

Kebaowek First Nation Five-Year Tourism Development Plan



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prepared for

Kebaowek First Nation

by



with



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Executive Summary

In May 2017, Kebaowek First Nation (KFN) retained^{the} Tourism Company (with MacLeod Farley & Associates) to help prepare a Five-Year Tourism Development Plan. Working on a Tourism Development Plan was identified in the Kebaowek First Nation Strategic Plan (2017-2021) as a planning priority. Kebaowek is currently engaged in tourism to a degree through a relationship with the Kipawa Tourism Group and through events and festivals which the community hosts annually. There is a desire to do more. A Cultural Centre and cultural activities to teach Algonquin history were identified as things members would like to see within Five-Year s. KFN is also motivated in developing their tourism potential to coincide with, and take advantage of, the opening of nearby Parc National d'Opémican (Opémican National Park) in 2018.

The strategic direction for this Tourism Development Plan was developed through a full day joint strategic planning session held at KFN in September 2017. The direction was summarized, reviewed by Chief and Council and then circulated to the membership for comment. In a similar manner, this Plan will be circulated in draft form for further input before it is finalized.

This Plan includes the noted strategic direction as well as detailed action plans for KFN. It reflects a clear identification of selected top priority tourism ventures the community will pursue to maximize the cultural, economic and social benefits of tourism and to take best advantage of the forthcoming Opémican National Park¹. This plan also contains some of the consultant's detailed findings and analysis from community visits and meetings, market research, and a detailed review of potential Kebaowek tourism sites.

Strategic Pillars

The strategic pillars for KFN tourism development are summarized as follows;

- Reinforce Kebaowek as a welcoming community for tourism markets from both Quebec and Ontario;
- Strive to streamline the entire guest experience between Kebaowek and Opémican National Park;
- Ensure a solid financial footing for the Kebaowek Tourism organizational structures.
- Adopt a phased approach to your tourism development.

¹ The August 2017 Kebaowek Tourism Planning Interim Report is available upon request from KFN EDO Justin Roy. Joint planning session presentations and meetings notes are also available from Justin Roy.

Tourism Development Phasing Plan

Phase One – Initial Efforts and Planning	(to end of 2017)
Phase Two – Community Strengthening	(2018 and 2019)
Phase Three – Regional Outreach with Opémican National Park	(2019 plus)
Phase Four – Post Reserve Expansion	(timing to be determined)

Guiding Principles

1. *Reinforcing the Anishinabeg Conservation Ethic*

Our tourism efforts will help to protect and safeguard our pristine lands and waters for the continued benefit of future generations.

2. *Supporting our rights in our traditional territory*

Our tourism efforts will support our traditional harvesting activities throughout our entire territory, and will also support the protection of burial sites and other sacred or vulnerable sites designated by our community.

3. *Taking control and sharing our stories*

Our tourism efforts will reinforce our role as the original and ongoing stewards of these lands. We must be included at decision-making tables, and we will ensure that our voices are the ones sharing our stories and our cultural heritage.

4. *Creating a tourism economy to benefit our community*

We will pursue various forms of non-consumptive tourism that help celebrate our Algonquin culture, support our leadership in stewardship of our territory, and contribute to the quality of life for our community. This will also help in our efforts to diversify the local economy beyond Tembec and the Band Office, and create increased opportunities for Kebaowek youth within the community.

Vision

Kebaowek First Nation leads a vibrant, sustainable, community-based cultural tourism initiative, attracting high yield tourists from around the world to experience our Anishinabeg culture and territory.

Mission

To create a tourism economy for Kebaowek that helps to stimulate revitalization of our culture and traditions, contributes to the protection of our lands and waters and encourages entrepreneurship.

Goals

- 1 – An engaged KFN community that is supportive of tourism*
- 2 – Work with select partners*
- 3 – Organize strategically for tourism development*
- 4 – Put Kebaowek on the map*

This Tourism Development Plan includes objectives and action plans to achieve all four goals.

Highlighting three areas of focus for developing Kebaowek as a compelling destination

While this Plan identifies many areas that will be pursued concurrently for success, it is worth highlighting three particular areas of focus for developing Kebaowek as a compelling destination:

- 1. Develop a new KFN Cultural Centre on the waterfront**
- 2. Pursue a cooperative relationship with Opémican National Park (including Kebaowek Cultural Displays at Opémican National Park and KFN Park Guardians)**
- 3. Continue with trails development and other small scale tourism projects**

Planning Methodology

In working on this assignment, the consultants followed an Indigenous community tourism planning methodology that has been developed over the last two decades working with and for Indigenous communities. The approach has been applied on a wide range of assignments across Canada and internationally.

The work plan encompassed five main steps:

1. Background information gathering and analysis and site visits – to ensure all team members were up to speed before beginning the real work.
2. Market supply and demand assessment – to evaluate the current situation, and gaps and opportunities.
3. Evaluation of needs, opportunities and strategic alternatives – the product market match and benchmarking.
4. Draft strategic tourism plan – to present back to the community for feedback.
5. Implementation strategy – the blueprint for implementing the finalized community Tourism Development Plan.

Tourism Evaluation and Analysis

This section addresses site options and evaluation, market requirements as well as key strengths and opportunities for Kebaowek First Nation tourism development.

A detailed analysis (of KFN tourism strengths, weaknesses, opportunities and threats) is provided in Appendix A.

Site Options and Evaluation

Early in the process the consulting team were provided with a tour of many possible tourism business locations in and around Kebaowek. Each of the sites are evaluated in the chart appearing on the next two pages. The evaluation is somewhat subjective and is intended to provide relative rankings of the sites against one another. As can be seen from the chart, the highest ranked site opportunities are those that can be controlled by the community. The highest ranked site opportunity is the waterfront lot by the KFN marina (site of former sewage plant - across from Migizi Gas). Two other high-ranking sites are Hunters Point and McKenzie Lake (within the future reserve expansion, just south of the Park). The other sites reviewed do have tourism potential but are not the highest priority sites for the short and medium term.

Overall, we anticipate that tourism for Kebaowek will develop in three primary areas:

- In the community, beginning with the waterfront;
- In the reserve expansion area, just south of Opémican National Park and;
- At Hunters Point (if this is determined by the community to be appropriate).

In the longer term, there is potential for two other areas; Charette Lake and in Kipawa on the waterfront (the SOPFEU site and future waterfront acquisition opportunities) There may be other opportunities that surface with time.

Sites Reviewed:	Site 1	Site 2	Site 3	Site 4
	Vaillancourt Property	SOPFEU Building/ Site	Charette Lake Camp	Hwy 101 South of Park
Tourism Potential Strengths	Strategic entry to Kipawa waterfront	Central location Water view	Great trailhead for canoe trips Remote	Close to Park. High visibility and traffic
<i>Weaknesses</i>	Environmental clean-up required	Lack of services	Remote site	No community property at present
Cultural Revitalization Potential Strengths	Close to community Easy for members to access year-round	Close to community Easy for members to access year-round	Some community history	None
<i>Weaknesses</i>	Not on reserve	Not on reserve		Far from community
Development Ease & Regulatory Requirements Strengths		Town considering rest area on adjacent hydro property	Existing sewage & water & hydro systems	Within community enlargement area
<i>Weaknesses</i>	Waiting for insurance/legal outcome	No ownership of old piers, no sewage system Part of property is in red zone	Trailers not in great shape	
Value for \$ Capital Cost Requirements Strengths			Already has servicing	Can be serviced from community
<i>Weaknesses</i>	Environmental clean-up required	Missing servicing and parking		
Partnering potential & synergies Strengths	Across from public washrooms & potential visitor centre	Potential for local business partnerships		Park partner opportunities
<i>Weaknesses</i>			Isolated location	
EVALUATION SCORE	2	3	2	2

Sites Reviewed:	Site 5	Site 6	Site 7	Site 8
	McKenzie Lake or Shoreline (Future Reserve Expansion)	Waterfront Lot by KFN Marina (former sewage treatment)	4 Corners (Highway 101 & Chemin Kipawa)	Hunters Point
Tourism Potential Strengths	Proximity to Park Location between community & park	Waterfront - near community & marina – and only gas service on lake	Strategic entry point	Beautiful end of lake. Waterfront remote but good access from Park
<i>Weaknesses</i>	Reserve expansion still to be negotiated	Environmental clean-up required	No community property	Remote site
Cultural Revitalization Potential Strengths	Historic ties	Only community access to lake Highly visible site Easy access all year.	None	Historic ties Ancestral home
<i>Weaknesses</i>	Far from community		Situated in non-native community	Far from community
Development Ease & Regulatory Requirements Strengths	Within community enlargement area	On reserve		
<i>Weaknesses</i>			In Town of Témiscaming	In moratorium area
Value for \$ Capital Cost Requirements Strengths	Can be serviced from community			
<i>Weaknesses</i>		Environmental clean-up required	Requires property purchase	Remote
Partnering potential & synergies Strengths	Park partner opportunities	Proximity to existing businesses	Mainstream tourism partner potential	With other Algonquin communities?
<i>Weaknesses</i>				Isolated location
EVALUATION SCORE	4	5	1	3

Tourism Market Opportunity Analysis

Kebaowek has a unique market opportunity with the creation of Opémican National Park. In the southern Témiscamingue area the economy is largely based on forestry. The historic and current tourism industry has been and is largely based on consumptive tourism (fishing and hunting) and cottaging and there has been little direct benefit accruing to the First Nation since the 1970's.

