



FORESTRY STRATEGY

2005

TFN Forestry Strategy

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Executive Summary

1.0 Introduction

The Temagami First Nation people, known as the Teme-augama Anishnabai, have occupied Daki Menan, our ancestral homelands, since time immemorial. The people have for generations “made a living”, as the Elders say, from the land and have lived in close harmony with Daki Menan. While times have changed, today’s Teme-augama Anishnabai still have a strong connection to Daki Menan in all ways – physically, mentally, emotionally and spiritually.

Today’s world is much different from that of our ancestors. People around the world, including Temagami First Nation, are living a much different “modern” lifestyle with all the machines and modern conveniences. Daki Menan itself has also changed and is now not as healthy nor abundant as it once was due to the damming of our rivers, exploitation by outside interests and pollution all brought on by colonization.

With one foot deeply rooted in our rich and vibrant past as a people and the other foot immersed in the modern lifestyle most of us live, we find ourselves trying to “make a living” in this day and age. Temagami First Nation has a strong interest in both ensuring the health of Daki Menan and making a modern living from the bounty of Daki Menan in order to provide for our people for generations to come.

Unfortunately the Teme-augama Anishnabai have been largely marginalized by the exploitation of our homeland’s resources over the past hundred years. Even today, we find ourselves receiving little, if any, benefit from resource-use within our homelands and little say in how Daki Menan’s resources are “managed”. Despite the promises of the Treaties, we still find ourselves today fighting for a fair share in the resources.

Temagami First Nation is faced with these and a variety of other forestry, land-use and resource management issues within Daki Menan. Further, Temagami First Nation is currently in land claim negotiations and needs to prepare for future forestry and lands-related opportunities and responsibilities.

With so much to be done in the area of forestry, land-use and resource management, Temagami First Nation’s leaders recognized that it was time to conduct some planning, identify what we want, and get organized in order to move forward. We needed to set the direction in order to ensure our future and that of upcoming generations to “make a living” from Daki Menan. And so, the idea of a community-driven Forestry Strategy was born.

The TFN Forestry Development Strategy was originally prepared by and for Temagami First Nation in early 2001. The strategy recognized that industry and the Ministry of Natural Resources, who have assumed control over Daki Menan resources, would need to play a role in assisting in achieving our goals and objectives.

This current document, Temagami First Nation’s Forestry Strategy, is a redraft of the original for submission to the Ministry of Natural Resources. It is being prepared in response to a particular resource-use issue involving sunken logs. Temagami First Nation sought to benefit from this resource under its own capacity on the recovery of these sunken logs within the waters of Daki Menan as part of the current Framework Agreement (June 21, 2000) and Term & Condition #77.

Temagami First Nations goals and objectives in our Forest Strategy may have been unclear to the MNR following the sunken log issue and their refusal to offer Temagami First Nation the opportunity to harvest this resource. And so, it is hoped that by submitting this Forest Strategy of Temagami First Nation it should lay to rest any doubts or misconceptions of our goals and objectives relating to the natural resources on Daki Menan.

2.0 Background

2.1 History

The Temagami First Nation originally were known, before government interference, as the Teme-Augama Anishnabai, and were an autonomous self-governing people who lived in harmony with each other and the land. In circa 1907 the people were separated by the Federal government into status and non-status Indian peoples. This created for the first time a split of the people into different categories as recognized by an external government. A government that gave gifts or presents to some and not to others. A government that recognized and created an Indian Band by their definition and whom those members would be. This same government caused great hardship to the people through flooding, encroachment on family lands for commercial purposes, prohibitions on trapping and moose hunting, and even restrictions on the cutting of firewood.

The Teme-Augama Anishnabai's homeland is known as Daki Menan in our language. Daki Menan is approximately 10,000 square kilometers in size and is bordered by Marten River in the south, Elk Lake in the north, the Montreal River in the east and the Sturgeon River in the west (Figures 1 & 2). Archeological research has confirmed Teme-Augama Anishnabai presence on Daki Menan for at least 6000 years. n'Daki Menan is comprised of 14 family territories that provided them with all they needed. Their well being physically, mentally and spiritually was all given from the land and its resources. Food from the animals and forests were plentiful. Medicines from the and animals were readily available and used when needed. Their spirituality was connected to all living and non-living things within their homeland. Life was not just an existence to stay alive, it was a life that was lived in harmony with all that the Creator had provided. The people were only a part of the creation that connects all things to live in balance and in respect of each other.

