights were purchased by the Government of the Northwest Territories in the fall of 2015<sup>15</sup>. Canadian Zinc's proposed Prairie Creek Mine is poised to offer significant regional benefit. Other major industries include tourism, forestry, trapping, arts and crafts. The region currently has a number of gas producing properties, and accounts for most NWT gas production. Unemployment rates in the region vary from 10% to 21% (in Jean Marie River) based on 2009 data.

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<sup>13</sup> CNW Group, Feb. 24, 2016. Mining sector woes continue to limit economic growth in Canada's territories in 2016. url: <http://www.mining.com/web/mining-sector-woes-continue-to-limit-economic-growth-in-canadas-territories-in-2016/> Accessed April 4<sup>th</sup>, 2016.

<sup>14</sup> NWT Ministry of Industry, Tourism and Investment 2015-2016 Business Plan

<sup>15</sup> Chauvin, Pierre. November 20, 2015. Northwest Territories buys Mactung deposit, feds take over Cantung Mine cleanup. url: <http://www.whitehorsestar.com/News/northwest-territories-buys-mactung-deposit-feds-take-over-cantung-mine-cleanup>





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 3.4 Priority Economic Sectors for Jean Marie River First Nation

Jean Marie River First Nation have narrowed down the economic sectors that they are most interested in pursuing, based on the strengths, weaknesses, opportunities and threats. These include:

- **Tourism** – including eco-based and cultural tourism
- **Forestry** – including timber harvesting and sawmill operation

Specific projects have been identified under each sector, which are described in the following section of this report.



## **4.0 PRIORITY ECONOMIC SECTORS AND PROJECTS**

During the 2016 Strategic Planning session, the following opportunities were identified as projects that the community would like to further explore and develop.

Sector	Specific opportunity
Tourism	<ol style="list-style-type: none"><li>1. Renovate the Old School and turn it into a cultural centre, café and gift shop</li><li>2. RV Park and campground</li><li>3. Walking Trails</li><li>4. Interpretive Centre at Kelly Lake</li></ol>
Forestry	<ol style="list-style-type: none"><li>1. Timber harvesting</li><li>2. Sawmill recommissioning</li></ol>

These sectors and specific opportunities will be described in detail below.

### **4.1 Tourism**

#### **Vision**

Jean Marie River First Nation wishes to pursue tourism as a means towards sharing their culture, and providing employment opportunities to members. The vision for pursuing tourism includes the following elements:

- All of JMRFN's tourism ventures are based on Dene cultural protocols and traditional knowledge protocols.
- The old log School in Jean Marie River will operate as a museum/cultural centre, café, and gift shop- it promotes JMRFN history, culture and heritage.
- The community will have the ability to host conferences.
- The RV Park will be further developed with pads and tents.
- The use and restoration of traditional trails promotes JMRFN use of the land and of this area and Dene culture; speaks to JMRFN occupancy of this land.
- More visitors will bring more money.
- Employment opportunities for members in the community.
- More services in the community (e.g., store).
- Attract members back.
- Increase in arts and crafts.
- Youth will be more aware and trained; livelihood will be localized.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

**Goal:** Develop sustainable tourism operations

**Objectives:**

- Continue to assess feasibility of tourism services (e.g. log school, campground and RV park, guiding, cultural activities, craft sales, etc.)
- Support the development of the Tthets'ek''ehdeli cultural centre at Ekali Lake as a tourism attraction

**Community benefits:**

JMRFN wishes to pursue tourism for a variety of reasons. The benefits of tourism go beyond how one traditionally measures the value of an industry. Tourism:

- Supports individuals that do not fit within a traditional wage economy
- Can support traditional and subsistence lifestyles
- Can offer low capital or low infrastructure self-employment opportunities
- Promotes cultural sharing and can renew interest in cultural values and traditions (i.e., arts and crafts, oral languages, documents and interprets history)
- Minimizes impacts on the natural environment
- Is a sustainable industry not subject to the boom and bust cycle like resource extraction industries

### Tourism Context

#### *Northwest Territories*

Tourism is the largest renewable resource based industry in the NWT. As stated previously, the tourism sector contributed \$106.7 million to the NWT economy in 2012-13. Of all NWT economic sectors, tourism presents the greatest likelihood and potential of creating economic opportunities in each region and for each community.<sup>16</sup>

Tourism has shown renewed growth in the Northwest Territories, especially from East Asia. Over the winter of 2015, the NWT received a record number of visitors from Japan and China, with that amount expected to grow as the Territory continues to market itself as a prime Aurora viewing destination.<sup>17</sup> Travelers come to the NWT for a variety of reasons, but the traveler profiles typically fall into one of seven segments: Aurora Viewing; Outdoor Adventure; Fishing; Hunting; General Touring; Visiting Friends and Relatives; and Business Travel.

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<sup>16</sup> NWT Ministry of Industry, Tourism and Investment 2015-2016 Business Plan

<sup>17</sup> Government of the Northwest Territories Industry Tourism and Investment. Economic Outlook 2014-15.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

The table below shows the numbers of visitors to the NWT by purpose from 2006 to 2013. Note the continued increase in visitor numbers between 2010 and 2013 since the downturn in the world economy 2009 and 2010. The sectors that continue to struggle however, are the hunting and fishing sectors; the hunting sector predominantly due to the loss a caribou tags, and the fishing sector, predominantly due to the higher Canadian dollar.

Main purpose of travel	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Aurora viewing	7,000	7,297	5,460	5,400	6,776	11,368	15,721
Fishing	7,726	7,470	7,274	6,403	4,956	4,692	3,975
General touring	13,340	15,123	14,760	14,500	12,920	13,441	15,226
Hunting	1,216	984	942	757	436	478	502
Outdoor adventure	2,079	2,125	2,098	1,853	1,910	2,320	3,085
Visiting Friends & Relatives	9,025	11,693	9,261	12,910	13,403	11,847	13,811
Total leisure visitors	40,386	44,692	39,725	41,823	40,401	44,146	52,319
Business travel	35,509	34,880	33,624	26,181	24,795	24,272	24,092
<b>Total visitors</b>	<b>75,895</b>	<b>79,572</b>	<b>73,419</b>	<b>68,004</b>	<b>65,196</b>	<b>65,418</b>	<b>76,411</b>

Source: GNWT ITI

Since May 2009, Air Canada, Canadian North, First Air and WestJet have provided regular flights from Yellowknife to Edmonton. The introduction of a new Air North direct connection to Ottawa and Whitehorse offers opportunities to expand market access in both Ontario and the Yukon.

The tourism industry is forecast to grow by an annual average rate of 2.8% for the next five years. The industry, however, is particularly sensitive to events and factors that play out on a global scale. Business travel accounts for almost half of tourism spending in the NWT. More and more business travelers are participating in guided tourism activities during their business trip spending more than \$48 million in 2010/2011.

Visitation and expenditures remain on a substantially positive five-year trend, with visitor spending increasing from \$94.1 million in 2010-2011 to \$146.6 million in 2014-2015, and visitation increasing from just over 65,000 in 2010-2011, to nearly 85,000 in 2014-2015. Year-over-year, tourism expenditures were up by 11 per cent in 2014-2015, while visitation fell by eight per cent from 2013-2014. There was an increase in people visiting the territory primarily for fishing —an activity which had seen three straight year-over-year decreases —and a 28 per cent rise in expenditures by visitors who came for Aurora viewing.<sup>18</sup>

The tourism industry cuts a broad swath of sectors; coordination and cooperation among the many businesses is crucial for success. Fundamental requirements include transportation access,

<sup>18</sup> From: <http://www.iti.gov.nt.ca/news/tourism-visitation-and-spending-numbers-released>



## Jean Marie River First Nation Community Economic Development Strategy – 2016

accommodations, food services, and attractions, and must all be in place to realize full tourism potential. Continued investments by ITI in programs including marketing, Aboriginal tourism, Aurora and Chinese tourism, community and tourism industry engagement, tourism and parks infrastructure, skills development, and targeted research, will be critical in increasing the tourism visitor numbers and visitors spending in the NWT. The 17th Legislative Assembly recently approved an increase in the marketing budget of the GNWT's destination marketing organization, NWT Tourism. This increase will provide additional marketing power to take advantage of growing interest in the NWT among travel markets.<sup>19</sup>

The 2013 JMRFN Tourism Development Business Plan includes substantial research into what attracts tourists to the NWT, typical tourist profiles, and trends including ecotourism, adventure tourism and aboriginal tourism. The JMRFN is well positioned to take advantage of these trends and play into the larger tourism strategy for the NWT.

### *Dehcho Region*

The rich, natural landscape of the Dehcho Region has sustained the area for over 100 years and provides excellent opportunities for ecotourism. The Dehcho First Nations continue to assess the feasibility of developing sustainable tourism operations, which may include things such as a campground, guiding operations, cultural activities and craft sales. Additionally, the DFN support the development of a Tthets' ek' ehdeli cultural centre at Ekali Lake. The cultural centre could be a significant tourist attraction for Jean Marie River.<sup>20</sup>

The current levels of visitation in the Dehcho suggest the region plays a relatively insignificant role in the global or national tourism industry. Likewise, it is difficult to put tourism up against the economic value of resource extraction in the Dehcho. Having stated this, it is important to realize that the tourism industry is likely to change. The Dehcho is well-positioned to emerge as an important destination, supporting a sustainable and viable tourism industry. The Dehcho is still in the product development phase and human resource capacity building phase of this industry. It is sitting on an amazing endowment of natural and cultural resources including a few world-class "icon" products like Nahanni National Park Reserve and the Mackenzie River. The region is also well connected via a highway system through B.C. and Alberta.<sup>21</sup>

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<sup>19</sup> NWT Ministry of Industry, Tourism and Investment 2015-2016 Business Plan

<sup>20</sup> Jean Marie River First Nation website, March 2016. url: [www.jmrfn.com/business/opportunities](http://www.jmrfn.com/business/opportunities)  
Accessed March 31<sup>st</sup>, 2016.