The creation of a new Park, which features the rich natural and cultural heritage resources within the region of the south Laurentian Mountains, presents an opportunity to re-position the region to new non-consumptive tourism markets. This approach is consistent with the Abitibi-Témiscamingue Tourism regions' target geo-tourism markets (tourism that enhances the geographic character of place).

Early forecasts suggest Opémican National Park could eventually attract as many as 40,000 visitors per year. Visitors attracted to the Park present a potential captive audience for future Kebaowek tourism initiatives, particularly if a cooperative management agreement can be reached to support appropriate and complementary Kebaowek tourism initiatives.

The markets that can and will be attracted to the new Park, and to the re-positioned Lake Kipawa area, will need to be made aware of the attractions, events and services situated outside of the Park. Kebaowek has fortunately already reached out to the neighbouring municipalities (Kipawa and Témiscaming) in creating Kipawa Tourism, recognising the need and opportunity to develop the southern Témiscamingue destination in partnership. Kipawa Tourism can also be established as a distinct sub-destination and stopping/overnight point on the Tour du Lac Témiscamingue, another substantial regional marketing initiative, as well as the old rail trail running north south through the region and through the new Park, now used extensively by snowmobilers and ATV's.

There is an opportunity for Kebaowek to negotiate a formal agreement with SÉPAQ as the new Park is located on KFN's unceded traditional territory. Park management has indicated that they are very interested in creating a mutually beneficial partnership and have offered to engage Kebaowek in telling the First Nation's history and stories, among other things, in the Park. They have also allocated \$500,000 in funding for an Algonquin cultural attraction, and they have floated the idea for a Center for Interpretation and Research on Algonquin Culture (CIRCA) that does not have to be situated within the National Park.

With the opening of Opémican National Park in 2018 (soft opening) and 2019 (full opening), SÉPAQ will be committing significant resources to market the Park to their traditional Quebec Park enthusiasts and to begin to market into North Eastern Ontario, and eventually southern Ontario markets. Kebaowek is in a strong position to negotiate a cooperative management agreement with SÉPAQ and benefit from the marketing of the Kipawa region.

Kebaowek has some distinct competitive advantages in the market. First of all, being an Anglophone community, Kebaowek can play a critical role in pursuing, and catering to the English-speaking markets from Ontario given the close driving proximity to North Bay (one-hour drive or 80 km) and the reasonable access to Toronto (five-hour drive or 420 km). Second, the new Park is entirely within the ancestral lands of the Kebaowek Algonquin people. As the original stewards of these lands for thousands of years, the Algonquin stories and traditional knowledge will be a significant point of differentiation for the Park and can be developed into a major drawcard to entice visitors to the Park and to Kebaowek.

Existing cottagers on Lake Kipawa also present a potential captive market as do the markets attracted each year to events and festivals such as Country Fest, and travellers on the snowmobile trail system in the winter months.

The primary markets for Kebaowek tourism initiatives are:

- *Visitors to the new Opémican National Park*
 - *Cottagers on Lake Kipawa*
 - *Existing event markets*
 - *Travellers on the snowmobile/ATV trail system*
 - *Travellers on the Tour du Lac circuit (car, RV and motorcyclists)*
 - *To a lesser extent, sport fishers on Lake Kipawa*
-

Key Success Factors for Tourism Development

Establishing a tourism economy in Kebaowek will take time and considerable effort. But the benefits in developing a responsible tourism economy can go well beyond simple economics. Tourism can also be a tool in helping to revitalize the Algonquin culture in Kebaowek and can assist in reasserting Kebaowek's role as stewards within their own ancestral territory, the Lake Kipawa region. However, to succeed with this tourism initiative, Kebaowek must slowly build the capacity for tourism and set the community up as a valued partner in the southern Témiscamingue destination.

Based on the consulting teams' experience in Indigenous tourism destination planning, there are several critical success factors that need to be considered in establishing Kebaowek and the surrounding region as a multi-season tourism destination. Kebaowek already has many of the key success factors either in place already, or within reach within Five-Year s through the implementation of this Tourism Development Plan.

A truly competitive destination should be strong in all the following areas (not necessarily in order of priority):

The Motivating Attraction or Draw

There must be an overriding compelling reason to visit any destination. This could be the landscape, the waterscape, the region's historical significance or a single major attraction like Disney World to Orlando.

Kebaowek has Lake Kipawa. Lake Kipawa is like a Temagami with substantially less development. A new, world class Algonquin cultural centre is proposed in this plan and will be a draw to Kebaowek. The establishment of Opémican National Park will help to draw attention and create awareness.

A Mix of Quality Attractions

Successful destinations have a mix of attractions with the following attributes:

- Unique and/or original/authentic (curiosity is a strong tourism motivator);
- Critical mass;
- Year round or multi-season and inclement weather appeal;
- Ability to appeal to a broad range of markets with some compelling reasons for more distant markets;
- Attractions that can grow and/or evolve to maintain their appeal;
- Aligned with the desired image of the destination or community.

A world class Algonquin cultural centre will provide a strong cultural attraction to Kebaowek. As an all weather cultural attraction it will add a unique product to the critical mass of attractions in the region and will clearly define your role in the local tourism industry.

Quality of Supporting Infrastructure and Complementary Products

The support infrastructure includes accommodation, food services, entertainment, shopping and visitor information. The primary products or attractions may provide the overriding reason to visit a destination, but the complementary products can be equally important in creating a desirable image for the destination, and influencing level of satisfaction with a visit.

High quality and distinctive food service and shopping will need to be an integral part of the Cultural Centre experience and should be developed in parallel to support major attractions.

New attractions should be developed before Kebaowek First Nation considers expansion of the accommodation plant since the existing accommodation businesses in the Kipawa region are operating below capacity.

The Need to Differentiate

Sustainable growth can best be achieved by focussing on attributes that cannot easily be duplicated in other destinations, while preserving the environmental/locational elements that already are the major draw.

Your Algonquin culture, heritage and history can only be told by your community and will provide a major point of differentiation to the products offered elsewhere in the southern Témiscamingue area.

Accessibility of the Destination

Access to markets is critical. External accessibility refers to different access modes, ease of access, cost of access, quality of reception facilities, intramodality (the ability to transfer from one travel mode to another), and the variety of travel modes.

There is significant potential for multi-modal access into the region with Lake Kipawa and Témiscamingue, the provincial highway system and the trail system. Connecting the community to Opémican National Park by various transport options will be important (i.e. bike, hike, water, car, RV).

Image

Travellers develop opinions about destinations that can play a significant role in their destination selection process. A positive tourism image can have a constructive impact on the image of the destination in general, and can enhance the community's reputation as a business venue and a desirable place to live.

The new Algonquin Cultural Centre will enhance the image of the region and will put Kipawa on the map. The community of Kebaowek will benefit from positive interactions with visiting tourists.

The Importance of Local Market Support

The local attitude towards tourism must be supportive. Local residents are the best ambassadors for any successful destination. They will also be the prime beneficiaries and significant effort will need to be placed on building local capacity for tourism, maximizing the local employment.

The residents of Kebaowek identified tourism as a desirable economic opportunity in the Strategic Plan (2017-2021) and have been involved in the creation of this Tourism Development Plan.

Strong Accountable Marketing Support

Kebaowek Tourism has already formed marketing partnerships with Tourism Kipawa and is working towards a formal marketing partnership with Opémican Park in the future.

There is a direct relationship between marketing expenditures and visitation levels. Perhaps the most important impact of competitive destination marketing is the ability to target and attract desired market segments.

Enabling of Private Sector Investment

The public-sector role in a successful destination should be to invest in setting the stage to stimulate private sector investment and entrepreneurship.

KFN will establish the core attraction and assist with training to create the catalyst for private tourism business development.

Community members will be encouraged to develop complementary private tourism businesses.

Joint ventures and partnerships will be encouraged as this may assist with quickly developing quality offerings.

Definition of the Destination from the Visitor's Perspective

This is a very important success factor and one that is often overpowered by politics. Tourists do not look at political boundaries when making their vacation or travel plans. They are typically looking for an overall experience that, likely, crosses over political boundaries. The southern Témiscamingue destination extends across the provincial border into Ontario.

Kebaowek is a bilingual community which will strive to serve the needs of visitors from both sides of the Quebec/Ontario border.

Additional Success factors for Indigenous Tourism

In addition to the success factors noted above, there are additional key success factors to be considered when developing and Indigenous tourism product. Successful indigenous tourism businesses share many of the same success factors with businesses in the mainstream tourism industry, but they also face some unique challenges, as well as a few significant advantages.

Based on the consulting team's experience, combined with the best practice models and the case studies summarized in the August 2017 Kebaowek Tourism Planning Interim Report, the following are felt to be the key success factors for future community-based tourism initiatives in Kebaowek.

-
- *Tourism needs to be community driven with on-going community involvement in decision making.*
 - *Tourism should be used as a tool for territory conservation and cultural revitalization, not just economic development.*
 - *Community tourism businesses must be separate from community politics.*
 - *There must be a strong focus on capacity building at all levels of the business.*
 - *The sector needs to grow slowly to ensure community capacity can keep pace.*
 - *Expertise should be imported until it is developed locally.*
 - *It must be responsive to market needs and expectations with a focus on product quality, consistency and reliability.*
 - *Requires consistent champions in the community that push business forward no matter what the obstacle.*
 - *Must partner with the mainstream tourism industry and be a valued destination partner.*
-

Strategic Approach with Phasing Plan

Strategic Approach

The four strategic aspects of KFN tourism development are as follows;

- **Reinforce Kebaowek as a welcoming community for tourism markets from both Quebec and Ontario** through branding, advertising and tourism services delivery – providing a consistent, positive, bilingual message on-line, at each entry point and throughout the community;
- Strive to reduce complications for our guests to Kebaowek – **making the entire guest experience between Kebaowek and Opémican National Park as ‘seamless’ and ‘streamlined’ as possible;**
- **Ensure a solid financial footing for the Kebaowek Tourism organizational structure** through careful financial and overall business planning including identification of revenue sources for the start-up period as well as ongoing operations.
- **Take a phased approach**, that builds upon target market interests and needs, while keeping financial investments at appropriate and realistic levels as you build your partnerships, tourism facilities, expertise, products and market connections.