Temagami First Nation/Teme-Augama Anishnabai (TFN/TAA) continue the long-standing struggle for justice related to their rights to Daki Menan. This was brought to the Courts in 1991 when the Supreme Court of Canada ruled that the Temagami Indians had adhered to the Robinson-Huron Treaty of 1850 (a treaty to which they were not a signatory). The Supreme Court also ruled that the Crown had breached its fiduciary obligations to the Temagami Indians by failing to meet their obligations under the treaty.

After the 1988 Red Squirrel Road blockades and the numerous court decisions, Ontario and the Teme-Augama Anishnabai agreed to negotiate. The negotiations culminated in a 1993 Agreement in Principle among the negotiators, which was to be the basis of a final Treaty of Coexistence. This agreement entailed: lands; compensation; economic development and resource sharing; funding and revenue sharing; and other details. TFN/TAA lands, shared stewardship lands and Ontario lands were identified. An Agreement in Principle failed to be ratified by the TFN/TAA community in 1995 when Premier Harris without notice or consultation, announced that the Agreement in Principle was withdrawn.

In 1998, TFN/TAA reached consensus on a position paper entitled "Agreement of Co-Existence", which is substantially the same as the Agreement in Principle, and forwarded it to Ontario as a proposal for settlement. After much stalling, Ontario agreed to negotiate, and a Framework Agreement (June 21, 2000) was signed by TFN, TAA and the Ontario government. These efforts have recently culminated into an agreement between the parties on the elements of a settlement in which lands, economic development and compensation are addressed. Included in the package is 127 square miles of reserve/settlement lands around Lake Temagami/Cross Lake in addition to a mainland community site. Land use and resource management will be mentioned in the forthcoming final settlement, but will be dealt with in a separate Memorandum of Understanding. As of early 2003, drafting of the final agreement is underway. Ratification of the final agreement will be required of the parties.

2.2 Today

The people today have a water-access community site on Bear Island, Lake Temagami. Several members also reside in town (Temagami), and others on different parts of Daki Menan. The people still gather, hunt, fish, travel and trap throughout our traditional area.

Temagami First Nation has a total membership of about 600 people. About 250 people live on Daki Menan, mostly on Bear Island and in Temagami. We have a large number of young children age six and under. TFN is in line with the general 4% growth rate of Native communities.

Approximately 1500 people are members of the Teme-Augama Anishnabai, which includes all descendents of the people, status or non-status, and their families.

The people have “made a living”, as the Elders call it, from Daki Menan since time immemorial. The land provided all that was needed to survive and flourish - food, clothing, shelter, transportation and medicines. This type of subsistence or traditional lifestyle is an economy in itself.

Even with European influence, today’s Elders still derived a living from the land during their Youth. Trapping and tourism (guiding, cooking, camp duties etc.) in addition to subsistence living, also contributed to the Native economy. Some of the Elders also worked in the horse logging camps.

Today, much has changed although a traditional lifestyle is still important. Our economy is now different - construction, tourism and services such as teaching, health, banks etc. now make up our modern economy. Temagami First Nation and the construction industry are major employers. Much of the local economy is seasonal in nature with spring, summer and early fall being the peak season for the local construction industry and TFN’s silviculture work.

It is important to note that TFN has no revenues of its own from sources such as band-owned businesses, resource development, leases or royalties. TFN does, though, have forestry initiatives and a non-profit tourism company in the works.

There are several private businesses owned by TFN members. These are: convenience stores, restaurant type businesses, a mining explorations company, a silviculture company, several construction businesses, a sawmill operation, a taxi business, hair stylists, artists and a couple of tourist operations.

2.3 Summary of Past Use of Timber Resources

2.31 Traditional Use

The past use of timber resources by the Teme-Augama Anishnabai community was extensive. Not only did the forest provide basic needs of heat and shelter, but it provided products and by-products for numerous activities and requirements of every day life.