<sup>21</sup> Dehcho Land Use Plan, 2006.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 4.1.1 Jean Marie River First Nation Tourism Projects:

Given the potential benefits to the community and the outlook for tourism in the Northwest Territories, specifically the Dehcho Region, the community chose 4 projects related to tourism that they would like to focus on in the next 3-5 years. They are described below.

#### *Tourism Project 1: Jean Marie River Log School Renovation*

**Goal: renovate the Old School and turn it into a museum/cultural centre, gift shop and café**

As outlined in the 2013 Jean Marie River First Nation Tourism Development Business Plan, the JMRFN wish to upgrade the old log school that is in the community, and turn it into a functional building that will house a hunters and trappers museum/cultural centre, gift shop and small café.<sup>22</sup>

The former log school was built by local men with logs that were harvested locally, and opened in 1953. Jean Marie River was one of the first Aboriginal communities in the Northwest Territories to successfully lobby to have a school built in their community so their children would not have to be placed in residential schools to gain an education. The late chief, Louie Norwegian, was instrumental in having the school built, as he strongly believed in the value of an education, but did not want the community's children to leave home prematurely. The school is a single story log building, with an attached teacherage that was constructed in the 1970's.



The building operated as a school until it was replaced in the 1980s by the new Louis Norwegian School. It was used intermittently as an adult education centre until it closed in 1994. Jean Marie River First Nation community members, and in particular the few elders who remain, feel very strongly about the need to preserve their culture, and that includes preserving buildings that were built by the community forefathers. Community members feel that having a historical site as a tourist attraction would provide employment for the younger members, and view this as a contributor to cultural revival and renewal.

The long term plan is for the museum/cultural centre, gift shop and café to be seasonally operational from May to October, with the possibility of an all-year centre to be explored in the longer term. The community envisions that at least five positions will be created once the building is fully operational, including positions such as Manager, Cook, Cook's helper, Retail Clerk and Janitor.

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<sup>22</sup> The Studio Group Marketing and Communications Ltd., August 2013. Jean Marie River First Nation Tourism Development Business Plan.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

A Tourism Development Business Plan was developed in summer 2013 with a focus on the school as a tourism attraction. Architectural, electrical, mechanical and structural engineers were retained in March 2014 to carry out inspections of the school, and a report was submitted with recommendations. A log specialist was also retained and a report with the results of his inspection was submitted in October 2014. In summer 2015, the JMRFN began renovations to the exterior of the building, including replacement of decayed logs. The next steps involved in exterior renovations for summer 2016 are to fix or replace the windows; and replace the eaves troughs, doors and exterior entrance steps.

If funds can be secured, interior renovations would begin in 2016, and will involve electrical, water and sewer upgrades or replacements. In addition, the one room school will have to be renovated into three rooms in order to house a museum/cultural centre, gift shop and café. The café will have to meet current food safety standards, which requires setting it up as a professional kitchen.

### **Action Planning**

It is recommended that a committee be formed to undertake the Old School project. This is a large project that will require coordinated efforts of staff, labourers and community volunteers. The committee should be made up of members of the Economic Development Corporation, JMRFN Council, Elders, Youth and community members. The committee will be overseen by the Program Coordinator, who should have training in project management to help oversee this project.

### **Costing**

Cost estimates to Remedy Deficiencies according to the Building Inspection Report total \$413,500 (March 2014). There will be additional costs related to the interior design and set up of the museum/cultural centre, gift shop and café, including fixtures, lighting, display cases and kitchen equipment. The Nation has secured funding for ongoing work to the school until 2018. JMRFN will continue to seek funding assistance from various sources in order to complete the project. Quotes for specific costs will need to be solicited from contractors and professionals as the work progresses on the School.

### **Management Considerations**

To fully develop a funding strategy, the Committee will have to decide if the School should be run by JMRFN, by the Economic Development Corporation, or by a Society; if run by a Society, certain philanthropic organizations can be accessed for funding. Additionally, the Society could run the museum or cultural centre, while the Economic Development Corporation runs the café and gift shop, as these will be revenue-generating. Another factor to consider is operating the facility seasonally vs. year-round. Consideration should be given to the best management structure for the available resources and capacity in the community.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action Plan

The following represents an action plan for the log school house project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. Additionally, some of the tasks have been assigned to the Economic Development Corporation and its General Manager. In the event the Dev. Corp. does not get re-established in a timely manner, the SAO should be responsible for ensuring the activities are undertaken through delegation and/or committee. The action plan should be revisited as opportunities arise and resources become available.





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action Plan

Tourism Project 1: Renovate the Old School and turn it into a museum/cultural centre, café and gift shop				
Activities	Cost	Timeline	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 1				
Hire a contractor to continue the exterior work (including restoring the logs, putting new windows, doors and a new roof).	Cost estimates to Remedy Deficiencies according to the Building Inspection Report total \$413,500 (March 2014).	Summer 2016	Program Coordinator	Labour Construction resources Funding: from CanNor and ITI
Establish School Committee		Summer 2016	Program Coordinator	
Seek funding to develop a feasibility study and business plan for the museum and cafe		Summer 2016	SAO to source and approve contractors Summer students in archival and museum studies programs	CANNOR Heritage Canada-Cultural Spaces Prince of Wales Northern Heritage Centre (in Yellowknife) Archival students
Hire an architect to design the interior		Summer 2016	SAO to source and approve contractors	CANNOR ITI
Begin the deconstruction of the inside	Solicit quotes	2016	Contractor	Labour
Project management training for Program Coordinator		2016	SAO, Program Coordinator	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Tourism Project 1: Renovate the Old School and turn it into a museum/cultural centre, café and gift shop

Activities	Cost	Timeline	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 2				
Develop an operating profile: cultural interpretive centre (seasonal) vs. museum (year round); Decide on management structure (society vs. JMRFN vs. Ec Dev Corp)		2017	Ec Dev Corp Business Manager Committee	
Design and carry out interior renovation of the school, including electrical, mechanical, water and sewer system upgrades	Solicit quotes	2016-2018 (funds depending)	Committee to seek quotes from architects/designers Contractor	Interior designer and architect Funding: ITI, MACA community infrastructure fund, CanNor
Gather hunters and trappers tools and implements for museum		2017-2018	SAO to oversee collection with assistance from community members Summer students in archival and museum studies programs School Committee	Volunteers Storage
Look into heritage classification		2017	Committee	
Develop strategy for displaying and maintaining cultural artifacts		2017-2018	Committee	Use museum studies students to help with cataloguing and storing
Inform arts and crafts producers of opportunity to sell		2017	Committee Community Artisans	Community Artisans



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Tourism Project 1: Renovate the Old School and turn it into a museum/cultural centre, café and gift shop				
Activities	Cost	Timeline	Responsibility	Resources
<b>What specific activities are needed to complete this project?</b>	<b>What is the estimated cost of this activity?</b>	<b>When should this occur?</b>	<b>Who will undertake this activity?</b>	<b>What resources do we need? Where will they come from?</b>
wares through consignment; Start building inventory			Ec Dev Corp General Manager	
Develop interior design plans to house hunter and trappers museum, retail store and café'	Solicit quotes	2017	Committee to seek quotes for designers/architects	
Develop Marketing Plan (based on 2013 Business Plan)		2017	Economic Development Corporation General Manager	2013 Tourism Development Business Plan ITI
<b>YEAR 3</b>				
Continue working on renovating the inside of the old school	Depends on design	2018	Committee, community, contractor	Funding Labourers
Continue to gather hunters and trappers tools and implements for museum as well as arts and crafts items for retail store		2018	Committee Community artisans	Display, storage system
Hire experienced and capable individuals to manage and operate business		2018	Economic Development Corporation General Manager	Funding
Ensure hired community members take hospitality and business skills in tourism if required		2018	Economic Development Corporation General Manager	
Install museum exhibits	Depends on design	2018	Hired staff	Museum studies students
Open museum building		2018	Hired staff	



**Jean Marie River First Nation**  
**Community Economic Development Strategy – 2016**

<b>Tourism Project 1: Renovate the Old School and turn it into a museum/cultural centre, café and gift shop</b>				
<b>Activities</b>	<b>Cost</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources</b>
<b>What specific activities are needed to complete this project?</b>	<b>What is the estimated cost of this activity?</b>	<b>When should this occur?</b>	<b>Who will undertake this activity?</b>	<b>What resources do we need? Where will they come from?</b>
Marketing (through JMRFN website, pamphlets and paper advertisement)		On-going	Economic Development Corporation General Manager	2013 Tourism Development Business Plan ITI



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### *Tourism Project 2: Upgrade the RV Park and Campground*

A small park for Recreational Vehicles (RV Park) was created in Jean Marie River in 2007 in order to increase tourism and offer visitors a place to park and camp. The park is located along the Jean Marie River, on the left side of the Jean Marie River access road, just before the community.<sup>23</sup> A Slavey name has yet to be chosen for the park.



There are currently five cleared camp sites; three of which have large laneways with room for motorhomes to pull in.<sup>24</sup> There are also a few wooden picnic tables, steel pipes to support cooking grills, a wooden outhouse and a garbage bin. The plan is to extensively upgrade the sites, including installing wooden tables, electrical outlets, sewer pump outs, portable outhouses, showers, cooking grills, and cement pads to support the grills. Additionally, the RV Park grounds need to be further cleared of brush, and the ground

needs to be further leveled. The work would be undertaken and installed by a local crew of three.

A sign indicating the location of the park will also be installed at the site, as well as on the community billboard at the access road junction (to be replaced at a later date). Advertisement of the finished RV Park will be added to the Jean Marie River First Nation's website, as well as other means of advertisement such as NWT tourism websites, brochures and posters.