Tourism Development Phasing Plan

Phase One – Initial Efforts and Planning *(to end of 2017)*

- Including all tourism related work to date by KFN and community to date.
- Joint creation of this Five-Year Tourism Development Plan.

Phase Two – Community Strengthening *(2018 and 2019)*

- Completion and approval of final Five-Year Tourism Development Plan
- Initial implementation of Plan with primary focus on the community (i.e. projects and properties that are within KFN control) including:
 - Developing and refining in-community tourism products/components (i.e. cultural spots in community, landscaping at key locations and buildings in community);
 - Master planning the waterfront property (to ensure a strategic and coordinated plan),
 - Preparing a business plan for the KFN Cultural Centre (building from previous plans);
 - Negotiating the tourism partnerships with SÉPAQ and the Park;
 - Assessing existing tourism capacity in the community and preparing outline of future opportunities and skill requirements;
 - Continuing local marketing through Kipawa Tourism.
- Utilizing internal KFN resources, while also seeking additional outside funding support for specific elements such as waterfront master planning and Cultural Centre planning/design, and advisory services to assist in negotiating with SÉPAQ and the Park.
- Detailed planning and budgeting and project development for Phase Three.

Phase Three – Regional Outreach with Opémican National Park (2019 plus)

- Continue to prepare the community for tourism including continuation of trails development and other small-scale tourism projects (with improvement planning based on regular schedule to review, assess, enhance and monitor)
- Begin to establish strong presence in new Park (i.e. guide training, cultural interpretation and storytelling, involvement in archaeology)
- Initiate development of the new KFN Cultural Centre
- Expand marketing to regional markets (within Ontario and Quebec), and join with marketing Quebec wide in concert with the Opémican National Park marketing efforts
- Also includes detailed planning and project development for Phase Four

Phase Four – Post Reserve Expansion (timing to be determined)

- Continued growth and improvement of community tourism offerings (i.e. marina/boat launch/boat wash/pump station, boardwalk/picnic/cultural area, parking)
- Make use of reserve expansion to develop and open additional tourism venues (i.e. Kebaowek Indigenous National Park, adventure camps, etc.)
- Develop a strong connected presence just south of the Park for a First Nations Park and basecamp supporting the Quebec National Park.
- Further expanded marketing

Strategic Direction

Vision

Kebaowek First Nation leads a vibrant, sustainable, community-based cultural tourism initiative, attracting high yield tourists from around the world to experience our Anishinabeg culture and territory.

Mission

To create a tourism economy for Kebaowek that helps to stimulate revitalization of our culture and traditions, contributes to the protection of our lands and waters and encourages entrepreneurship.

Guiding Principles

1. Reinforcing the Anishinabeg Conservation Ethic

Our tourism efforts will help to protect and safeguard our pristine lands and waters for the continued benefit of future generations.

2. Supporting our rights in our traditional territory

Our tourism efforts will support our traditional harvesting activities throughout our entire territory, and will also support the protection of burial sites and other sacred or vulnerable sites designated by our community.

3. Taking control and sharing our stories

Our tourism efforts will reinforce our role as the original and ongoing stewards of these lands. We must be included at decision-making tables, and we will ensure that our voices are the ones sharing our stories and our cultural heritage.

4. Creating a tourism economy to benefit our community

We will pursue various forms of non-consumptive tourism that help celebrate our Algonquin culture, support our leadership in stewardship of our territory, and contribute to the quality of life for our community. This will also help in our efforts to diversify the local economy beyond Tembec and the Band Office, and create increased opportunities for Kebaowek youth within the community.

Goals



Objectives (for each Goal)

1 – An engaged KFN community that is supportive of tourism

- 1.1 Take a leadership role (with tourism in region & with land and harvesting rights)
- 1.2 Facilitate ongoing dialogue within community
- 1.3 Encourage community members to pursue tourism training/careers
- 1.4 Support community and private tourism business development

2 – Work with select partners

- 2.1 Connect and work with Wolf Lake and other First Nations where appropriate
- 2.2 Finalize a partnership with Opémican National Park
- 2.3 Work with regional tourism partners
- 2.4 Work with Indigenous tourism organizations at all levels

3 – Organize strategically for tourism development

- 3.1 Strengthen tourism competency within community
- 3.2 Respond effectively to market opportunities
- 3.3 Ongoing strategic planning and implementation
- 3.4 Establish good tourism governance structure for tourism including consideration for a not-for-profit entity to run the Cultural Centre and a commercial structure for future community-owned/operated tourism businesses

4 – Put Kebaowek on the map

- 4.1-A: Develop Kebaowek as a compelling destination – in part through a new Waterfront Cultural Centre in the community
- 4.1-B: Develop Kebaowek as a compelling destination – in part through a new Cultural Displays at Opémican National Park
- 4.1-C: Develop Kebaowek as a compelling destination – in part through Trails Development and possibly through a future KFN National Park (within Expansion to Reserve Area)
- 4.2 Establish Kebaowek as a strong reputable regional tourism stakeholder/partner

Goal 1 – An engaged KFN community that is supportive of tourism

The objectives and actions for Goal 1 are designed to ensure that KFN cultural tourism is built and operated with the consent of the community and that it benefits all members by supporting the on-going strengthening of the Algonquin culture and through the creation of new employment opportunities.

Kebaowek is a community with low unemployment, but with a desire to create a tourism economy for the future, in part to diversify the economy and to offer new employment opportunities for youth. As with any community-based tourism initiative it will be important to have full support from the community. It is critical to the success of any community-based tourism initiative that there be a receptive host community. Band members must be knowledgeable about the benefits of tourism and supportive of the directions being taken in sharing their culture and traditional territory with visitors.

Responsible tourism offers the unique opportunity to engage all age cohorts in the community, from youth to elders. Done properly, tourism can be an important tool for cultural revitalization through cultural knowledge transfer to youth who are incented to learn through tourism employment. Tourism can also help to re-establish community stewardship over ancestral lands.

Community-based tourism is tourism developed, owned, controlled and operated by the community ensuring the maximum benefits accrue to the community. Community-based tourism is comprised of tourism experiences infused with local culture and traditional knowledge. Community-based tourism ensures the stories and culture being shared are appropriate and are being told by the community. To be successful, community-based tourism relies on a receptive host community. All community members will be the hosts. Thus, it is critical that the Kebaowek community be fully informed and engaged in the planning stages and educated on the benefits and opportunities associated with tourism.

For a community like Kebaowek to benefit from tourism, community members need to develop the capacity to engage in and take advantage of the opportunities that tourism can offer. The limitation at present is there are no community members stepping forward with ideas and plans to get engaged in tourism. In the short term, the best role for the First Nation government is to set the stage for tourism by investing in human resource development studies and projects in order to develop appropriate business and employment training programs. Then when people do start to come forward with ideas and initiative, the First Nation can support to access the training to ensure they have the necessary skills and certifications to fill employment positions at all levels.

Successful implementation of the Tourism Plan over the long term will require preparatory, targeted training and on-going mentoring for the specific hospitality operations and cultural programs that Kebaowek plans to deliver.

Goal 2 – Work with select partners

It is time for the Kebaowek First Nation to be proactive in developing a partnership contract/agreement with Opémican National Park. According to Dany Gareau, the Director of Opémican National Park, SÉPAQ is prepared to work closely and cooperatively with both Kebaowek and Wolf Lake First Nations. He indicated they do not have the authority from SÉPAQ to go as far as formal co-management agreement although his intent would be to create a close and respectful working relationship with many elements of co-management. This makes for a positive beginning. See Appendix C for information about Indigenous partnerships with National Parks.