Red pine, white pine, cedar, birch, poplar and maple are trees that were abundant in the area and used extensively. Homes were one of the biggest uses of the timber. Some of the family territories and settlement sites had anywhere of up to 9 cabins and other buildings on it. The Austin Bay settlement is documented to have had 9 homes, 2 barns and 3 stables. Firewood was used extensively for heating and cooking.

Birchbark was an essential material that was in abundance and had many everyday uses. Birchbark was a common material used in the making of containers and baskets for storage, and transportation of goods. It would be used as a meat cutting board, or to clean fish on. It would also be used as a weather protector much like a tarp is used today. It was of most importance in canoe-making. Sheets of bark would be cut and layed out to flatten and dry. Mr. Bill Twain in conversation with Mr. Craig McDonald spoke of canoe building sites at McKenzie Lake and Rabbit Lake. Madeline Theriault, in her book "Moose to Mocassions" spoke of making a canoe with her great grandfather Michael Katt 18' long. The frame would be made of cedar, while spruce root would be used to hold the bark together onto the frame. Pine pitch was used in adhering the bark together at the seams and waterproofing it.

Pine pitch was superior to spruce gum as an adhesive. Because of the dominance of red and white pine in the area it was readily accessible. A tree selected for pitch would have a notch cut horizontally into the trunk. The pitch would then run out and collect at the base of the cut. Craig McDonald noted two trees showing these marks at Helen Falls and Pot Portage in Sladen township. It was estimated that these notches were on trees over 200 years old, and the cuts were at least 75 years old.

Elm bark was superior to birch bark for the manufacture of containers, however, it was very rare in the area. One known location to get it was on the Sturgeon River northwest of Paul Lake.

Household items were all made of available wood, such as bed frames, tables, chairs, cupboards, kitchen utensils, toboggans, snowshoes and many other items too numerous to mention. The tikinagan (baby cradle board) was an item that was widely used. It kept the baby safe and secure, and also made traveling easier. The tikinagan would be made from cedar and maple with cloth and lacing on the inside.

Rare trees such as ironwood and red oak found in the area of Rib Lake were excellent in the making of axe handles and sleds.

Spring season was the time of year when families would go to a maple stand for a couple of days to tap the trees for syrup. They would set up camp and equipment, make containers of birchbark, and proceed to tap the trees for the syrup. Sites that used to be accessed were Witch's Point, Temagami Island, Austin Bay and Obabika Lake to name a few. According to Craig McDonald, a number of locations have associated sap collection and processing equipment including iron cauldrons and birchbark containers.

2.32 Contemporary Use

While the traditional uses of timber resources are still very much alive today, the people also utilize timber resources in a contemporary manner. In addition to a continued desire to realize benefits from resource extraction within Daki Menan, there exists an interest, capacity and history of utilizing timber resources for business purposes.

Temagami First Nation is currently a Licensee with harvest rights to 2% of the annual allowable cut in the Temagami Management Unit (TMU). Unfortunately, TFN has determined that the quality and quantity of our harvest share is not sufficient to sustain a viable business operation. So, TFN has expressed a desire to receive blocks with operational efficiencies and an increase in harvest rights in order to increase our harvest share to a viable level so as to maintain a viable business venture.

TFN has also conducted manual tending and pre-commercial thinning in the TMU under a Renewal and Maintenance Agreement(s) with MNR since 1997. TFN has recently developed a Woodlands Company through which its woodlands operations and other forestry work will be conducted. TFN is interested in additional timber-related business opportunities, including: slash-pile burning, GIS, tree marking, stand improvement, essential oils, sunken logs and wood processing opportunities (primary and secondary).

There are currently a number of private businesses utilizing timber resources within the Temagami First Nation community, including construction, silviculture, processing and manufacturing companies:

- Construction - there are four construction companies based on Bear Island, two of which build log homes. These companies utilize SPF, white and red pine and cedar for general construction, dock building, specialty woodworking and log homes.
- Silviculture – the silvicultural company conducts tending, thinning, stand improvement and other silvicultural work in the Temagami, Nipissing and Timiskaming management units.
- Sawmills - there are at least three community members with sawmills, including the only licensed First Nation sawmill in the TMU. These mills utilize softwoods – red & white pine, cedar and spruce.
- Firewood Processing - there are also a number of community members interested in birch and maple for firewood processing.
- Manufacturing – there are two companies which make furniture, cabinets, outdoor furniture etc.