Funding worth \$160,000 has been sought from ITI for this project, in addition to \$24,000 of JRMFN equity funding. Normand Prevost provided a quote to JRMFN in November, 2015 to provide service panel and underground cables and plug pedestals at each RV site for a total of \$16,300 (\$8,900 in Material, \$7,400 in Labour). Costing and specifications for a modular washroom/shower facility was provided by Concept Energy Services Ltd. out of Hay River in November 2015 as follows:

Building	
Building	\$58,000
Landing, stairs, ramps	\$15,000
Transportation	\$4,500
1000 Gallon Sewer Tank	\$7,500
Setup	\$10,500

<sup>23</sup> Northern News Service, July 26, 2007. Jean Marie builds an RV Park. url: [www.nnsf.com/frames/newspapers/2007-07/jul26\\_07rvp.html](http://www.nnsf.com/frames/newspapers/2007-07/jul26_07rvp.html)

<sup>24</sup> Ibid



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Other	
Picnic Tables (Concrete/wood)	\$3,500 each
Picnic tables (wood)	\$250 each
Plastic Porta potties	\$1,400 each
Plastic showers	\$3,900
Transportation	\$2,700
Picnic fire-pit	\$750 each

### Action Plan

The following represents an action plan for the RV Park and Campground upgrade project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. Additionally, some of the tasks have been assigned to the Economic Development Corporation and its General Manager. In the event the Dev. Corp. does not get re-established in a timely manner, the SAO should be responsible for ensuring the activities are undertaken through delegation and/or committee. The action plan should be revisited as opportunities arise and resources become available.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Tourism Project 2: RV Park & Campground				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 1				
Clear area where the RV Park is		2017/2018	Labourer	GNWT ITI
Set-up picnic tables, install fire pits, and number the camp-sites.	See quote	2017	Ec Dev Corp	Concept Energy Services Ltd
Create a service sign on the highway that indicates there is the following in JMR: campsites, gas, water, washrooms		2017	Ec Dev Corp	
YEAR 2				
Install power connections poles in the RV Park.	\$16,300	2019	Ec Dev Corp	Norm Prevost
Commence expansion	See quote	2019	Ec Dev Corp	
Complete process for bookings and record-keeping		2019	Ec Dev Corp	
On-going marketing: website, brochures to Visitor Information Centres		2019	Ec Dev Corp	
YEAR 3				
On-going marketing: website, brochures to Visitor Information Centres		2019	Ec Dev Corp	





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### *Tourism Project 3: Traditional Trails and tourist accommodations*

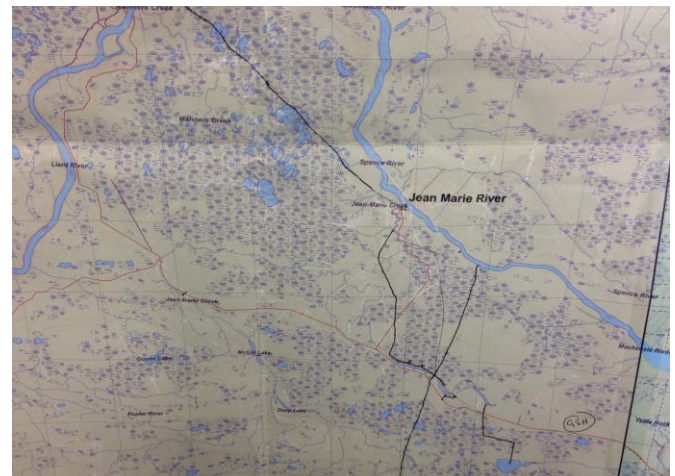
There are currently three trails leading out of Jean Marie River that have been used historically by the Nation. Some clearing of the trails began in 2010, as well as some preliminary mapping of the traditional routes.

The vision for the Traditional Trails project is to continue to develop the walking trails into a two-day walking trail system from the Jean Marie River Road to a traditional site at Ekahli Lake, then to the Mackenzie River and finally back to the community. A series of teepees or rustic cabins would be built along the trail for guest accommodations or for campers to use. This would add to the tourism attractions in the community. European tourists in particular would be targeted.

The strategies outlined in the 2016 Strategic Plan are to clean up the existing trails that have already been developed for continued use in 2016; to scout out and map traditional trails leading out of the community that were started in 2010; and to redevelop these new trails. The goal is that the trails will serve as an additional tourist attraction, as well as provide additional walking trails to community members. Using the traditional trails also demonstrates that the Nation is actively using their lands.

### **Action Plan**

The following represents an action plan for the Traditional Trails and Tourist Accommodations project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. The action plan should be revisited as opportunities arise and resources become available.







## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action Plan

Tourism Project 3: Traditional Trails and tourist accommodations				
Activities	Cost	Timeline	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
<b>YEAR 1</b>				
Have a meeting with the Elders to decide what is best		2016	Program Coordinator Ec Dev Corp	
Scout out and map traditional trails that lead out of the community.		2016	Community members, elders	
Develop and erect signage for rat root		2016	Ec Dev Corp	
<b>YEAR 2</b>				
Start to re-develop the trails scouted out in 2016.		2017	Ec Dev Corp	
Clean-up existing trails that have already been developed for continued use. Build on what was started in 2010.		Clean up should happen in the spring and summer of 2017- easiest to do in spring	Community members: Douglas, Angus, Billy, Earnest and Margaret (scouted) 3 others did clearing	Chainsaw Trimmers GPS Parks and Rec funding
Clear tree stumps Have the trail go around the lake		Spring 2017		
<b>YEAR 3 AND BEYOND</b>				
Address wet areas- consider a board walk		2018	Ec Dev Corp	
Develop tent pads and eventually cabins at the river and along the way (Night Falls)		2018-19	Ec Dev Corp	
Develop a booking and reservation system for the cabins		2019	Ec Dev Corp	
Train and hire a guide		2019	Ec Dev Corp	



**Jean Marie River First Nation**  
**Community Economic Development Strategy – 2016**

<b>Tourism Project 3: Traditional Trails and tourist accommodations</b>				
<b>Activities</b>	<b>Cost</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Resources</b>
<b>What specific activities are needed to complete this project?</b>	<b>What is the estimated cost of this activity?</b>	<b>When should this occur?</b>	<b>Who will undertake this activity?</b>	<b>What resources do we need? Where will they come from?</b>
Develop a marketing strategy; advertise on website and VICs		2019	Ec Dev Corp	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### *Tourism Project 4: Interpretive Centre at Ekali (Kelly) Lake*

In addition to the traditional walking trails and tourist accommodation, JMRFN have a longer term vision of developing an eco-interpretive centre at Ekali Lake, located in Łue Túé Sųłái. Łue Túé Sųłái is the area known as the Five Fish Lakes, which includes Ekali (Kelly) Lake, (Łue Túé), Sanguéz Lake, (Tł'onie Túé), Gargan Lake (Tłı̄t̄ı̄t̄ı̄j), McGill Lake (Tłhets'ėhk'e'), and Deep Lake (Dechj Náʔa) and is approximately 180 km<sup>2</sup> in size. Łue Túé Sųłái once held historic permanent camps, and there are several traditional trails, burial sites, and stories associated with the area.

Łue Túé Sųłái has habitat for several species of fish, wildlife and ducks, and is an important area for medicinal plants. These lakes have been used by the Jean Marie River First Nation for traditional activities such as hunting, fishing and gathering for countless generations and they continue to be used today.

Jean Marie River First Nation has proposed Łue Túé Sųłái as a protected area with the hope of ensuring future generations will remain connected to their culture and history.

#### Vision Statement for Łue Túé Sųłái

*The lands around these five lakes: Kelly (Ekali), Sanguéz (Ezáa Łue Túé), Gargan (Tł'onie Túé) Deep (Tłı̄t̄ı̄t̄ı̄j) and McGill (Dechj Náʔa) have sustained us as the Tłhets'ėhk'e deli Got'ie from the past. According to our stories and cultural beliefs it is a very important area to us. It is for this reason that we respect the area and feel it must be protected for our future generations.*

A longer term strategy is to undertake further planning and discussion for a multi-use eco-interpretive Centre at Ekali Lake, approximately 12 miles from the community. JMRFN members used to winter at Ekali Lake, and can be accessed by boat or by foot. Part of the vision for this project includes reestablishing the traditional trails in the area as discussed above in Tourism Project number 3, so that the centre is a destination for walkers, campers and boaters. The walking trails and interpretive centre could be packaged as a 2-3 night trip for tourists. It could also be used to host conferences, workshops or school trips from Fort Simpson, as well as host scientists and serve as a research station for climate change work. The hope is to have an all-season facility. The style of the centre would be a log building, similar to the Katlodeechee First Nation Wilderness Lodge on the Hay River reserve, or the Salt River Centre in Fort Smith.



*Katlodeechee First Nation Wilderness Lodge*

Jean Marie River FN has already begun to reopen some traditional trails, but there has yet to be an evaluation of which trails should remain walking trails, and which (if any) should be open to All Terrain Vehicles (ATVs). Given that there appears to be significant historical and pre-contract camping sites



## Jean Marie River First Nation Community Economic Development Strategy – 2016

along the main trails, some of these sites need to be protected, which means limiting trail access to some degree.<sup>25</sup>

### Action Plan

The following represents an action plan for the Interpretive Centre at Kelly (Ekali) Lake project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. Additionally, some of the tasks have been assigned to the Economic Development Corporation and its General Manager. In the event the Dev. Corp. does not get re-established in a timely manner, the SAO should be responsible for ensuring the activities are undertaken through delegation and/or committee. The action plan should be revisited as opportunities arise and resources become available.

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<sup>25</sup> Studio Marketing Group



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action Plan

Tourism Project 4: Interpretive Centre at Kelly (Ekali) Lake				
Activities	Cost	Timeline	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 1				
Research potential funding programs		2017	Ec Dev Corp General Manager	
Gather existing traditional knowledge studies, maps		2017	Ec Dev Corp	
Hold meeting with Elders to determine vision, ATV access		2017	Ec Dev Corp	
YEAR 2				
Undertake a feasibility study		2018	Ec Dev Corp General Manager	
YEAR 3				
Follow recommendations from Feasibility Study		2019	Ec Dev Corp	
Further planning and discussion for the Interpretive Centre and establishing trails at Kelly Lake		2019-2020	Ec Dev Corp	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 4.2 Forestry

The Jean Marie River (JMR) First Nation has been using the forest for traditional hunting and gathering activities since time immemorial. The forest has been used for a myriad of purposes, including for fuel, snowshoe frames, axe handles, paddles, net floats, net-weaving needles, sawhorses, ladders and fur stretching boards. Community members were particularly adept at making birch and spruce bark canoes. They would travel by dog team up the Jean Marie River in early spring, build these types of boats upriver, and then canoe downriver while hunting beaver and ducks after break up.