The Park has offered the following:

- Establishment of a Joint Committee with equal representation (two First Nations and two SÉPAQ) to assist in the management of the protection, development and operation of the Park
- The Park will hire a First Nation (Algonquin) Culture Promotion Officer (one person selected by both communities) who would have a seat on the Committee as an Observer, have a management role and with responsibility for liaising with the First Nations
- An offer of \$500,000 in base funding (that can be leveraged) for some type of cultural facility that does not necessarily have to be located within the Park
- A hiring preference policy and target for 50% of employees to come from the First Nations (except that the French language requirement is a major barrier)
- Development of projects within the Park that corresponds to the community aspirations
- Training opportunities for Algonquin staff

From the perspective of the consulting team, the partnership agreement should also include the following for Kebaowek First Nation (with Wolf Lake possibly having a similar agreement):

- Recognition and respect for traditional harvesting rights within stipulated use conflict parameters.
- Access the offered \$500,000 in financial support for a defined cultural centre project (a KFN Algonquin Cultural Centre or a Centre for Interpretation and Research on Algonquin Culture) on a designated site in the community (i.e. waterfront site by KFN marina)
 - access some of these dollars a.s.a.p. for cultural centre planning purposes
 - use these funds to leverage additional planning funding (i.e. Aboriginal Funding Initiatives, INAC) and to leverage significant capital funding as well
- An agreement for annual, on-going financial operating support for the KFN Cultural Centre
- A detailed capacity building/training budget and procedure to access training programs for community members interested in working in the Park

- Seek a budget allocation for KFN to administer and manage, for hiring community members (or others if need be); for example, 25% of the annual Park HR budget
- A marketing partnership agreement for Kebaowek tourism businesses associated with the Park
- An appropriate role and seat for a Kebaowek member to sit on the cooperative management committee and an agreed to process for engaging Algonquin traditional knowledge in Park protection, management and operation
- Community specified projects/programs for developing Algonquin staff to be the people telling Algonquin stories (“Our Stories, Our Voices”) and an agreement in principle for future programs to be developed
- An agreement to apply the 1% of construction budget for artistic works based on community direction
- Ongoing access to in-Park training for those with an interest to get involved in storytelling, guiding (hiking, canoeing and white-water rafting) or Park operations and maintenance
- Agreement in principle for future development of a tourism, research and eco-outfitting base (with appropriate accommodation) just outside the Park on the Reserve expansion lands
- Agreement in principle to a future water-based access route into the Park from the community and a hiking/biking trail
- Recognition and respect for traditional harvesting rights within stipulated use conflict parameter.

The consulting team would be pleased to provide advisory assistance in negotiating the partnership relationship with SÉPAQ and the Park.

New relationships with tourism marketing organizations such as Kipawa Tourism, Tourisme Abitibi-Témiscamingue, Québec Aboriginal Tourism (QAT), Indigenous Tourism Association of Canada (ITAC), and Destination Canada will be very important and should also be developed over time.

Goal 3: Organize strategically for tourism development

Goal 3 includes various requirements for KFN to organize effectively for tourism development. This includes a focus on ongoing strategic planning for tourism. Once this Tourism Development Plan is formally adopted by Chief and Council, the action plan includes a quarterly internal meeting to monitor progress on implementing the plan and to regularly make any needed updates to the plan. This 'living document' approach will help ensure effectiveness and results for the community.

Goal 3 includes an objective to create a plan for the creation of a new tourism management organization(s) which will be needed in time for overseeing day to day tourism operations (once specific tourism business ventures are established). The new organizations will be designed to provide good governance that ensures effective separation between community politics and community owned businesses while benefitting from ongoing political support.

For the KFN Cultural Centre, the planning (Concept Development, Feasibility Study, Business Planning) should all consider governance options and build towards a suitable decision in this regard by the community. Most Cultural Centres are operated on a not-for-profit basis and require annual financial support from their community or other sources.

The KFN Cultural Centre should be developed first for community cultural learning and revitalization and second as a tourism attraction and as the source for KFN Algonquin people telling the Algonquin stories at the new KFN Cultural Centre, within the new National Parc and in over time at Kebaowek tourism programming sites throughout the traditional territory.

KFN tourism business venture governance structure options will need to be considered including the possibility of using your existing Lands Management business arm (temporarily or longer), establishing a new Economic Development Corporation or establishing one more Not-for-Profit organizations (particularly for the KFN Cultural Centre). See Appendix B for more information about best practices in Indigenous organizational structures.

Goal 4: Put Kebaowek on the map

To tell the Algonquin stories associated with Opémican National Park, the community needs to create some type of centre for cultural revitalization, learning and training. Creating a tourism economy in Kebaowek will take more than simply hanging a shingle for cultural programming in the Park. It will mean developing compelling attractions and support services in and around the community, accessible to Park visitors as well as visitors on Kipawa Lake as well as those on the winter trails system. Developing a KFN cultural centre could be a strong catalyst for community tourism while at the same time providing a focus for cultural revitalization.

Park management have allocated \$500,000 to help seed the idea for what they refer to as the 'Algonquin Centre for Interpretation and Research' and are willing to consider locations outside the Park. From the community's perspective, the logical location for the cultural centre is within the community to maximize community access and use, and to begin to create a compelling reason for visitors to venture east of Highway 101 to the community. The site that jumps out as being particularly suitable is the waterfront site adjacent to the KFN marina facility directly across from Migizi Gas (former water treatment plant property). Not only is this site available but it is highly visible in approaching the community through Kipawa or from the lake (right beside the expanded marina), and it is close for servicing and within walking distance for all residents.

Cultural centres often require ongoing, annual government subsidization in addition to revenue generating elements in the facility e.g. admission fees, cafes, gift shops, workshops, space rental. To be successful, KFN will need to develop a comprehensive Business Plan for the cultural centre which identifies and researches various revenue streams.

KFN may want to consider instituting a process whereby all future community tourism businesses could reserve an allocation (through a guest fee) to support the Cultural Centre.

There is a need and an opportunity for Kebaowek to re-establish stewardship over their ancestral lands, including within the new National Park. There is a need to incorporate Algonquin traditional knowledge in Park Management, and there is need to protect sensitive cultural sites throughout the traditional territory and begin to reassert Algonquin presence and control. Other First Nations across Canada have successfully gone through this same process. More information about the Guardian Program can be found in Appendix D.

To put Kebaowek on the map in the short term, Kebaowek can market on the coat tails of the National Park and Kipawa Tourism. The marketing focus should focus on four things:

1. Supporting and building from the SÉPAQ marketing plan/tactics for the new National Park;
2. Building a consistent brand for the Kipawa region with a strong Algonquin cultural orientation as a key point of differentiation – essentially how visitors and prospective visitors feel about the destination and how they would describe the destination to their friends and family;
3. Developing a comprehensive visitor information program to help draw visitors across the border into Quebec and off Highway 101 (signage, information, maps, apps etc.);
4. Putting in place accountability measurements for all marketing tactics (to measure the results and to assess degree of success and enable modifications).

Kipawa Tourism should also consider if there is an opportunity to engage Ontario partners, as the main access into the destination is through Ontario. This may provide the incentive to engage Wolf Lake First Nation by including their shop and canoe outfitting business located on the Ontario side.

Second Kebaowek should begin to develop a brand for the community. This effort has already started with the installation of the two poles at the entrances to the community. The community needs to begin working on how they would like to be perceived by visitors, in a similar manner to the development of a Kipawa brand.

Both the Ontario/Quebec border and the border of the reserve present barriers for potential visitors and both Kipawa Tourism and Kebaowek need to ensure travellers feel welcomed crossing these borders.

As time progresses and Kebaowek establishes a role in relation to the National Park there will be a time when Kebaowek can begin on their own, and through Kipawa Tourism, to market to new visitor markets i.e. those that would be attracted for soft adventure and cultural experiences on Lake Kipawa and the river systems flowing into and through the lake.

Phase Four Opportunities

RV Park in Reserve Expansion Area

With the forecasted visitor numbers to the Park and with other regional marketing initiatives like the Tour du Lac there will be increasing demand for a range of accommodation options beyond the campgrounds and cabins being provided in the Park. Based on a current analysis of market opportunities, that will need to be revisited as part of a business plan, there appears to be opportunity for a unique seasonal RV/glamping development around the large lake by the sugar bush or on the shore of Kipawa Lake in the expansion area just south of the Park. This opportunity is of course contingent on the timing for the reserve expansion.

Cultural Adventure Destination

Once Kebaowek is established as a sub destination associated with the Park and once a range of attractions are in place (the Cultural Centre, the proposed sugar bush and tourism base south of the Park in the expansion area) the community can then consider other initiatives like development of a cultural adventure destination at the Charette Lake Camp and/or development of an appropriate accommodation facility in the SOPFEU building.

Development of the Charette Lake Adventure Cap concept would bring new visitors to the area. But in the short term it makes sense to pursue the 'low hanging' fruit, the National Park visitor market. Developing some type of tourist accommodation in the SOPFEU building will not in itself bring new visitors to the area and thus is dependent on existing visitor traffic that needs to be developed before considering development.

Kebaowek First National Park

Once the reserve expansion has been achieved, Kebaowek may wish to create their own First Nation Park within the reserve area. The park would be wholly owned and managed by Kebaowek First Nation and could feature protected areas established under Chief and Council legislation to preserve Algonquin natural and cultural heritage. The park would help to encourage public understanding and appreciation of Algonquin world views and relationship to the land. The First Nations Park would be a logical site for a basecamp development in support of the Quebec National Park encompassing Kebaowek owned and operated tourism businesses such as an RV/glamping operation, cultural outdoor programs and a base for the Algonquin guides and guardians.