Temagami First Nation have the opportunity to receive timber from TFN's harvest blocks, as per the District Wood Disposition Strategy and the 2004 -2009 FMP.

2.4 Summary of Past Use of Other Resources

Hunting, fishing, trapping and gathering was a very large part of Teme-Augama Anishnabai life. It consisted of activities that were very much oriented to the time of season and to the environment they lived in. The Anishnabai were very aware of the land and what it provided. They practiced conservation as a means of having something for tomorrow. Lands were managed in order to leave and provide for the next year. Trappers would trap a portion of their land for a couple of years, and move into other sections. Thus, allowing the depleted portion of land to replenish itself. They would always leave enough fur bearing animals to reproduce to ensure a constant supply.

Traditional family territories were the boundaries in which a family would fish, hunt, and trap. When animals were scarce in a family area they would ask permission of another family to hunt in their area. This would in most cases, always be granted, and they would be lent a specific area to hunt in. Commercial hunting was a practice that many natives were a part of. Local natives would hire themselves out as guides, and if a dog was required to hunt larger game, a wage would also be charged for the dog. A few local natives had built and operated camps for tourists to come to during hunting and fishing season. Friday's camp was a well-known camp operation that catered to tourists for fishing and hunting. Today, there is no commercial hunting as the cabins on trap lines are only allowed for use by the trapper during trapping season.

There were some animals that had a more valuable pelt than other fur bearers in terms of the dollars that could be obtained for it. A fisher was an animal that would be tracked for days because of its value. Besides the monetary value there was also the value of what the animal could be used for. Rabbit was important for its fur in the making of blankets. Bear was important not just for the meat, but because of the oil that could be obtained and used over the winter. It was important to kill a bear in the fall before it dened up. Moose was important for its food and its hide for the making of clothes. Beaver was used as a food source, and its pelt for monetary value. The castoreum was also important in that it was used for medicinal purposes. It would be used as a poultice to draw out an infection, or as an ether used in a drink for pain, and as a toothache remedy. A muskrat skin was used for bronchial and breathing problems such as those associated with asthma.

Fishing was another important activity that provided a diet staple that was easily accessible. Fishing areas were utilized depending upon the season, and what type of fish was spawning. Fish nets were made using spruce root, and all families made their own nets. Any commercial fishing that occurred local natives being employed as guides for local tourist camps. It was common to trade fish with the lumber camps in the area for dry goods such as flour, sugar, salt, lard and other items. Fish was not only an important source of food, but also as bait for trapping purposes. The netting of fish, and knowing where to go in the winter for a supply of fish was important in the event game should become very scarce. Areas on a lake that had a current near a point, shoal, or along a narrows would stay open in the winter and provide access to fish.

Trapping occurred throughout the homeland Daki Menan and was an important livelihood. The coming of the fur trade, and the monetary value that was placed upon fur bearing animals for pelts had a major impact on native life as it was known. It was common to share the land and its resources, however, once monetary value was placed upon the pelts of the animals, customs and practices of the native community would be altered forever.

French trading records from Lake Temiskaming refer to a Chief of the Smoothwater Lake in 1725. Local trade occurred in that area with the opening of the Temiscaming Post in 1720. In 1834 because of intense competition for fur the Hudson's Bay Company opened a post on Temagami Island. Local natives would sometimes take their fur to Nipissing or Temiskaming if they could get a better price, so 1872 the HBC opened a post on Bear Island in an attempt to seize the available market by being the easiest to access. Trapping was steadily being infringed upon with the coming of non-native settlement, and in circa 1927, the native peoples were being

stopped from trapping by the Department of Lands and Forests, now known as the Ministry of Natural Resources (Madeline Katt Theriault-"Moose to Moccasins"). Many of the people did not comply with this, and would travel for days to meet a buyer to sell their fur onto the so-called "black market". In addition to the prohibition on trapping, the Department of Lands and Forests prohibited the native people from hunting moose for a short period of time. This caused great hardship as moose was a main food and clothing source.