For the past eighty-plus years, the JMRFN have also been harvesting timber from the forest for commercial purposes: for cordwood to sell in the larger, downriver community of Fort Simpson, and to manufacture lumber for constructions projects (first using whipsaws, and then using small-scale sawmills). Through this historic involvement in both traditional and commercial uses of the forest, members have become aware of the interaction and impact of logging on the surrounding forest, and have become confident in their ability to effectively manage local forest resources.<sup>26</sup>

Jean Marie River First Nation continues to assess sustainable forestry options and is working to ensure they have a stable, competent management structure in place to support forestry operations. In the past JMRFN operated a sawmill, which was very successful in the 1950s and 60s, but has struggled in recent years in large part due to changing market conditions. Part of the forestry business development plan includes industry-specific training as necessary.

#### Forestry Vision

Vision elements for forestry operations in Jean Marie River include the following:

- Sawmill- use all resources
  - Lease it, have a portable sawmill that can travel similar to Kikisa
  - Look at business structure, develop a working group
- Timber harvesting- the opportunity is NOW
- Working for ourselves
- Make use of our blackwood
- Have an operational camp
- Warehouses
- Lumber can be used for 'glamping' cabins- small camping structures
- GNWT is a buyer
- Become a small house producer
- Using our own logs in renovations

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<sup>26</sup> Jean Marie River First Nation, March 2003. Jean Marie River First Nation Forest Management Plan- Working Draft, Plan Outline and Sections 1, 11 & 111



## Jean Marie River First Nation Community Economic Development Strategy – 2016

- Have established partners – need to look at their track records (currently opportunities to partner with a variety of folks, specifically:
  - Brad Mapes
  - Pattison housing
  - Other small communities
  - ECE- host apprenticeships
- Develop criteria for partnerships
- Business ownership
- Bring income and resources in



**Goal:** Develop a Sustainable Forestry Operation

**Objectives:**

- Assess forestry industry options
- Ensure stable, competent management structure
- Develop product/service, marketing and business plans
- Access operational funding
- Provide industry specific training as required

### *Regional Market Overview*

At this point in time, industrial forestry operations are in their infancy in the Territory. The timber resource in the Dehcho region is quite small in terms of what is normally considered to be economically viable in more traditional forestry economic areas.<sup>27</sup> Overall stand density in the area is quite low, and tree size and heights are relatively low. Economic species include Jack Pine, White Spruce, Black Spruce and Trembling Aspen.

A local investment group has plans to build a wood pellet manufacturing facility in Enterprise, approximately 320km from Jean Marie River. Currently all inventory of wood pellets are imported to the NWT. There are three manufacturers in northern Alberta, and approximately nine in northern British Columbia (Biomass 2012 Pellet Map). A local facility in Enterprise would have a competitive cost advantage due to the transportation costs associated with importing. Through their input supply agreements with five First Nations in the Dehcho and South Slave regions, the wood pellet plant plans to establish exclusive distributorship opportunities with the region as well. This would create a barrier to southern suppliers. Currently of the five First Nations communities who have been invited to participate as wood harvesters, two have signed agreements to become input suppliers.<sup>28</sup> At this time, Jean Marie River is considered to be too far away to serve as a supplier of wood fiber to the pellet plant.<sup>29</sup>

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<sup>27</sup> Ibid

<sup>28</sup> Matsyk, Debbie. 2015. JMRFN Wood Harvesting Business Plan.

<sup>29</sup> Matsyk, Debbie, 2016. Personal communication.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

There is also a growing interest and demand for biomass products. This could represent a significant opportunity for the JMRFN to become a vital input supplier within an emerging northern industry with strong growth potential.<sup>30</sup>

Three community-based sawmills exist in the Dehcho region, but only one is in operation. All of the sawmills have capacity to become wood harvesters.

Forecast trends for territorial, national and international markets indicate a strong and growing demand for wood pellets; by association, demand for harvested timber to supply the wood pellet plant will remain strong as well. Territorially, the NWT Biomass Strategy documents the NWT's commitment to converting residential and commercial buildings to using wood pellets.

### **Forestry Projects:**

Given Jean Marie River's historical success in timber harvesting and their sawmill operation, the community wish to re-invigorate their participation in the forestry industry, and have identified two related projects to pursue over the next three years.

#### ***Forestry Project #1: Timber harvesting***

**Goal:** Develop a Sustainable Forestry Operation

#### **Objectives:**

- Assess forestry industry options
- Ensure stable, competent management structure
- Develop product/service, marketing and business plans
- Access operational funding
- Provide industry specific training as required
- Ensure a steady and reasonable supply of quality timber
  - Assess and negotiate access to timber from other areas in the Dehcho
  - Assess and implement reforestation practices
  - Fully utilize 'cull' timber from seismic, pipeline and other resource development activities
  - Cull and utilize timber damaged through insects and rot while it still has commercial value

As stated above, JMRFN have always worked with forest products. The Nation has stated that forest management must continually strive to find a balance between logging and the protection of wildlife and traditional land use activities.

In the summer of 2013, the 'Jean Marie Fire' burned a vast area within the vicinity of the Trout River and Highway 1 (over 100,000ha). The fire area has portions that have forest inventory completed, primarily

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<sup>30</sup> Jean Marie River First Nation's Wood Harvesting Business Plan. 2015





## Jean Marie River First Nation Community Economic Development Strategy – 2016

along either side of Highway 1. In the summer of 2015, a supplemental inventory was completed that classified polygons based on salvage potential. There is interest in the community to harvest some of the damaged timber resources. Currently, the ability of the damaged trees to remain sturdy enough to log and put onto a truck 'is not overly well known'.<sup>31</sup>

JMRFN plans to revitalize their timber harvesting operations to supply timber to a number of potential partners. Although Jean Marie River is currently outside of the planned timber supply radius, discussions with Brad Mapes should still be carried out to determine the extent of the possibility of supplying timber to the wood pellet plant in Enterprise in the future. A long term arrangement to supply harvested timber to the wood pellet plant would create local employment, and provide a steady revenue stream for JMRFN that would enable them to diversify their operations to include sawmill products and invest in other business ventures. Should the wood pellet plant not be constructed as planned or not develop an agreement with JMRFN, JMRFN will re-direct its marketing strategy toward becoming an input supplier to Tolko's High Level Lumber Plan located in northern Alberta. Chipped timber waste would also be sold at cost to the JMRFN Band Office in support of their wood chip biomass pilot project.<sup>32</sup> Additional timber harvesting business development ventures under consideration include: becoming a regional wood pellet distributor; starting a tree nursery; revitalizing the loghouse building initiative; and sawmill other rough lumber products.

In order to participate in the wood harvesting industry, JMRFN will need to obtain approval to harvest timber within the region. Permits have been applied for in the spring of 2016. JMRFN will also need to invest in specialized equipment and specialized training. Investment requirements should be reviewed by a forestry specialist, but could include an in-woods chipping system, and a cut-to-length harvesting system. Transport vehicles may also be needed to move the product to market. This could be a partnership opportunity for the Nation.

### **Management Team**

It is recommended that a Management team for timber harvesting be created under the Economic Development Corporation and made up from community members and others who have relevant business and general management experience. A mentorship or advisory council, made up of business and industry specialists will be a critical resource to ensuring the venture stays on track. The Advisory Council as suggested in the 2015 Wood Harvesting Business Plan would include Brad Mapes, Bruce Elliot, Rafe Smith (GNWT Forest Resources), and Altaf Lakani (CanNor).

A human resources development strategy should be designed to ensure effective practices are used to recruit, train and retain an inspired, capable and professional staff complement.

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<sup>31</sup> Mistik Environmental Services Ltd. December 2015. Blackwood Assessment- GNWT: Jean Marie, Kakisa and Birch Lake.

<sup>32</sup> Matsyk, Debbie. 2015. JMRFN Wood Harvesting Business Plan.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Costs

Based on the 2015 Blackwood Assessment carried out for Jean Marie River, Kakisa and Birch lake, with no destination mill or overall assessment of ability to salvage, detailed costing 'would be of no value'. The costing provided in Blackwood Assessment for Jean Marie River gives a base level assessment as to whether the timber has some economic potential, and can be further refined through more detailed discussions involving all parties.<sup>33</sup>

The 2015 Blackwood Assessment states that initial investment or lease requirements would likely include an in-woods cut-to-length harvesting system and a chipping system. Transport vehicles are also needed to move product to market, and relocate harvesting equipment as and when required. It is suggested that the equipment be leased for the first 2 years of operation. The sawmill shelter can be moved to the staging location and used to shelter equipment and inventory (wood chips) during the off-season.

It is envisioned that timber harvesting will be a social-preneurial initiative. In addition to sales of cut-to-length timber and at-cost sales of wood chips to the JMRFN Band Office for their wood chip heating pilot project, additional potential revenue sources are land clearing contracts; lease of equipment during the off-season. Territorial and federal funding will be sought to assist with start-up costs to the fullest extent possible, for both equipment and training. JMRFN will invest at least \$250,000 during the 5 year term.<sup>34</sup> The Dehcho Royalty Fund is also available for access.

### Action Plan

The following represents an action plan for the Timber Harvesting project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. Additionally, some of the tasks have been assigned to the Economic Development Corporation and its General Manager. In the event the Dev. Corp. does not get re-established in a timely manner, the SAO should be responsible for ensuring the activities are undertaken through delegation and/or committee. The action plan should be revisited as opportunities arise and resources become available.



<sup>33</sup> Mistik Environmental Services Ltd. December 2015. Blackwood Assessment- GNWT: Jean Marie, Kakisa and Birch Lake.