Action Plans – Summary Chart

		phases:	Phase One Initial	Phase Two Community Strengthening				Phase Three Regional Outreach			Phase Four Reserve Expansion
		timing:		Year One			Year Two	Year Three	Year Four	Year Five	TBD
			up to end of 2017/18	2018/19			2019/20	2020/21	2021/22	2022/23	TBD
		Lead	to end of Q4 (Jan-Mar)	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)				
Goal #1	An engaged KFN community that is supportive of tourism										
1.1	Take leadership role (with tourism in region & with land and harvesting rights)	EDO									
1.2	Facilitate ongoing dialogue within community		✓								
1.3	Encourage community members to pursue tourism training/careers										
1.4	Support community and private tourism business development										
Goal #2	Work with select partners										
2.1	Connect and seek to work with Wolf Lake and other First Nations										
2.2	Pursue and implement a cooperative partnership with Opémican National Park										
2.3	Work with regional tourism partners and Indigenous tourism organizations										
2.4	Work with Indigenous tourism organizations at all levels										
Goal #3	Organize strategically for tourism development										
3.1	Strengthen tourism competency within community										
3.2	Respond effectively to market opportunities										
3.3	Ongoing strategic planning (with long term vision and short term action plan)		✓								
3.4	Establish good tourism governance - separate from political interference										
Goal #4	Put Kebaowek on the map										
4.1	Develop Kebaowek as a compelling destination (Cultural Centre, Trails, etc.)			◆							
4.2	Establish Kebaowek as a strong reputable regional tourism stakeholder/partner										

Action Plans - Charts

Phase One

Goal 1 - An engaged KFN community that is supportive of tourism				
Objective 1.2: Facilitate ongoing dialogue within community				
		Phase:	One	
#	Action	Lead	To end 2017	Jan – March 2018
a	Share the Tourism Development Plan with leadership and membership	EDO	✓	
b	Continue to share tourism information with the community on a regular basis	EDO	✓	
EDO = Economic Development Officer				

Goal 2 - Work with select partners				
Objective 2.1: Connect and seek to work with Wolf Lake and other First Nations				
		Phase:	One	
#	Action	Lead	To end 2017	Jan – March 2018
a	Approach Wolf Lake at the technician level to discuss possible coordinated approach to tourism development and dealing with Opémican National Park	EDO		
b	Work towards a joint meeting with Wolf Lake (EDOs and Chiefs) to further explore possible coordinated approach	EDO and Chief		
Note: It is important that Kebaowek work in partnership with the Wolf Lake First Nation, if possible, to gain the strongest negotiating position with the Park (for mutual benefit).				

Goal 2 - Work with select partners				
Objective 2.2: Pursue and implement a cooperative partnership with Opémican National Park				
		Phase:	One	
#	Action	Lead	To end 2017	Jan – March 2018
a	Appoint EDO as lead KFN technical person in discussions with the Park and provide support. EDO reports to Chief for decisions.	Chief & Council		
b	Prepare a Detailed Plan with Timelines for pursuing a cooperative partnership with Opémican National Park / SÉPAQ	EDO		
c	Determine budget requirements and sources	EDO		
Potential target funding sources: <ul style="list-style-type: none"> Opémican National Park / SÉPAQ (possibly part of \$500K commitment to KFN) DEC - Canada Economic Development for Québec Regions ABED - Canada - Aboriginal Business & Entrepreneurship Development 				

Goal 3 - Work with select partners				
Objective 3.3: Ongoing strategic planning				
		Phase:	One	
#	Action	Lead	To end 2017	Jan – March 2018
a	Completion of the draft Tourism Development Plan	EDO C&C	✓	
b	Complete the final Tourism Development Plan & begin to meet quarterly internally to monitor progress on implementing and continually updating the Tourism Development Plan	EDO with TBD		

Phase Two, Three and Four

Goal #1 – Action Charts

Goal 1 - An engaged KFN community that is supportive of tourism									
<p>Objective 1.1: Take leadership role with tourism in region</p> <p>& with land and harvesting rights;</p> <ul style="list-style-type: none"> - reinforce harvesting rights and activities throughout territory (including Opémican National Park) - increase community access to Kipawa Lake - help protect watershed and restore fishery 									
		Phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	While working on tourism development, seek an active leadership role for KFN in the community and in the region	EDO C&C							
b	Encourage leadership to reinforce and support land and harvesting rights.	EDO							
c	Ensure that tourism efforts reinforce and support land and harvesting rights.	EDO							

Goal 1 - An engaged KFN community that is supportive of tourism									
Objective 1.2: Facilitate ongoing dialogue within community									
		Phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Share the final Tourism Development Plan with leadership and membership	EDO	✓						
b	Share info on tourism work and business opportunities and encourage community involvement	EDO							
c	Initiate tourism introduction sessions with youth and encourage consideration of tourism as career	EDO							
d	Develop and implement an ongoing 'youth engagement plan' to engage them to consider their role in community tourism initiatives	EDO							
e	Use the community newsletter and Facebook to communicate and to continue to engage the community in major decisions regarding tourism and to create awareness of the tourism opportunity	EDO	✓						
f	Conduct a tourism skills assessment/inventory of community members	EDO							

Goal 1 - An engaged KFN community that is supportive of tourism									
Objective 1.3: Encourage community members to pursue tourism training/careers									
		Phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Continue to gather and circulate info on tourism training opportunities	EDO							
b	Arrange hospitality training for all front line KFN businesses (including Migizy Gas + Marina) and for private tourism businesses too – First Host style hospitality training if possible	EDO							
c	Seek funding to develop (and then implement) a Tourism Engagement Process for the community – to hire a facilitator to develop and run a series of workshops	EDO							
Potential target funding source: <ul style="list-style-type: none"> AIF – Aboriginal Initiatives Fund III - Workforce training 									

Goal 1 – An engaged KFN community that is supportive of tourism									
Objective 1.4: Support community and private tourism business development									
		Phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Issue RFP and hire consultant for the Tourism Engagement Process as facilitator.	EDO							
b	Work closely with the consultant on developing the details for the Tourism Engagement Process.	EDO							
c	Organize and implement a series of at least 4 workshop categories: <ul style="list-style-type: none"> • Introduction to tourism and hospitality • Guides and Guardians • Arts and crafts • Cultural tourism The intent of the workshops will be to develop interest and a candidate list under each category for future training.	EDO							
Potential target funding sources: <ul style="list-style-type: none"> • AIF - Aboriginal Initiatives Fund III – Entrepreneurship • DEC - Canada Economic Development for Québec Regions 									

Goal #2 – Action Charts

Goal 2 – Work with select partners									
Objective 2.1: Connect and seek to work with Wolf Lake and other First Nations									
		Phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Continue discussions with Wolf Lake at the technician level to discuss possible coordinated approach to tourism development and dealing with Opémican National Park	EDO							
b	Convene joint meeting(s) with Wolf Lake (EDOs and Chiefs) to further explore possible coordinated approach	EDO, Chief and Council							
<p>Note: It is important that Kebaowek work in partnership with the Wolf Lake First Nation, if possible, to gain the strongest negotiating position with the Park (for mutual benefit).</p>									

Goal 2 – Work with select partners									
Objective 2.2: Pursue and implement a cooperative partnership with Opémican National Park									
		Phase:	Two				Three	Four	
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Implement the agreed upon plan, process and meeting schedule	EDO & Advisor(s)							
b	Participate in the drafting of an agreement with the Park	EDO & Advisor(s)							
c	Communicate with Chief & Council regarding draft plan and negotiations	EDO							
d	Work with KFN legal council to review draft agreement and communicate any suggested amendments to Chief and Council	EDO							
e	Participate in negotiations	Chief and Council							
f	Communicate draft agreement with community	EDO							
g	Ratify draft agreement	Chief and Council							
h	Implement the partnership agreement	EDO							
Potential target funding sources: Opemican National Park (for cost of legal services to review draft agreement if necessary).									

Goal 2 – Work with select partners									
Objective 2.3: Work with regional tourism partners									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Continue relationship with Kipawa Tourism building the marketing platform for Témiscamingue South	EDO							
b	Meet with Tourisme Abitibi-Témiscamingue to share the Tourism Plan and discuss partnership potential	EDO							
c	Work to identify and begin to develop, as appropriate, mutually beneficial project opportunities with Tourisme A-T	EDO and TBD							

Goal 2 – Work with select partners									
Objective 2.4: Work with Indigenous tourism partners at all levels									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Meet with Dave Laveau (Executive Director, Quebec Aboriginal Tourism) to share the Tourism Plan and discuss strategies for assistance and collaboration	EDO							
b	Join the Indigenous Tourism Association of Canada – as non-voting members to begin with to begin to develop relationships and take advantage of professional development initiatives and/or assistance opportunities	EDO							
c	Consider attending the ITAC conferences if timing works and subject to funding availability – to benefit from networking and tourism education	EDO							

Goal #3 – Action Charts

Goal 3 – Organize strategically for tourism development									
Objective 3.1: Strengthen tourism competency within community									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Develop the Guides & Guardians training program based and engage Quebec Parks to discuss ways they can assist Develop a budget and funding plan	EDO & Consultant							
b	Develop the Cultural Tourism program development and training plan, as well as a budget and funding plan	EDO & Consultant							
c	Develop the Arts & Crafts program development and identify any training requirements and potential trainers, as well as a budget and funding plan	EDO & Consultant							

Goal 3 – Organize strategically for tourism development									
Objective 3.2: Respond effectively to market opportunities									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Prepare RFP for placemaking/branding contract for Kebaowek								
b	Hire a branding specialist to develop a placemaking strategy and plan for Kebaowek								
c	Develop a comprehensive visitor information program (signage, information, maps, apps)								
Potential Target funding sources: <ul style="list-style-type: none"> • Tourisme Québec - support program for tourism development strategies (possibly) • DEC - Canada Economic Development for Québec Regions (DEC) • ABED - Aboriginal Business & Entrepreneurship Development (ABED) 									

Goal 3 – Organize strategically for tourism development									
Objective 3.3: Ongoing strategic planning and implementation									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Meet quarterly internally to monitor progress on implementing and continually updating the Tourism Development Plan	EDO With TBD							

Goal 3 – Organize strategically for tourism development									
Objective 3.4: Establish good tourism governance - separate entity from the First Nation									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Consider suitable not-for-profit options to own and operate the Cultural Centre and to apply for program funding on an annual basis	EDO							
b	Set up the not-for-profit structure	EDO and Chief and Council							
c	Consider a suitable commercial structure for community-owned/operated tourism businesses	EDO and Chief and Council							