In 1969 when trap lines continued to be taken from the Teme-Augama Anishnabai, and given to non-native trappers. The native community decided to protect their trapping grounds, and formed the Bear Island Trapping Co-op. The Bear Island Trapping Co-op consists of approximately 12 registered traplines in the Temagami area, which takes in areas such as Lake Temagami, Cross Lake, Obabika Lake, Wakimika Lake, Rabbit Lake, Whitebear Lake, Lady Evelyn Lake etc. The grounds that are "open" grounds are trapped by community members who do not have a registered trapline.

The seasons and the time of the year dictated certain preparations and activities that would take place. Summer was a time for gathering together to share and socialize. The people would celebrate with feasts, singing, dancing and other events. There may be marriage ceremonies taking place, or the giving of a name to a child. There would also be decision making by the Ogima, and his council of advisors in regard to issues that needed to be dealt with. This could be of any matter that was of importance to the people as a whole: Traditional gathering sites have been noted at Smoothwater Lake, Sandy Inlet, Austin Bay, Bear Island, and other places.

Summer was when different types of berries would be gathered for later use. Berries would be laid out on birchbark to dry in the sun and used as a jam or jelly. Some berries would be used as a flavoured tea. Some such as chokecherries were used as a medicine for diarrhea.

Summer was also a time to tend gardens and grow potatoes with other staples for the upcoming fall and winter. Garden sites were plentiful with the primary sites on Lake Temagami being Austin Bay, Bear Island and the nearby islands. Sandy Inlet and Wabun (Garden) Island were also known as good gardening sites.

The Whitebear family had gardens around Cassels (Whitebear) Lake and Rabbit Lake. Mature poplars now stand in Austin Bay and the nearby islands were the old garden sites where.

In the fall an expectant mother would gather moss. Moss was an excellent diaper, as it kept the baby dry and clean smelling. Once all the roots were pulled out of the moss it was soft as batten and very aromatic. This was also at this time a bear would be taken for its meat and fat to be used over the winter.

In spring it was common to burn small islands or peninsulas to generate good berry picking. It would be done at this time of year as the ground would still be wet, and the fire would not get away. These sites were also excellent for food for animals as it provided new growth for feed. Of course spring meant it was time to go to the maple sugar bush forest.

Throughout the season the forest provided many plants, leaves, and roots that were used as medicines. Fresh cedar boughs would be collected and would be boiled up for use as a cold remedy. The broth would be strained and drunk as a tea. The gum from a young birch sapling or spruce was effective in stopping bleeding from a bad cut.

2.5 Summary of Forest Management Problems & Issues

2.51 Management

Temagami First Nation's primary concern with regards to forest management is that our involvement in forest management on Daki Menan is poor to mediocre at best. The general lack of Aboriginal involvement in forest management planning, resource management, benefits and land-use in general has been noted by numerous bodies, including the Royal Commission on Aboriginal Peoples, the Environmental Assessment Board on Timber Management and Ontario's Living Legacy.

Current consultation processes are little more than notification, and do not constitute meaningful involvement. There have been numerous decisions and directions made about our land of which we had no part, no voice, no say. Proper consultation, especially on the larger decisions, did not occur. For example, TFN/TAA were not properly consulted concerning the implementation of the Wendabin Stewardship Authority's Plan into the Temagami Land Use Plan, which also was done without proper TFN/TAA involvement. While TFN/TAA do have seats on various committees, this is certainly nowhere near the level of co-management that was contemplated in the 1993 Agreement in Principle.

The sourcing of 2 ½ years of liaison funds for TFN by MNR was a step in the right direction. Unfortunately though, the funds were inconsistent and sporadic. We need a consistent source of sufficient funds in order to meaningfully participate in resource management within Daki Menan, and to develop resource-based economic initiatives. Since Ontario has assumed responsibility for the lands and resources within Daki Menan, we believe it is Ontario's responsibility to fund our participation in land-use and resource management. The lack of consistent funding remains a concern.

Temagami First Nation also has some specific concerns, which were documented in the 2002 Native Background Information Report. These are some of the concerns that the Teme-Augama Anishnabai has expressed in the past. For one, TFN/TAA does not condone the use of any chemical pesticides for any purposes within Daki Menan. Secondly, there have been documented concerns about large clear cuts, i.e. over 100 ha in size.