<sup>34</sup> Matsyk, Debbie. 2015. JMRFN Wood Harvesting Business Plan.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action plan

Forestry Project 1: Timber Harvesting License and Permitting				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 1				
Permitting		underway	Ec Dev Corporation	
Establish forestry management committee		2016	Ec Dev Corporation	Industry specialists: Tom McKusta and Raif Smith, ENR Forestry, Hay River Liaise with other departments
Set up forestry operations under the Ec Dev Corp		2016	Forestry Management Committee, Ec Dev Corp	
Find housing and office space for Business Manager and Forestry Specialist		2016	Forestry Management Committee, Ec Dev Corp	
Recruit and hire business managers; ensure 'tight' contracts		2016	Forestry Management Committee, Ec Dev Corp	Richard Laferty John Bartlett
Expand business plan		2016	General manager and Forestry specialist	Existing plans
Initiate discussions with potential destination mill to assess forestry options and economic viability		2016	General manager and Forestry specialist	
Confirm financial sources/resources; access operational funding		2016	General manager and Forestry specialist	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Forestry Project 1: Timber Harvesting License and Permitting				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
Develop training plan and apply for training funds		2016	General manager and Forestry specialist	Look at Providence Forest Management Agreement for skills development
Hire industry specialist to oversee training process and remain on site for further on the job training		2016	General manager and Forestry specialist	
Lease equipment		2016	General manager and Forestry specialist	
Lease or purchase logging truck and trailer units		2016	General manager and Forestry specialist	
Develop inventory management process: storage, location		2016	General manager and Forestry specialist	
YEAR 2				
Complete required consultations for timber permits		2017/18	General manager and Forestry specialist	
Finalize contractual agreements- forest management agreement, supplier contract ,MOUS with other communities		2017/18	General manager and Forestry specialist	
Recruit and train work force		2017/18	General manager and Forestry specialist	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Forestry Project 1: Timber Harvesting License and Permitting				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
Develop product/service, marketing and business Plans		2017/18	General manager and Forestry specialist	
Network with potential buyers and business partners: Slave Lake Dev Corp, Aboriginal Housing, packaging in Ontario etc.		2017/18	General manager and Forestry specialist	
YEAR 3				
Purchase or lease equipment		2018	General manager and Forestry specialist	
Begin timber harvest to supply to sawmill and other potential partners by 2018		2018	General manager and Forestry specialist	
Assess and negotiate access to timber from other areas in the Dehcho		2018	General manager and Forestry specialist	
Assess and implement reforestation practices		2018	General manager and Forestry specialist	
Fully utilize 'cull' timber from seismic, pipeline and other resource development activities		2018	General manager and Forestry specialist	



**Jean Marie River First Nation**  
**Community Economic Development Strategy – 2016**

Forestry Project 1: Timber Harvesting License and Permitting				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
Cull and utilize timber damaged through insects and rot while it still has commercial value		2018	General manager and Forestry specialist	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### *Forestry Project #2: Sawmill recommissioning*

#### **Goal: Develop a sustainable sawmill operation**

##### **Objectives:**

- Build community capacity to manage and operate the sawmill
- Ensure stable, competent management structure
- Review and revise marketing and business plan
- Access operational funding
- Train local mill workers, forest technicians, and forestry management personnel

As stated previously, the forest has been used by the Tthets'ek'ehdeli Got'ie for a myriad of purposes, including for fuel, snowshoe frames, axe handles, paddles, net floats, net-weaving needles, sawhorses, ladders and fur stretching boards. By the 1930s, the Tthets'ek'ehdeli Got'ie were whip-sawing lumber from logs by hand to use for roofing, flooring or river scows. Cordwood cut from burned areas was towed to Fort Simpson. Community members all pitched in to buy a horse and barge to generate local work and revenue.

In 1956, Louis Norwegian brought an old sawmill to the community with the support of the then Department of Indian and Northern Affairs, which he used to square logs and cut lumber for the construction of new houses in the village. By 1964, the community had raised enough money to purchase a new sawmill, and lumber from this sawmill was sold to Wrigley, Hay River, Fort Simpson and other NWT communities. Since that time, two of the mills have burned down, been rebuilt, relocated, and have operated sporadically. In the 1990s, the community purchased a log lathing machine to manufacture log homes.

There is still a small sawmill operation in Jean Marie River that is not currently in use. In the recent past, there were 4-5 workers employed at the sawmill; 1 sawyer, 1 loader operator, 1 sorter, 1 worker bucking logs to length. As part of the goal to have a self-sustaining community, a strategy outlined in the 2016 Draft Strategic Plan for the Nation is to explore recommissioning of the sawmill. This involves ordering the parts that are required and installing them; and developing a specific sawmill Business Plan so that the sawmill is operational by 2018. Market interests include making wood pellets, biomass for heating homes, and re-entering the market for log building kits.

In 2007, Jean Marie River was included in a “Community Sawmill Opportunities Study” initiated by the Government of the Northwest Territories to examine the economics of community sawmill operations in the NWT to determine the necessary conditions for profitable operations<sup>35</sup>. Four specific opportunities were analyzed as part of the study:

- The implementation of Best Practices
- Value-added/secondary wood product manufacturing

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<sup>35</sup> Forintek Canada Corp, March 2007. Community Sawmill Opportunities Study: Prepared for Government of Northwest Territories Industry, Tourism and Investment, Environment and Natural Resources.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

- Log home building
- Wood pellet manufacturing

Some of the general key recommendations from the 2007 report that are still applicable addressed the need for investments in:

- Shelter for both machinery and workers to create an opportunity for extending the operating season
- Specific training and technical assistance
- Mechanisms to track costs and operating ratios
- Proper air-drying techniques, and investments in small kilns and planers that will allow operators to better serve and capture a portion of the local housing construction market
- Equipment to produce secondary wood products and/or log homes

### **Market Focus**

According to the 2007 Community Sawmill Opportunities Study, JMRFN should initially focus on the production of dimension lumber for the community, and for the needs of the surrounding communities and construction industry. There may also be future opportunities in the mining industry or the Mackenzie Valley Gas Pipeline. JMRFN will have to have the mill consistently operational in order to respond to these markets.



### **Costing**

The existing sawmill equipment in Jean Marie is obsolete and not worth replacing. As per the 2014 Financial statements, the existing sawmill equipment is at 11% of its original book value. More efficient and portable sawmill equipment is available at reasonable prices. Regardless of the business venture launched, support from the NWT and/or Federal Government will most likely be necessary.<sup>36</sup>

### **Action Plan**

The following represents an action plan for the Sawmill Recommissioning project for the next three years. The action plan was developed by staff, leadership and community members. Each activity may require a more detailed work plan, which should be developed by the assigned responsible community member within the appropriate timeline. Additionally, some of the tasks have been assigned to the Economic Development Corporation and its General Manager. In the event the Dev. Corp. does not get re-established in a timely manner, the SAO should be responsible for ensuring the activities are undertaken through delegation and/or committee. The action plan should be revisited as opportunities arise and resources become available.

<sup>36</sup> Forintek Canada Corp, March 2007. Community Sawmill Opportunities Study: Prepared for Government of Northwest Territories Industry, Tourism and Investment, Environment and Natural Resources.





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Action Plan

Forestry Project #2: Sawmill Recommissioning				
Activities	Cost	Priority	Responsibility	Resources
What specific activities are needed to complete this project?	What is the estimated cost of this activity?	When should this occur?	Who will undertake this activity?	What resources do we need? Where will they come from?
YEAR 1				
Order required parts for the existing sawmill and have them installed		2016	Ec Dev Corp	
Ensure stable, competent management structure		2016	Ec Dev Corp	
YEAR 2				
Re-commission the sawmill		2017	Ec Dev Corp	
Develop a sawmill specific Business Plan.		2017	Ec Dev Corp Forestry Specialist Forestry Committee	
Review and revise marketing and business plan		2017	Ec Dev Corp Forestry Specialist Forestry Committee	
Access operational funding		2017	Ec Dev Corp Forestry Specialist	
Build community capacity to manage and operate the sawmill (see training plan tasks in Timber harvesting project)		2017	Ec Dev Corp Forestry Specialist	
Hire a millwright and electrician		2017	Ec Dev Corp Forestry Specialist	
YEAR 3				
Train local mill workers, forest technicians, and forestry management personnel		2018	Ec Dev Corp Forestry Specialist	



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 5. IMPLEMENTATION: CONDITIONS FOR SUCCESS

*“Community Economic Development (CED) can be sometimes a slow and complex process. This is because they involve people, community, allocation of resources (time, energy and money), and changing people’s behavior. Like building a house, it is important to plan and build a strong foundation. CED is like a house. The foundation is the skills of the people and the supportive organizations in your community. While there are short cuts to providing temporary shelter, there is no substitute for a well-built house. While it may seem to take a lot of energy and time to get the solid house started, in the end it takes less energy and resources than trying to rebuild every year after your house had fallen down.”- Council for the Advancement of Native Development Officers*

In order to create an environment that will lead to successful economic development, there are a number of factors that need to be in place. This section will outline some of these conditions for Jean Marie River First Nation’s economic success, which includes:

#### 1. Skills Development and Training

Skills development and capacity building are extremely important components of community economic development, as they provide the foundation upon which a community can grow and prosper. Education and training will help build local opportunities and enhance local economic growth. They will also contribute towards community healing.

#### 2. Support for Small Business and Entrepreneurs

Entrepreneurs play a key role in both job creation and diversification of local economies. Entrepreneurial support will contribute to business start-up and success.

#### 3. Opportunity Development and Investment

Opportunity development and investment enables JMRFN to play a direct role in creating jobs and building wealth in the community by owning and operating its own businesses.

#### 4. Economic Development Governance Structure

The Jean Marie River Development Corporation was established as a separate entity with the mandate of creating sustainable business ventures and practices that contribute to the community economy and align with cultural values as defined by Dene laws and principles. JMRFN wishes to re-vitalize their business arm and maintain separation from politics by establishing its own Board of Directors. This revitalization is still in progress, and will be important to JMRFN’s economic success.