Goal #4 – Action Charts

Goal 4 – Put Kebaowek on the map									
Objective 4.1 - A: Develop Kebaowek as a compelling destination – in part through a new Waterfront Cultural Centre in the community									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Initiate Waterfront Master Plan process	EDO							
b	Undertake informal initial planning and discussions re: Cultural Centre	EDO and others							
c	Chief and Council agree formally to set aside the waterfront site for the cultural centre and establish a project committee	EDO and Chief							
d	Hire facilitator to run a Cultural Centre conceptualization and planning session with full community engagement	EDO with project committee							
e	Develop RFP to hire consultants to assist with the Feasibility study and business plan (with funding/financing strategy)	same as above							
f	Seek funding and carry out a Feasibility Study and Business Plan	same as above							
g	Once Business Planning process is complete, carry out a Development Project including work on securing capital funding	same as above							
h	Construct and launch the KFN Cultural Centre	same as above							
<p>Potential Target funding sources:</p> <ul style="list-style-type: none"> Opémican National Park / SÉPAQ (possibly part of \$500K commitment to KFN) CCQ - Culture et Communications Québec – Capital Program – <i>includes cultural centres</i> DEC - Canada Economic Development for Québec Regions Department of Canadian Heritage – Cultural Spaces Tourisme Québec 1. Strategic support to tourism projects (DEADLINES April 1 and Oct 1) 									

Goal 4 – Put Kebaowek on the map									
Objective 4.1-B: Develop Kebaowek as a compelling destination – in part through a new Cultural Displays at Opémican National Park									
		phase:	Two				Three	Four	
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Negotiate an exhibit/presence in the Park Visitor Centre to educate and promote Kebaowek	EDO							
b	Oversee the development of the exhibit and programs at the Park to ensure accuracy and appropriateness	EDO and KFN staff							
c	Participate in joint marketing with the Park, providing information and monitoring marketing materials	EDO							
d	Partner with ATQ to ensure a presence in the proposed visitor centre in Montreal	EDO							
Potential Target funding sources: <ul style="list-style-type: none"> • DEC - Canada Economic Development for Québec Regions • CCQ - Culture et Communications Québec (CCQ) 									

Goal 4 – Put Kebaowek on the map										
Objective 4.1-C: Develop Kebaowek as a compelling destination – in part through Trails Development and possibly through a future KFN National Park (within Expansion to Reserve Area)										
		phase:	Two					Three	Four	
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD	
a	Seek funding for work on Five Year Trail Plan to benefit residents (active community living) and tourism industry.	EDO								
b	Prepare RFP and Hire Consultant									
c	Develop Five Year Plan									
d	Review plan through Community Engagement Process									
e	Start to implement the plan									
Potential Target funding sources: <ul style="list-style-type: none"> • DEC - Canada Economic Development for Québec Regions • Other trail funders to be identified (snowmobile, hiking, etc.) 										

Goal 4 – Put Kebaowek on the map									
Objective 4.2-A: Establish Kebaowek as a strong reputable regional tourism stakeholder/partner – through a Tourism Communications and Marketing Plan									
		phase:	Two					Three	Four
#	Action	Lead	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2	Year 3-5	TBD
a	Assign responsibility in the community for tourism communications	EDO & Band Manager							
b	Apply for funding for a Marketing and Communications plan	EDO & Communications person							
c	Issue RFP and hire consultants	same as above							
d	Participate in the planning project.	same as above							
e	Initiate tourism marketing and communications	Communications person							
Potential Target funding sources: <ul style="list-style-type: none"> • AIF - Aboriginal Initiatives Fund III • ABED – Canada - Aboriginal Business & Entrepreneurship Development • DEC - Canada Economic Development for Québec Regions (DEC) 									

Appendices

Appendix A: Tourism SWOT Assessment

The following chart illustrates the team’s assessment of the strengths, weaknesses, opportunities and threats for tourism in Kebaowek.

SWOT Analysis	
<p><u>STRENGTHS</u></p> <p>PHYSICAL</p> <ul style="list-style-type: none"> • Proximity to NE Ontario markets <p>NATURAL</p> <ul style="list-style-type: none"> • Large traditional territory covering range of landscapes • Kipawa Lake and the old growth forest blocks • Location on snowmobile/ATV trail system <p>POLITICAL</p> <ul style="list-style-type: none"> • Strong political support for tourism • Opémican National Park management support for community tourism <p>CULTURAL</p> <ul style="list-style-type: none"> • Members still have a strong knowledge of and attachment to their traditional territory which they can share with tourists. <p>HUMAN RESOURCE</p> <ul style="list-style-type: none"> • Strategic planning identified tourism opportunity <p>FINANCIAL</p> <ul style="list-style-type: none"> • Range of Aboriginal tourism planning/development funds to access <p>SOCIAL</p> <p>Already have tourism partnership with neighbours through Kipawa Tourism</p>	<p><u>WEAKNESSES</u></p> <p>PHYSICAL</p> <ul style="list-style-type: none"> • Small land base currently <p>NATURAL</p> <ul style="list-style-type: none"> • Moratorium for tourism development on the lake <p>POLITICAL</p> <ul style="list-style-type: none"> • SÉPAQ resistance to co-management <p>CULTURAL</p> <ul style="list-style-type: none"> • Significant loss of language and knowledge about culture in the community. <p>HUMAN RESOURCES</p> <ul style="list-style-type: none"> • Lack of capacity for tourism <p>FINANCIAL</p> <ul style="list-style-type: none"> • Lack of own funds for tourism development <p>SOCIAL</p> <ul style="list-style-type: none"> • Geographically scattered membership

<p><u>OPPORTUNITIES</u></p> <p>PHYSICAL</p> <ul style="list-style-type: none"> Planned reserve expansion Pending opening of Opémican National Park <p>NATURAL</p> <ul style="list-style-type: none"> Traditional territory centred around Lake Kipawa, a pristine lake environment Reserve expansion area <p>POLITICAL</p> <ul style="list-style-type: none"> Current federal & provincial government position re Indigenous peoples <p>CULTURAL</p> <ul style="list-style-type: none"> Tourism development can be a great motivator for cultural restoration within a community. Growing existing events through tourism <p>HUMAN RESOURCE</p> <ul style="list-style-type: none"> Growing membership & engaged youth <p>FINANCIAL</p> <ul style="list-style-type: none"> Available provincial & federal funding sources for tourism <p>SOCIAL</p> <ul style="list-style-type: none"> The other Anglophone Algonquin communities & Ontario Algonquin communities Cottage market 	<p><u>THREATS</u></p> <p>PHYSICAL</p> <ul style="list-style-type: none"> Timing & ability to effect reserve expansion <p>NATURAL</p> <ul style="list-style-type: none"> Climate change impacts <p>POLITICAL</p> <ul style="list-style-type: none"> SÉPAQ inability to push the envelope on Indigenous relations <p>CULTURAL</p> <ul style="list-style-type: none"> Loss/erosion of cultural knowledge <p>HUMAN RESOURCES</p> <ul style="list-style-type: none"> Lack of tourism and hospitality skills <p>FINANCIAL</p> <ul style="list-style-type: none"> Weak community financial capacity <p>SOCIAL</p> <ul style="list-style-type: none"> Unengaged members High community employment through Tembec/lack of interest/human resources for tourism Uncertain future of Tembec & Témiscaming
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Appendix B: Organizational Structure Best Practices

The decision to create an Economic Development Corporation (EDC) and the timing of such a decision needs careful thought, as there is a history across Canada of both successes and failures with Indigenous Economic Development Corporations. EDC's are typically created as the economic arm for First Nation communities and can be a major economic driver through investing in, owning and managing subsidiary businesses with the goal of benefitting the community members they represent. In creating an EDC, it is critical to set up a clear separation between local politics and the businesses.

In the case of the Best Practice model at Spirit Bear Lodge the EDC has been set up through a trust structure to separate politics from business. The Kitasoo Development Corporation LP (KDC) is a holding and management company that is owned by the community through a Trust structure. There are no councillors within the governance structure. The KDC develops and provides strategic direction for all subsidiary companies in Klemtu and assists in furthering the Nation's economic development. The KDC owns Spirit Bear Lodge LP and profits from the business flow back to the community for projects/initiatives or are reinvested into existing or new businesses. Other subsidiary businesses owned by the KDC include a seafood processing plant, a fish plant, a forestry company and the local band store and gas dock.

Creating an EDC requires viable commercial business opportunities. For Kebaowek that may be some time off in the future. The short-term opportunity in developing some type of cultural facility for both community and tourism purposes may be more suited to a not-for-profit structure. A Best Practice model in this regard is the QQS Society in Bella Bella the Heiltsuk First Nation community in BC. QQS Projects Society was established in 1999 to support Heiltsuk youth, culture and environment. The Society operates as an enterprising not-for-profit with a goal to help create a new generation of Heiltsuk leaders who are committed to revitalization of the Heiltsuk culture and to sustainable use and management of their traditional lands and resources. QQS is a values-based organization sharing the following values:

- Youth
- Culture
- Environment
- Heiltsuk laws
- Education
- Respect

Today QQS operates three facilities in the sacred Koeeye watershed within their traditional territory:

- Koeeye Lodge – a former fishing lodge and now a series of higher end cabins with gardens, a main gathering space and a lodge building with full commercial kitchen
- Koeeye Camp – a series of rustic cabins (very basic with bunks and woodstoves and no kitchen due to bears) where the youth camps are based
- Koeeye Bighouse – a traditional cedar longhouse where cultural and youth camp cultural learning activities take place

The main focus for the Koeeye facilities is on the youth camps. The camps take precedence for the facilities in July and August, but in the shoulder months of May/June and September/October the QQS Society welcomes other types of initiatives often undertaken with partners who share the QQS values. Although not promoted as such, the Lodge has been used for ecotourism including meeting retreats and team building programs for community agencies, donors to the organization or supporting foundations. It has been important to ensure that guests share similar values to QQS to ensure they represent more of an opportunity rather than a conflict. In this way the organization brings in some additional revenues that help to offset some of the operational costs of running the facilities.