Finally, the TFN/TAA were never properly consulted about the Red Squirrel Road Extension nor its subsequent legitimization through the Temagami Land Use Plan, and therefore the extension remains an issue. This is just one example of how consistent and systematic exclusion causes disharmony in the forest.

The proposal to transfer forest management in Temagami to a community-based SFL presents a great opportunity to address meaningful Aboriginal participation in forest management within the current system. A Preliminary Business Proposal was put forth in February, 2003, and we are satisfied that it demonstrates not only a viable business opportunity, but also an opportunity for greater stakeholder harmony in the Temagami Forest.

2.52 Economic

For more than a century, resource development has occurred on Daki Menan. To this day very little of this wealth has been shared with the Temagami First Nation people. Temagami First Nation believes it has a right to benefit from the resources of Daki Menan. A belief that is in accordance with numerous organizations, and documents including the Timber Management Environmental Assessment.

The continued lack of sharing in the benefits, and even the exclusion of Temagami First Nation from real opportunities is a serious concern with regards to forest management in Temagami. There have been instances since the 1994 Timber EA where an opportunity could have been made available to TFN, but was instead allocated to a non-native company. For example, TFN received only a tiny portion of the unallocated wood available between 1993 and 1997; and a large number of license transfers have occurred in the recent past, opportunities which were not made available to TFN.

Another recent example is the Temagami Request for Proposals (RFP), where TFN was not properly consulted nor given proper prior notice. Also ignored in the RFP process were the Crown Forest Sustainability Act (CFSA) provisions which allow wood to be allocated to First Nations without a competitive process. The subsequent exclusion of TFN from the proposed white birch mill, despite the First Nation's efforts, clearly demonstrates industry and government's continued intention to not share the benefits of forest management with TFN. It has also demonstrated to TFN that existing processes are inadequate to address our interest. TFN Council remains very disgruntled with this white birch mill project, particularly because our support was used to further the proposal, and we had put some \$50-\$80,000 into the project, which was all for naught.

Temagami First Nation has also expressed concerns with respect to its harvest share quality and quantity, as documented in two letters to the Ministry of Natural Resources of December 19th, 2002. In summary, TFN has determined that the quality and quantity of the 2% harvest share is not sufficient to sustain a viable business operation. The business viability was further diminished in the 1999-2004 plan due to the poor quality of the blocks allocated to TFN, where only 20%-25% of the allocated area was operable.

TFN would like assurances from the Ministry that it will receive blocks with operational efficiencies in the future. TFN also requested that any future harvest share and wood opportunities be available to TFN on a first priority basis, in order to reach viable business levels. We believe that the spirit and intent of T&C#77 requires that MNR and the forest industry plan for success of Native participation, not to ensure failure.

One thing that TFN does remain pleased about is that the wood flowing from our harvest allocations, with the exception of poplar, is available for our own socio-economic use.

Other concerns are in regards to the T&C#77 reporting systems and the FMP socio-economic analysis. The reporting system whereby MNR reports on Aboriginal participation to the MOE, as required by the Timber EA, is inadequate and misleading. There are no baselines or standardized reports which are auditable, or allow input by the affected First Nation. There is also no First Nation or Aboriginal data found within the socio-economic analysis in the Forest Management Plan. While the limitations of Statistics Canada are understood, it still appears that the Aboriginal community does not exist within the FMP socio-economic profile of the Temagami Forest.

Temagami First Nation has therefore sought to document our participation in the benefits from forest management in the Temagami Forest in a proper manner. The Economic Analysis is outlined in the following section and supports our claim of little benefit from forest management. The economic analysis also outlines what would constitute more equal participation by TFN in the benefits derived from forest management.

3.0 TFN Economic Participation Analysis

In order to document our participation in the benefits derived from forest management in Temagami, Temagami First Nation has conducted an economic analysis. The analysis is derived from the Forest Management Plan (1999-2004) and is centered on:

- The potential economic activity of the Temagami Management Unit (TMU);
- TFN's baselines and share of the potential economic activity;
- A comparison;
- Targets which would constitute "more equal participation by [Temagami First Nation] in the benefits provided through timber management planning". TFN's targets are outlined in Section 5.0 – Strategic Direction; and
- A summary of TFN's Current Capacity.