### 5.1 Skills Development and Training

Jean Marie River First Nation recognizes the important role that skills development and training will play among staff and community members in the future of their community. Skill development goes beyond technical and professional training to encompass broad skills such as wellness, literacy, numeracy and social skills.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

The diagram below illustrates the gap that can exist between ‘what is’, or what are the current skills and interests in the community, with ‘what is needed’ to implement the community’s plans and achieve its vision. The difference between the two represents the gap that must be filled by capacity building, skills development, and human resource development. Some of these gaps will require immediate attention, while others can be worked on over a longer period of time.



To identify the gaps that exist in JMRFN, we looked at the economic opportunities identified in light of the skills that exist in the community already, which skills may need to be strengthened, and how those skills can be built.

The table below shows the skills that the community has, that they need and ideas on how to help build skills in the community.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 5.2 Capacity and Skills Building

Project/activity	Skills we have	Skills we need	How we are going to get/build them
Renovate the Old School and turn it into a cultural centre, café and gift shop	Labourers Carpentry Good cooks/caterers Story telling/interpretation Trapping Writing funding proposals High school graduates Business owners (Lucy) Arts and crafts artisans Janitor	Train local people to run a café Need a guide or interpreter Historian/storyteller Marketing Simple accounting Janitor General manager	Mentorship Funding Job shadowing Business + tourism courses
RV Park	Labourers Carpentry	Marketing Plumbing and electrical	Mentorship Job shadowing
Traditional trails + rustic accommodation	Knowledge of Elders Trail clearing and labourers	Marketing	Funding Job shadowing
Interpretive centre at Kelly Lake	Knowledge of Elders Trail clearing and labourers	Interpretation Event planning Marketing	Funding Job shadowing
Forestry	Caterers Labourers Carpentry	Long haul truckers Caterers Saw mill operators	Mentorship Funding Job shadowing Industry specific training

As outlined in the action plans for each individual economic development project, developing a training plan and accessing training funding will be an important component to successfully realizing the project goals.

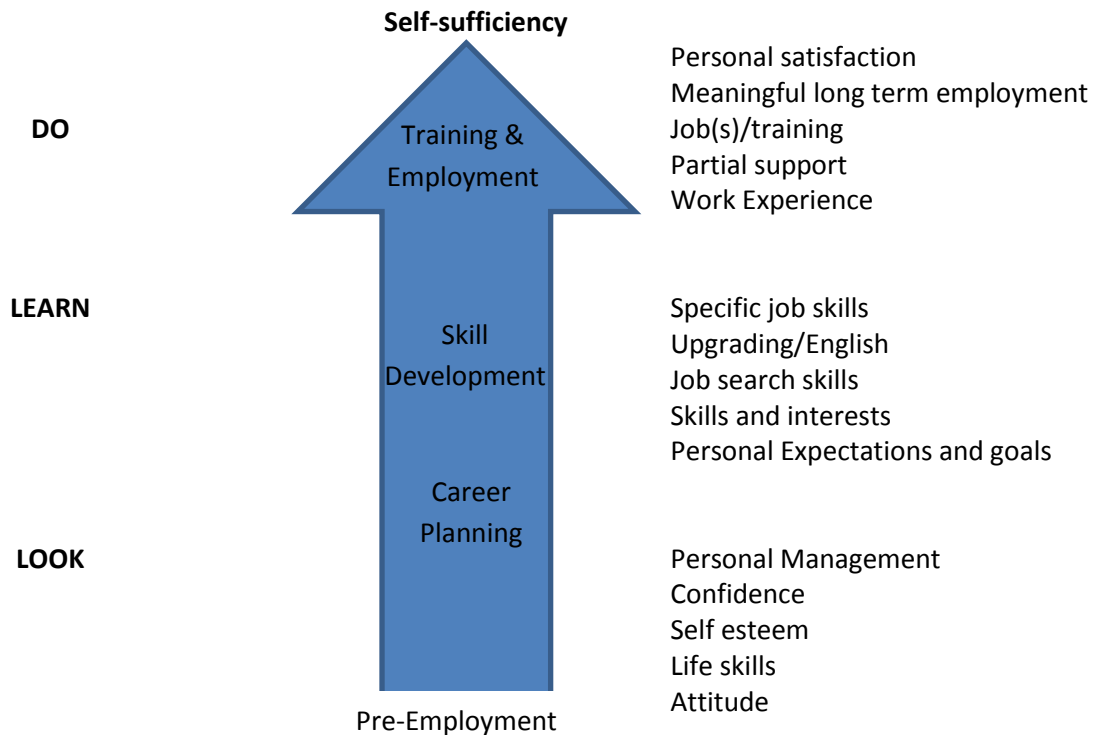
#### The Employment Continuum

The figure below illustrates the process that people must go through from the pre-employment stage to having satisfying, long term employment. The foundation skills are part of pre-employment. There is a need for JMRFN to be involved in the full continuum, from life skills to training to employment.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### The Employment Continuum<sup>37</sup>



#### Next steps

Jean Marie River First Nation may wish to consider developing a Training Plan for the community as a whole as well as assist members in developing their own individual training plans. The Nation will need to work with other groups in the region currently providing the appropriate workshops, resources and support in order to leverage funds. They should continue to promote and take advantage of the workshops and training that are available in the region in order to provide as much in-community training as possible.

## 5.2 Support for Small Business and Entrepreneurs

Developing sustainable businesses has been a main objective of the goal to develop a sustainable, community controlled economy.

Jean Marie River First Nation recognizes that business development is important to job creation and the community's overall economic future. There is an entrepreneurial spirit among members, who have plenty of ideas for small businesses. However, there may be obstacles to business development in the community, including a lack of: financial resources, business experience, assistance with business planning and the start-up process, training, and support. Many community members do not know how

<sup>37</sup> Frank Flo and Anne Smith. 1999. The Community Development Handbook: A Tool to Build Community Capacity. Human Resources Development Canada.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

to proceed with a business idea, and some lack the confidence in themselves and the motivation to get started. Some action items to support small business development and JMRFN entrepreneurs as discussed in the 2013 Community Plan include:

- Encourage business awareness, training and support for members
- Encourage youth involvement in community economic development planning
- Encourage entrepreneurial training
- Provide joint venturing/contracting/negotiations training
- Encourage members to start private businesses

### 5.3 Opportunity Development and Investment

#### *Business development*

The JMRFN has identified the desire to continue to play a role in creating jobs and building wealth in the community by establishing its own businesses through its Economic Development Corporation. Business development by the Nation has the potential to provide a number of benefits to the community including: wealth building through revenue generation, employment development and training opportunities as well as opportunities for entrepreneurs to establish spin-off businesses. The JMRFN may also consider investing in opportunities beyond the boundaries of the community. Generally, this is viewed as a way to generate revenue for the community to be used to support community programs and activities.

#### *Joint Ventures*

Joint ventures are paramount to the successful participation in large-scale business development activities. Joint ventures enable communities that have limited resources (i.e. finances, business management experience, and capital) to meaningfully contribute to, and benefit from, larger projects. This type of agreement can also help minimize the risk of an investment.

Essentially, joint ventures are a legal association of two or more parties (typically companies) with the goal of undertaking a business enterprise. Joint ventures are thought of as being formed for a specific purpose or timeframe. If the relationships work well and a permanent enterprise is desired, then a jointly owned company can be formed. The ownership portion of the shareholders does not have to be equal, and there are often advantages from a funding or grant perspective if the Nation ownership and control is greater than 50%. Establishing a joint venture can be beneficial to both parties – providing employment, training, and economic returns to both.

It is recommended that JMRFN continue to identify those businesses that have either an interest in operating in or are already operating in the Dehcho. Such a review may enable JMRFN to identify potential joint venture opportunities. Joint venture opportunity is key to minimizing risk and maximizing success of business development opportunities.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### *Venture Selection*

There are three steps which JMRFN could use in selecting a venture including:

- Venture Assessment
- Feasibility Study
- Business Plan

### *Venture Assessment*

The venture assessment is the first step in selecting a suitable business venture. This identifies and examines a business proposal to determine if there are any obvious issues that suggest the project would not be feasible. It also ensures that the project will meet the broad goals of the economic development strategy.

In order to proceed with this first step in a fair and objective manner, it is essential that a set of venture selection criteria be in place. This will determine if the project meets JMRFN's interests, values, resources and priorities.

To be considered, the venture should illustrate how it meets the following criteria:

- There are employment opportunities for community members
- There is both meaningful work available and opportunities for developing skills
- There is an existing market for the goods/services
- The preliminary 'order of magnitude' start-up costs are defined
- The concept is clearly defined
- There are opportunities to joint venture with other organizations
- Financing is available
- The venture supports JMRFN culture, traditions and community values
- The venture supports health and well-being of community members and employees
- The venture is not likely to adversely affect the environment

Jean Marie River First Nation may wish to add additional venture-selection criteria to this list. If the business proposal meets these criteria, it can move onto the next stage – the feasibility study.

### *Feasibility Study*

The feasibility study clarifies the components of the project in greater detail. The information in the following four areas can help JMRFN determine whether or not to move forward with the project.

1. The **market assessment** identifies who the market is for the product or service and how much of the market can be captured. This component also describes the competition in order to identify the potential market share.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

2. The **production factors** identify whether or not the Nation has the capacity to develop the product or service. It also identifies preliminary pricing for the product or service and the technology required to produce it. It describes what is unique about this particular product or service.
3. The **financial** component looks at the preliminary start-up costs of the new venture and whether or not JMRFN can obtain the necessary capital required for this project.
4. The **management/organizational** component identifies the community's ability and support in developing and managing this project. It also identifies any outside partnerships that may be required as part of this project.

If the project seems feasible at the end of this process, it should move on to the business plan stage. The information gathered as part of the venture assessment and feasibility study can be used as the basis of the business plan.

### *Business Planning*

A detailed business plan should be developed for those proposals that make it through the feasibility study. The business plan provides the road map for developing the idea into a business. The business plan should include the following components:

- Statement of purpose and summary
- Description of business
- Market analysis
- Organization and management
- Financial analysis
- Implementation plan

### *Next steps*

Until the JMRFN Economic Development Corporation is 'revived', JMRFN should assign responsibility to a staff member or members for overseeing the implementation of the economic development strategy with regard to opportunity development. S/he should be responsible for researching, developing and coordinating opportunity development on behalf of JMRFN, and should also be the primary liaison between JMRFN and local industry and business. This individual will make use of the venture selection criteria as outlined above.





## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 5.4 Economic Development Governance Structure

Research has identified a number of key factors that can influence the level of success with respect to economic development, including:

1. Separate business from political decision-making while being accountable to the community
2. Separate the requirements of economic activities from the day-to-day pressures of governance and administration
3. The ability to undertake high-risk activities while protecting the Nation's assets in case of default
4. Present a viable and secure image to potential investors and partners
5. Support and reflect community values, cultures and traditions
6. Meet the legal requirements necessary for economic development activities
7. Communicate and report back to Council and the community on an ongoing basis.<sup>38</sup>

In order to create an environment for successful economic development, a community must create an environment in which people want to invest. Investors can include anyone from a joint venture partner or community entrepreneur, to a newly trained school teacher looking to return to his/her community, or a community member contemplating a job at the administration office. Investors, partners and entrepreneurs need to know the 'rules of the game'. Setting up an economic development structure that makes sense for JMRFN will be crucial for success.

The Jean Marie River Development Corporation was established as a separate entity with the mandate of creating sustainable business ventures and practices that contribute to the community economy and align with cultural values as defined by Dene laws and principles. In 2014, the elected Council passed a motion to re-vitalize their business arm and maintain separation from politics by establishing its own Board of Directors.<sup>39</sup> This revitalization is still in progress.

Criteria/parameters to be on the Board were developed at the time, and include:

- Councilors cannot be on the Board of Directors; however 1 Council member representative can attend as an ex-officio member.
- Board members should have business experience
- Board members need to be active, aggressive and informed
- Lawyers are desirable
- Board membership should tap into the wider business community

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<sup>38</sup> Stephen Cornell and Joseph P. Kalt. 1998. Sovereignty and Nation-Building: The Development Challenge in Indian Country Today". American Indian Culture and Research Journal, 22:3 (187-214).

<sup>39</sup> Matsyk, Debbie. 2015. Wood Harvesting Business Plan.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

The Economic Development Corporation has not been active in many years. Currently, Council is the *de facto* Board. JMRFN recognize the need to separate the Corporation from Council, but in the interim, Council is involved in economic development decision making. JMRFN's financial accountant currently maintains the books for the Corporation.

Once the Corporation is back up and running, the Board will provide regular updates to Council. A Business Manager/General Manager would be employed to pursue and manage economic development activities for the Nation, and would report to the Board.

### *Community involvement in Economic Development decision making*

The JMRFN community has always been and will continue to be involved in Economic Development decision making. There are numerous community meetings where members are invited to provide input on development projects, and regular presentations are made, including at the Annual General Meeting. In addition, the JMRFN administration has an open door policy, where members can provide input or ask questions of Nation business at any time, and projects are often discussed on Facebook and on the JMRFN web page. "Everything comes from the community's ideas."

### *Tri-corporation*

Following the example set by Chief Roland Twinn and five First nations in Northern Alberta, JMRFN plans to initiate discussions on establishing working partnerships with other First Nations in the Dehcho Region. Pooling equipment and workforce resources will improve overall capacity to take on larger projects or business ventures. Developing a tri-corporation or 'tricorp' is a longer term goal that can be used to leverage funding and cost sharing for larger regional projects. An additional example of a successful tricorp is the Denendeh Development Corporation in the North Slave region.

### *Economic Development Corporation Action Plan*

As part of the goal to have a self-sustaining community, a strategy outlined in the 2016 Draft Strategic Plan for the Nation is to revitalize the Jean Marie River Economic Development Corporation. Action steps to revive the Economic Development Corporation include:

- Locate the files related to the Corporation, including the Terms of Reference for the Board of Directors
- Develop a recruitment strategy to recruit the Board
- Update the operating policies for the Corporation
- Develop a job description for the General Manager
- Recruit, train and find office space for the General Manager to run the Development Corporation
- Appoint a Board of Directors to lead the Corporation
- Explore opportunities to develop a Tri-corporation between Jean Marie River, Trout Lake and Nahanni Butte.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### 5.5 Conditions for Success Action Plan

Strategies	Activities
<b>Skills development and training</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop training plans for each of the 6 economic development projects</li> <li><input type="checkbox"/> Assist members to develop their own individual training plans</li> <li><input type="checkbox"/> Pre-employment: continue to promote wellness, literacy and life skills workshops</li> <li><input type="checkbox"/> Work with other groups in the region to provide appropriate workshops and training</li> <li><input type="checkbox"/> Leverage funds to deliver training</li> <li><input type="checkbox"/> Support members in accessing technical trades training</li> <li><input type="checkbox"/> Promote and take advantage of workshops and training available in region</li> <li><input type="checkbox"/> Provide as much in-community training as possible</li> <li><input type="checkbox"/> Provide opportunities for mentorship, on the job training and apprenticeships</li> </ul>
<b>Support for small business &amp; entrepreneurs</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Encourage business awareness, training and support for members through government programs and partners</li> <li><input type="checkbox"/> Encourage youth involvement in community economic development planning</li> <li><input type="checkbox"/> Encourage entrepreneurial training</li> <li><input type="checkbox"/> Provide joint venturing/contracting/negotiations training</li> <li><input type="checkbox"/> Encourage members to start private businesses</li> <li><input type="checkbox"/> Improve access to training related to business planning, financial management and marketing</li> <li><input type="checkbox"/> Celebrate entrepreneurs</li> </ul>
<b>Opportunity development and investment</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue to identify businesses that have either an interest in operating in or are already operating in the Dehcho</li> <li><input type="checkbox"/> Identify potential joint venture opportunities</li> <li><input type="checkbox"/> Develop a community profile for potential investors</li> <li><input type="checkbox"/> Review venture selection criteria and ensure they reflect JMRFN values</li> <li><input type="checkbox"/> Undertake appropriate feasibility assessment and business planning for economic development opportunities</li> <li><input type="checkbox"/> Assign responsibility for overseeing implementation of the Economic Development Strategy</li> </ul>
<b>Economic Development Governance Structure</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Revitalize the Economic Development Corporation :               <ul style="list-style-type: none"> <li>○ Locate the files related to the Corporation, including the Terms of Reference for the Board of Directors</li> <li>○ Develop a recruitment strategy to recruit the Board</li> <li>○ Update the operating policies for the Corporation</li> <li>○ Develop a job description for the General Manager</li> <li>○ Recruit, train and find office space for the General Manager to run the Development Corporation</li> <li>○ Appoint a Board of Directors to lead the Corporation</li> <li>○ Explore opportunities to develop a Tri-corporation between Jean Marie River, Trout Lake and Nahanni Butte.</li> </ul> </li> </ul>



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Three Year Implementation Plan

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Conditions for Success</b>				
<b>Skills development &amp; training</b>	<input type="checkbox"/> Develop training plans for each of the 6 economic development projects			
	<input type="checkbox"/> Assist members to develop their own individual training plans			
	<input type="checkbox"/> Pre-employment: continue to promote wellness, literacy and life skills workshops			
	<input type="checkbox"/> Work with other groups in the region to provide appropriate workshops and training			
	<input type="checkbox"/> Leverage funds to deliver training			
	<input type="checkbox"/> Support members in accessing technical trades training			
	<input type="checkbox"/> Promote and take advantage of workshops and training available in region			
	<input type="checkbox"/> Provide as much in-community training as possible			
	<input type="checkbox"/> Provide opportunities for mentorship, on the job training and apprenticeships			
<b>Support for small business &amp; entrepreneurs</b>	<input type="checkbox"/> Encourage business awareness, training and support for members through government programs and partners			
	<input type="checkbox"/> Encourage youth involvement in community economic development planning			
	<input type="checkbox"/> Encourage entrepreneurial training			
	<input type="checkbox"/> Provide joint venturing/contracting/negotiations training			
	<input type="checkbox"/> Encourage members to start private businesses			
	<input type="checkbox"/> Improve access to training related to business planning, financial management and marketing			
	<input type="checkbox"/> Celebrate entrepreneurs			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Opportunity development and investment</b>	<input type="checkbox"/> Continue to identify businesses that have either an interest in operating in or are already operating in the Dehcho			
	<input type="checkbox"/> Identify potential joint venture opportunities			
	<input type="checkbox"/> Develop a community profile for potential investors			
	<input type="checkbox"/> Review venture selection criteria and ensure they reflect JMRFN values			
	<input type="checkbox"/> Undertake appropriate feasibility assessment and business planning for economic development opportunities			
	<input type="checkbox"/> Assign responsibility for overseeing implementation of the Economic Development Strategy			
<b>Economic Development Governance Structure</b>	<input type="checkbox"/> Revitalize the Economic Development Corporation : ○ Locate the files related to the Corporation, including the Terms of Reference for the Board of Directors			
	○ Develop a recruitment strategy to recruit the Board			
	○ Update the operating policies for the Corporation			
	○ Develop a job description for the General Manager			
	○ Recruit, train and find office space for the General Manager to run the Development Corporation			
	○ Appoint a Board of Directors to lead the Corporation			
	○ Explore opportunities to develop a Tri-corporation between Jean Marie River, Trout Lake and Nahanni Butte.			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