QQS is a registered charity and they access a lot of philanthropic dollars to support program work – everything from health program funding to science-focused grants to language/cultural revitalization money. One of the keys to maintaining a steady flow of philanthropic funding has been keeping the mandate as open as possible and constantly re-framing the programs as need be to enable pursuit of different funding sources.

To engage the full community, QQS also hosts various community fundraisers like bake sales and raffles. Although these do not generate a lot of revenue they are critical at helping to ensure community members and families of campers are fully engaged and supportive of the programs.

QQS have also begun to utilize the facilities for scientific research conducted as part of the community stewardship of their traditional territories. The QQS model may be relevant to Kebaowek in that the priority cultural centre project would be equally a community as well as tourism initiative - a catalyst for Algonquin cultural revitalization.

There is perhaps an opportunity for Kebaowek to also develop a cultural camp somewhere in Hunters Point, for elder and youth traditional knowledge camps.

Appendix C: Indigenous Partnerships with Provincial and National Parks

There are strong co-management precedents in other parts of Canada (like Haida Gwaii) where Provincial and National Park have been developed in First Nations traditional territories. With federal Parks the norm is to negotiate Park Impact and Benefit Agreements (PIBA's) with each affected Nation. One of the most current models surround the creation of the Mealy Mountains National Parc in Labrador where Parks Canada and the federal government have negotiated PIBA's with the Inuit of Nunatsiavut and the Innu First Nations.

Often governments use the term "co-operative management" not co-management meaning they still see themselves as the ones in charge. In talking with other First Nations who have gone through this process it's really in the implementation, and the type of relationship that can be built more so than in the actual agreements. The most successful examples are those that are not solely bound to the letter of a PIBA or other such agreement, and more to the spirit and intent of the agreement.

It is recommended that Kebaowek and the Park management adopt Parks Canada's guidelines for developing partnerships with First Nations as follows:

- **P** for partnership, which means working collaboratively in planning management and operations;
- **A** for accessible, encouraging access to traditional lands and resources;
- **R** for respectful, meaning building mutual respect, trust and understanding;
- **K** for knowledge-based, meaning honouring and incorporating traditional knowledge;
- **S** is for supporting Aboriginal community interests, and in the case of Kebaowek helping to build capacity.

Appendix D: Guardians Program

An increasing number of First Nations are developing a Guardians program. Guardians help care for the land – they are essentially the ‘eyes and ears’ for their communities, monitoring wildlife, patrolling protected areas, administering Indigenous law in ancestral territories and creating management plans. In 2017 the federal government committed to investing in a national Aboriginal Guardians Network.

<https://www.ilinationhood.ca/our-stories/indigenous-guardians-video/>

The Guardians can in turn become the Guides for tourism programs in the Park and throughout the traditional territory.

Appendix E: Potential Funding Sources

Thus far, we have identified four broad sources of potential funding support that can be considered to implement the various tourism projects included in this Plan. This list is not exhaustive. ***It will be important for Kebaowek First Nation to constantly monitor for additional applicable funding opportunities.*** Here are the names of the three major sources (with various specific programs noted for each further below) identified thus far.

1. Secrétariat aux affaires autochtones Québec (SAA)
2. Tourisme Québec
3. Culture et Communications Québec (CCQ)
4. Canada

1. Secrétariat aux affaires autochtones Québec (SAA)

1.1 Aboriginal Initiatives Fund III (AIF III)

Eligible projects

To be eligible for funds earmarked for nations and communities, economic development projects must

- be consistent with the objectives for this component of the fund, and
- be given priority by the nation or community, by resolution, and
- be submitted to the SAA by March 31, 2022.

Applications for funds reserved for social economy projects, young entrepreneurs, women, and mobilization projects, must

- be consistent with the objectives for this component of the fund, and
- be submitted to the SAA by March 31, 2022.

Eligible projects must fall under one of the following six categories:

i. Entrepreneurship

This category is for the launch, expansion, or development of a business. The project must also meet one or more of the following requirements:

- Be beneficial for the Aboriginal population
- Create jobs for Aboriginal people
- Be economically and socially sustainable
- Raise the profile of the Aboriginal nation or community and the Aboriginal population in general

ii. Studies

This category is for studies that must be carried out before a project eligible for the economic development component can be put in place. This may include

- a business plan,
- a technical or financial feasibility study,
- a market analysis for an investment project, and
- studies on the integrated management of resources and traditional Aboriginal pursuits.

Studies may not exceed 10% of the total budget for economic development in the nation or community.

iii. Aid for local economic development

This category is for projects that help the nation or community better plan its own economic development. More specifically, such projects must seek to

- help communities draw up a strategic economic development plan,
- identify, showcase, and improve access to local resources, and
- recruit and train local economic development agents in Aboriginal communities.

Financial assistance for local economic development may not exceed 30% of the portion of the economic development budget earmarked for the nation or community.

iv. Workforce training

This category is for the development of the Aboriginal workforce, with a special emphasis on vocational training. Refresher workplace training required for the launch, expansion or development of a business project under this component of the program may be eligible as long as the trainee is an Aboriginal person.

v. Social economy

This category is for projects submitted by non-profit organizations active in the social economy. Under this program \$2 million has been set aside for social economy projects developed by eligible businesses and organizations located in Aboriginal communities or elsewhere. There is a limit of \$200,000 per project.

The social economy includes two types of businesses defined by their legal status:

- Cooperative and mutualist companies, made up of cooperatives formed under the Cooperatives Act or the Act respecting Financial Services Cooperatives and mutual associations formed under the Insurance Act, and
- Associations including non-profit organizations, formed under Section III of the Companies Act and whose financial viability is based on own-source revenue generated by producing and selling goods and services.

vi. Economic mobilization

Projects in this category must have a mobilizing effect on the overall economy of Aboriginal communities. They must also be submitted by Aboriginal non-profit organization and have garnered consensus among the Aboriginal nations concerned.

Eligible costs

In general, eligible costs are limited to capital expenditures, as defined in generally accepted accounting principles. Operating expenses, the repayment of debt or deficits, and working capital are not eligible costs.

AIF III - Financial assistance**General category**

Financial assistance is given as a grant. The maximum grant is determined according to the financial needs of the applicant and the aid given by the federal government and Québec ministries and government.

Aid granted by the Government of Québec and its agencies cannot exceed 50% of eligible expenses, and the total aid from the federal and provincial governments cannot exceed 90% of the project's total cost, with one exception.

In order to encourage partnerships between Aboriginal and non-Aboriginal people, any business formed by such a partnership will be 100% eligible for the program, under the condition that the Aboriginal applicant retain effective control and owns at least 50% of the company. If the Aboriginal developer is not the majority owner of the company, the financial aid that can be awarded for the project will match the proportion of the company under Aboriginal ownership.

Special category – woman and youth

To make funding more accessible for Aboriginal women and youth, a special category totaling \$2.55 million has been put in place. The SAA has increased the combined financial assistance awarded by the Government of Québec and its agencies to 70% of eligible expenses for projects carried out by Aboriginal women and youth. Similarly, the combined assistance granted by the federal and provincial governments has been raised to 95% of the total costs of such projects. Only young Aboriginal people aged 35 or under and Aboriginal women of all ages may benefit from this special funding category.

Companies for which over 50% of effective control and ownership are held by young Aboriginal entrepreneurs age 35 or under or female Aboriginal entrepreneurs of all ages are fully eligible.

1.2. Aboriginal Projects

Funding allocated by the SAA under this program must enable the carrying out of specifically defined actions over a fixed period, mostly taking place during the fiscal year concerned. No project funded can be automatically renewed; it must be the subject of a new funding application in a subsequent fiscal year.

Priority will be given to new projects, or projects composed primarily of new elements, with the exception of annual Aboriginal celebrations, such as Pow Wows or events surrounding National Aboriginal Day on June 21.

Projects to be funded may target the following themes, among others:

- Initiatives of a cultural, community, popular education nature;
- Projects pertaining to sports, recreation, healthy lifestyles;
- Initiatives involving cooperative efforts, or raising awareness of Aboriginal issues;
- Holding conferences, forums, symposiums, or other related events.

Allocation of Funding

Funding allocated in the context of the program varies, according to the assessment of the project based on the established evaluation criteria. Normally, the financial support provided is less than \$5,000 per project or per initiative.

2. Tourisme Québec

2.1. Strategic support to tourism projects

Eligible Projects:

Projects must:

- have a significant impact on Quebec tourism receipts on regional economic diversification and job creation;
- primarily attract a national and international clientele and promote the extension of the tourist season;
- include total direct investment of \$ 1 million or more.