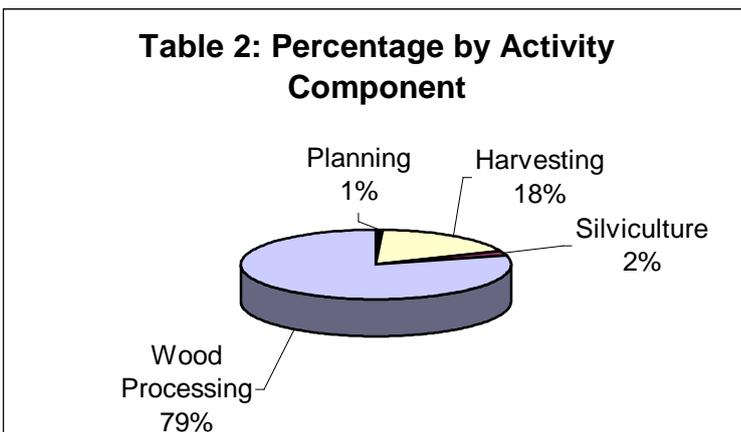
3.1 Economic Activity in TMU

The potential economic activity can be calculated from the forest management plan, in this case the 1999-2004 FMP, and unit values of goods and services as based on industry norms. The economic activity has been divided into four main components: planning, harvesting, silviculture and wood processing. The values and calculations for all component activities and sub-activities can be found in the appendix and are summarized below. Note that jobs are calculated in person years.

Table 1: Potential Economic Activity Stemming from Forestry in TMU

Activity Component	Unit of Measure	Economic Value	Number of Jobs	% Ec. Value of Total
Planning	226,200 m ³	\$452,400	8	0.9%
Harvesting	226,200 m ³	\$9,048,000	93	17.7%
Silviculture	226,200 m ³	\$1,157,000	16	2.3%
Wood Processing	226,200 m ³	\$40,437,000	157	79.1%
TOTAL		\$51,094,400	274	100.0%

The total value of goods and services (*economic activity*) that can flow from forestry in Temagami is estimated at **\$51.09 million per year**. This could provide a total of 274 person years of employment. Of the Temagami Forest economic activity:



- 79.1% accrues from processing;
- 17.7% from harvesting;
- 2.3% from silviculture; and
- 0.9% from planning/management.

This means that the majority of benefits stem from **processing**.

Note that the *economic value* of the Temagami Forest is equal to “Wood Processing” since the costs of management, silviculture and harvesting are paid by those buying wood for processing. Therefore the economic value the Temagami Forest could yield is estimated at **\$40.4 million per year**.

3.2 TFN Economic Activity in TMU

TFN does have some economic activity stemming from forest management in Temagami, mainly due to developments occurring in the last five years. The activity is from:

- TFN’s harvest allocations;
- Wood flow from TFN’s harvest allocations;
- Private and TFN silvicultural contracts;
- Private wood processing facilities using crown timber;
- Participation on the FMP Planning Team;
- Preparing the Native Background Information Report.

Note that the two and a half years of Resource Liaison funds received by TFN were not included since the funds do not stem directly from forest management, they were not consistent and the duties included more than forestry.

Tables 3a, 3b, 3c indicate TFN’s *actual* economic activity in the TMU over the last three years. Note that the harvest volumes are low due because only 20% of TFN’s allocations were operable due to the poor quality of allocated blocks. Similarly, since little wood has flowed from TFN’s allocations, the processing component refers to the private wood processing facilities and only a small amount of TFN’s wood.