### Three Year Implementation Plan

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>Tourism Projects</b>				
<b>1. Renovate the Old School and turn it into a museum/ cultural centre, café and gift shop</b>	<input type="checkbox"/> Hire a contractor to continue the exterior work (including restoring the logs, putting new windows, doors and a new roof).			
	<input type="checkbox"/> Establish School Committee			
	<input type="checkbox"/> Seek funding to develop a feasibility study and business plan for the museum and cafe			
	<input type="checkbox"/> Hire an architect to design the interior			
	<input type="checkbox"/> Begin the deconstruction of the inside			
	<input type="checkbox"/> Project management training for Program Coordinator			
	<input type="checkbox"/> Develop an operating profile: cultural interpretive centre (seasonal) vs. museum (year round); Decide on management structure (society vs. JMRFN vs. Ec Dev Corp)			
	<input type="checkbox"/> Design and carry out interior renovation of the school, including electrical, mechanical, water and sewer system upgrades			
	<input type="checkbox"/> Gather hunters and trappers tools and implements for museum			
	<input type="checkbox"/> Look into heritage classification			
	<input type="checkbox"/> Develop strategy for displaying and maintaining cultural artifacts			
	<input type="checkbox"/> Inform arts and crafts producers of opportunity to sell wares through consignment; start building inventory			
	<input type="checkbox"/> Develop interior design plans to house hunter and trappers museum, retail store and café'			
	<input type="checkbox"/> Develop Marketing Plan (based on 2013 Business Plan)			
	<input type="checkbox"/> Continue working on renovating the inside of the old school			
	<input type="checkbox"/> Continue to gather hunters and trappers tools and implements for museum as well as arts and crafts items for retail store			
	<input type="checkbox"/> Hire experienced and capable individuals to manage and operate business			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
<b>1. Renovate the Old School and turn it into a museum/ cultural centre, café and gift shop (cont'd)</b>	<input type="checkbox"/> Ensure hired community members take hospitality and business skills in tourism if required			
	<input type="checkbox"/> Install museum exhibits			
	<input type="checkbox"/> Open museum building			
	<input type="checkbox"/> Marketing (through JMRFN website, pamphlets and paper advertisement)			
<b>2. RV Park &amp; Campground</b>	<input type="checkbox"/> Clear area where the RV Park is			
	<input type="checkbox"/> Set-up picnic tables, install fire pits, and number the camp-sites			
	<input type="checkbox"/> Create a service sign on the highway that indicates there is the following in JMR: campsites, gas, water, washrooms			
	<input type="checkbox"/> Install power connections poles in the RV Park.			
	<input type="checkbox"/> Commence expansion			
	<input type="checkbox"/> Complete process for bookings and record-keeping			
	<input type="checkbox"/> On-going marketing: website, brochures to Visitor Information Centres			
<b>3. Traditional trails &amp; tourist accommodations</b>	<input type="checkbox"/> Have a meeting with the Elders to decide what is best			
	<input type="checkbox"/> Scout out & map traditional trails that lead out of the community.			
	<input type="checkbox"/> Develop and erect signage for rat root			
	<input type="checkbox"/> Start to re-develop the trails scouted out in 2016.			
	<input type="checkbox"/> Clean-up existing trails that have already been developed for continued use. Build on what was started in 2010.			
	<input type="checkbox"/> Clear tree stumps; have the trail go around the lake			
	<input type="checkbox"/> Address wet areas- consider a board walk			
	<input type="checkbox"/> Develop tent pads and eventually cabins at the river and along the way (Night Falls)			
	<input type="checkbox"/> Develop a booking and reservation system for the cabins			
	<input type="checkbox"/> Train and hire a guide			
	<input type="checkbox"/> Develop a marketing strategy; advertise on website and VICs			



## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
4. Interpretive Centre at Ekali (Kelly) Lake	<input type="checkbox"/> Research potential funding programs			
	<input type="checkbox"/> Gather existing traditional knowledge studies, maps			
	<input type="checkbox"/> Hold meeting with Elders to determine vision, ATV access			
	<input type="checkbox"/> Undertake a feasibility study			
	<input type="checkbox"/> Follow recommendations from Feasibility Study			
	<input type="checkbox"/> Further planning and discussion for the Interpretive Centre and establishing trails at Kelly Lake			
<b>Forestry Projects</b>				
1. Timber harvest License and Permitting	<input type="checkbox"/> Permitting			
	<input type="checkbox"/> Establish forestry management committee			
	<input type="checkbox"/> Set up forestry operations under the Ec Dev Corp			
	<input type="checkbox"/> Find housing and office space for Business Manager and Forestry Specialist			
	<input type="checkbox"/> Recruit and hire business managers; ensure 'tight' contracts			
	<input type="checkbox"/> Expand business plan			
	<input type="checkbox"/> Initiate discussions with potential destination mill to assess forestry options and economic viability			
	<input type="checkbox"/> Confirm financial sources/resources; access operational funding			
	<input type="checkbox"/> Develop training plan and apply for training funds			
	<input type="checkbox"/> Hire industry specialist to oversee training process and remain on site for further on the job training			
	<input type="checkbox"/> Lease equipment			
	<input type="checkbox"/> Lease or purchase logging truck and trailer units			
	<input type="checkbox"/> Develop inventory management process: storage, location			
	<input type="checkbox"/> Complete required consultations for timber permits			
	<input type="checkbox"/> Finalize contractual agreements- forest management agreement, supplier contract ,MOUS with other communities			
	<input type="checkbox"/> Recruit and train work force			





## Jean Marie River First Nation Community Economic Development Strategy – 2016

Strategy/Project	Activity	Year 1	Year 2	Year 3+
1. Timber harvest License and Permitting (cont'd)	<input type="checkbox"/> Develop product/service, marketing and business plans			
	<input type="checkbox"/> Network with potential buyers and business partners			
	<input type="checkbox"/> Purchase or lease equipment			
	<input type="checkbox"/> Begin timber harvest to supply to sawmill and other potential partners by 2018			
	<input type="checkbox"/> Assess and negotiate access to timber from other areas in the Dehcho			
	<input type="checkbox"/> Assess and implement reforestation practices			
	<input type="checkbox"/> Fully utilize 'cull' timber from seismic, pipeline and other resource development activities			
	<input type="checkbox"/> Cull and utilize timber damaged through insects and rot while it still has commercial value			
2. Sawmill recommissioning	<input type="checkbox"/> Order required parts for the existing sawmill and have them installed			
	<input type="checkbox"/> Ensure stable, competent management structure			
	<input type="checkbox"/> Re-commission the sawmill			
	<input type="checkbox"/> Develop a sawmill specific Business Plan.			
	<input type="checkbox"/> Review and revise marketing and business plan			
	<input type="checkbox"/> Access operational funding			
	<input type="checkbox"/> Build community capacity to manage and operate the sawmill			
	<input type="checkbox"/> Hire a millwright and electrician			
	<input type="checkbox"/> Train local mill workers, forest technicians, and forestry management personnel			



**Jean Marie River First Nation**  
**Community Economic Development Strategy – 2016**

## **APPENDICES**



**Jean Marie River First Nation  
Community Economic Development Strategy – 2016**

**APPENDIX A – JMRFN Economic Development Projects- 2016 Draft Strategic Plan**

<b>Project</b>		<b>Year 1 (2016/2017)</b>	<b>Year 2 (2017/2018)</b>	<b>Year 3 (2018/2019)</b>
1.	Renovate the Old School and turn it into a cultural centre, café and gift shop	Hire a contractor to continue the exterior work (including restoring the logs, putting new windows, doors and a new roof). Begin the deconstruction of the inside.	Continue working on renovating the inside of the old school	Continue renovating the inside of the old school
2.	Sawmill Recommissioning	Order required parts for the existing sawmill and have them installed	Re-commission the sawmill and develop a sawmill specific Business Plan.	
3.0	Timber Harvesting License and Permitting	Submit applications for the license and land use permits for a local timber harvest.	Complete required consultations for timber permits and establish agreements with potential lumber purchasers	Determine who will harvest the timber.
4.0	RV Park			Clear area where the RV Park is, set-up picnic tables, install fire pits, and number the campsites. Create a service sign on the highway that indicates there is the following in JMR: (campsites, gas, water, washrooms). Install power connections poles in the RV Park.



**Jean Marie River First Nation**  
**Community Economic Development Strategy – 2016**

<b>Project</b>		<b>Year 1 (2016/2017)</b>	<b>Year 2 (2017/2018)</b>	<b>Year 3 (2018/2019)</b>
5.0	Traditional Trails	Clean-up existing trails that have already been developed for continued use. Scout out and map traditional trails that lead out of the community. Build on what was started in 2010.		Start to re-develop the trails scouted out in 2016.
6.0	Interpretive Centre at Kelly Lake			Further planning and discussion for the Interpretive Centre and establishing trails at Kelly Lake.



## Appendix B – Feasibility Assessment

Prior to embarking on any business venture, there are additional factors to consider in assessing the potential feasibility of different business opportunities. JMRFN entrepreneurs should consider and research the following:

**Advantages and Disadvantages:** this considers both the advantages and disadvantages of each opportunity, particularly in terms of employment, land implications, capital costs and cash flow requirements.

**Business plan:** the project will require a business plan before moving forward. Typically the plan will include a business overview, products and services, industry overview, marketing strategy, management and staffing, risks, implementation plan, financial plan and charts.

**Capacity and training:** this considers whether training and/or certification will be required.

**Capital Costs:** this quantifies the capital costs for a given project. Because of limitations on funding and financing, capital costs can have a strong influence on feasibility. Low capital costs (less than \$50,000) are considered most feasible.

**Cash flow requirements:** this considers how much cash will be needed to maintain inventory, pay salaries, etc.

**Employment:** this considers the anticipated number of employees each business is expected to have.

**Financing available:** the project will either not need financing because of low capital costs and/or available funding, or should be eligible for conventional and/or government-assisted funding.

**Funding available:** this considers whether the project will be likely to attract funding from existing funding sources.

**Home based:** this identifies whether or not the business could be operated out of a private home.

**Infrastructure:** this identifies the potential new infrastructure and/or facilities that the business could require.

**Market:** this considers where the market might be for each business. Three standard categories are local, regional and 'other', which is potentially a much wider market.

**Overall ranking:** this makes an assessment of whether or not the business opportunity has a feasibility rating of low, moderate or high based on the analysis.

**Ownership:** this considers whether or not the business should be owned by the Development Corporation or an individual. This is normally decided by the scale of the operation.



## Jean Marie River First Nation Community Economic Development Strategy – 2016

**Partnerships:** this explores whether or not the specific business opportunity may be able to partner with other existing companies in the area.

**Return on investment:** this considers the profit that can be expected after investment costs.

**Size:** this involves size as defined by the number of employees. Three standard sizes are 1) sole proprietorship- owner operated; 2) micro-business- less than 5 employees; and 3) small business- less than 50 employees.

**Time frame:** the time frame required for each project