Funding:

- Eligible costs are directly related to capital required for the development and enhancement of sites of tourist-oriented facilities and infrastructure. These costs also include the plans of architects, engineering and other fees related to capital and infrastructure requirements.
- The financial assistance granted may not exceed \$1 million per project in total.
- Financial assistance takes the form of non-repayable funding
- The participation of the MTO may not exceed 40% of eligible costs for non-profit organizations (NPOs).
- The accumulation of financial support provincial and federal government may reach 80% of the total project costs for NPOs (i.e. The applicant's contribution (equity) will not be less than 20% of the total project cost).

Application Process/Deadlines:

Return the [Strategic Assistance application form for tourism projects](#) , accompanied by the documents required in Section 8 of the form to:

Ministry of Tourism
Programs and the regional intervention
900 René-Lévesque Boulevard East, Suite 400
Québec (Québec) G1R 2B5
Phone: (418) 643-5959
Toll Free: 1 800 482-2433
Fax: (418) 643-0549

The annual deadline dates for the receipt of applications are:

- April 1 → for a decision in July.
- October 1 → for a decision in January.

2.2 Support program for tourism development strategies

The program includes four components:

- Component 1: Support for the development of winter tourism strategy;
- Component 2: Support to the value of the event tourism Development Strategy;
- Component 3: Support to the Strategy development of nature and adventure tourism;
- Component 4: Support for the development of tourism St. Lawrence Strategy.

Eligible projects

- The consolidation, implementation, expansion or modernization of an attraction, equipment, a specialized product or tourist service.
- The construction, expansion or improvement of tourism infrastructure.

Funding:

- Financial assistance, subject to available funding, may be in the form of a grant when \$250,000 or less.
- When funding is more than \$250,000, it is assigned as support for debt service over a period of 10 years.
- Minimum required equity for Indigenous projects is 10%.
- Maximum accumulation of government aid for Indigenous projects is 90%.
-
- A project must have a minimum eligible cost of \$ 100,000.

Application Process/Deadlines:

To apply for funding, complete the [Application for Funding / PSSDT](#) " and return it with the documents required in Section 11 of the form to programmes@tourisme.gouv.qc.ca .

The Department receives applications for financial aid continuously.

For information:

Ministry of Tourism
900 René-Lévesque Boulevard East, Suite 400
Québec (Québec) G1R 2B5
Phone: 418 643-5959 ext 3411
Toll Free: 1 800 482-2433

3. Culture et Communications Québec (CCQ)

3.1 CCQ Support Program for Capital Projects

For fixed property:

- construction (new construction, expansion, renovation, restoration, recycling, upgrading, development, etc.)
- acquisition and installation of personal property or equipment;
- purchase of land for development as a cultural facility eligible for a non-profit organization or a cooperative receiving either a recurring operating aid of the minister, CALQ or BANQ, a recurring assistance of the Minister or SODEC for the operation of its activities;
- acquisition of a building in order to accommodate an eligible cultural facility;
- archaeological work (excavation, monitoring, inventory) from excavation, subject to obtaining an archaeological research license;
- work required to maintain the archaeological integrity of a listed archaeological site (irrigation, stabilization, rock, etc.), where these are required by the Minister.

Funding - Capital:

- For Aboriginal community projects involving cultural facilities, financial assistance can reach 90%.
- Maximum cost thresholds for non-heritage buildings is \$2,800 per square metre.
- Funding is in the form of grants for requests under \$100,000, and repayable loan for over this amount.

Application Process/Deadlines:

Applications are completed on-line through the [di@pason](#) portal. It may also, on request, be submitted on a paper form, which must be submitted to the regional office of the applicant region.

4. Canada

4.1 Canada Economic Development for Québec Regions (DEC)

- Repayable contributions and non-repayable contribution
- Generally up to 90 percent of authorized costs for non-profits

Business Start-up

- Business incubation
- Purchase of equipment, computer tools and technology
- Fit-up, expansion or construction upgrading of facilities
- Pre-commercialization activities
- Implementation of a marketing strategy
- Management capacity building
- Recruitment of specialized resources
- Knowledge transfer
- Strategy development
- Development of business leads and searching for funding
- Networking
- Consulting and guidance services
- Information services

Development Strategies

- Strategy development
- Networking
- Development of business leads and searching for funding
- Recruitment of specialized resources
- Implementation of initiatives

Marketing

- Development of distribution network
- Purchase of equipment, computer tools and technology
- Management capacity building
- Recruitment of specialized resources
- Associations, alliances and partnerships
- Knowledge transfer
- Strategy development
- Development of business leads and searching for funding and networking
- Consulting and guidance services
- Information services

Promotion of Region

- Implementation of a marketing strategy
- Recruitment of specialized resources
- Development of business leads and searching for funding
- Networking
- Strategy development

Application Process/Deadlines:

1. Prepare a project summary
2. Contact an advisor from the Business Office to discuss project
 - if deemed eligible, the advisor will provide a financial assistance application form plus the information to be provided for establishing an associated file.
 - a letter will be sent confirming that the file is being analyzed and that a decision is expected within 35 to 65 days
3. There are no program deadlines.

Service location

Abitibi-Témiscamingue – Nord-du-Québec Business Office

906 5th Avenue

Val-d'Or, Quebec J9P 1B9

Tel.: 819-825-5260

418-748-2175

1-800-567-6451

Fax: 819-825-3245

4.2 Aboriginal Business & Entrepreneurship Development (ABED)

Formerly Aboriginal Business Canada (ABC)

ABED is Administered by Société de crédit commercial autochtone (SOCCA)

http://www.socca.qc.ca/non-refundable_contribution.html

Eligible activities

- Start-up, acquisition or expansion of a business
- Implementation of marketing activities
- Project-related management
- Professional advisory services after the business is launched (accountant or other)
- Development of a business plan, marketing plan or feasibility studies (assessments, environmental studies, etc.)

Contribution level	Equity required - Individual	Equity required - Band Council
Development of a business plan, marketing plan or feasibility studies Contribution rate up to 75%	Net value - Less than \$350,000 Net value 10% to 15%	Net value - Less than 3,5 M\$ Net value 10% to 15%
Start-up, acquisition or expansion of a business Contribution rate up to 40%	Net value - \$350,001 to \$700,000 Net value 16% to 20%	Net value - 3,5 M\$ to 7 M\$ Net value 16% to 20%
Implementation of marketing activities Contribution rate up to 60%	Net value - \$700,000 to \$1M Net value 21% to 25%	Net value - \$7M to \$10M Net value 21% to 25%
Project-related management and/or Professional advisory services after the business is launched (accountant or other) Contribution rate up to 75%	Net value - More than \$1M 0% - Self-financing	Net value - More than \$10M At the discretion of AADNC

ABED Contact: administration@socca.qc.ca

2936, Rue de la Faune, Suite 200

Wendake (Qc) G0A 4V0

Phone [\(418\) 842-0972](tel:(418)842-0972) [1 800 241-0972](tel:1800241-0972)

Fax [\(418\) 842-8925](tel:(418)842-8925)

4.3 Heritage Canada – Museums Assistance Program

The Museums Assistance Program (MAP) supports heritage institutions and workers in the preservation and presentation of heritage collections. The program fosters the preservation of Aboriginal culture and facilitates access to heritage collections for all Canadians. It also promotes professional knowledge, skills and practices related to key museum functions.

The MAP provides funding to Canadian museums and related institutions through five separate components:

Access to Heritage - The Access to Heritage component promotes access to heritage across different geographic regions of Canada. Eligible projects are related to travelling exhibitions, to assist heritage organizations in reaching new audiences.

Exhibition Circulation Fund - The Exhibition Circulation Fund component assists museums with the costs of hosting travelling exhibitions originating from another museum or from a federal heritage institution and borrowing artefacts for exhibition from the Canadian Museum of History or the Canadian War Museum.

Aboriginal Heritage - The Aboriginal Heritage component supports the preservation, presentation and management of Canada's Aboriginal cultural heritage. It also promotes public awareness and understanding of the diverse cultures of Aboriginal Peoples.

Collections Management - The Collections Management component aims to improve professional knowledge, skills and practices to strengthen professional standards related to key museum functions for collections management in Canada. It also supports the development and delivery of resources or services that will benefit multiple museums.

Canada-France Agreement - The Canada-France Agreement component aims to develop special, lasting ties between museums in Canada and France, as well as enhancing the skills and competencies of museum professionals. It also assists Canadian organizations in developing new international partnerships and in reaching new potential audiences for Canadian heritage collections.

Application deadline

November 1

More information:

<https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance.html>

<https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance/application-guidelines.html#How to apply>

4.4 Heritage Canada – Cultural Spaces

As part of the 2016 budget, the federal government announced that over the next two years, it will be investing an additional **\$168.2 million in cultural infrastructure through the Canada Cultural Spaces Fund**. As of May 1, 2016, Public Art and Feasibility Studies are now eligible for support under the Fund.

The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for artistic creativity and innovation. The fund supports the improvement, renovation and construction of arts and heritage facilities, as well as the acquisition of specialized equipment.

By supporting improvements to our country's cultural spaces, the CCSF increases access for Canadians to performing arts, visual arts, media arts, museum collections and heritage displays.

Who can apply - eligible applicants include:

not-for-profit arts and heritage organizations, incorporated under the Canada Not-for-Profit Corporations Act, Part II of the Canada Corporations Act or under corresponding provincial or territorial legislation;

provincial/territorial governments, municipal or regional governments and their agencies; and

Aboriginal people's institutions or organizations.

Application deadline - The Canada Cultural Spaces Fund receives applications on an ongoing basis.

More information: <https://www.canada.ca/en/canadian-heritage/services/funding/cultural-spaces-fund.html>