TFN realized total benefits in the following years of:

2000/01	2001/2002	2002/2003
\$251,000	\$280,000	\$682,000

Table 4 indicates TFN’s annual *potential* economic activity and includes all possible activities, including those from harvesting and processing TFN’s allocations in the 1999-2004 FMP. TFN’s total annual potential economic activity is estimated at:

Potential Ec. Value	Potential Jobs (PY)
\$1.7 million	10.6 person years

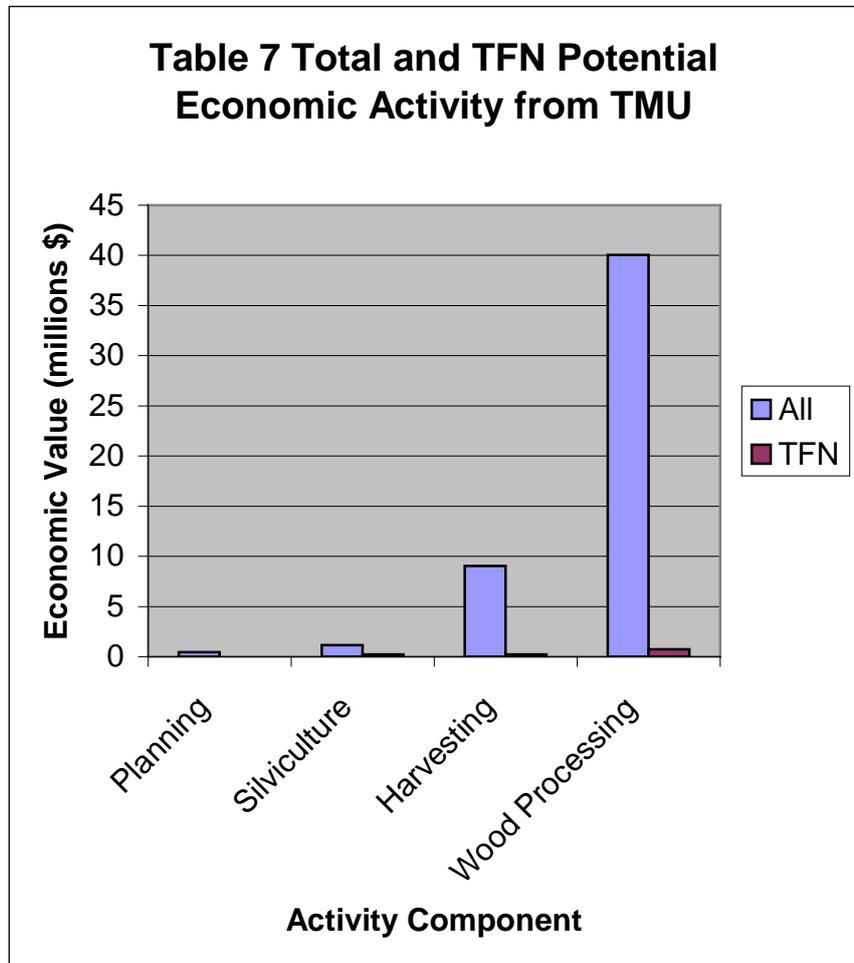
3.3 Comparisons

When compared to the potential economic activity stemming from the Temagami Forest, it is easy to see that TFN's participation in forestry benefits is poor to mediocre. This was done in Tables 5 & 6, which can be found on the following page.

TFN currently realizes only **2.3%** of the total value of the potential activity available from Temagami's forest management. This is demonstrated by activity component in Table 7.

Yet, we currently have 6% of the Temagami Forest's non-urban and non-farming population¹.

This analysis of the Economic Activity of the TMU clearly demonstrates an imbalance in the sharing of wealth stemming from Temagami's forest resources.



1. Note that our figures exclude New Liskeard and area since it is not part of Daki Menan and is mainly an urban and farming-based community.

3.4 Current Capacity

TFN's current capacity to undertake forestry activities can be measured in terms of capital/business resources and human resources. These current levels are also our capacity baseline.

TFN's current business capacity is identified in the Capacity Levels Table(2005): It demonstrates that in addition to the Band's current and proposed forestry operations, TFN has two private forestry businesses. One is a silviculture company, and the other a licensed sawmill. In addition to the sawmill business, at least 2 other community members own sawmills. There also are four construction companies and two furniture and cabinet making companies.

As for capital, the Band and the private companies possess:

- Trucks – pick-up trucks, Band transportation vehicles, dump trucks, septic pump-out truck;
- Heavy Equipment – such as backhoes, tractors, skidsters;
- Barges – several barges, of varying sizes;
- Sawmills – at least 3 sawmills in the community;
- Silviculture Equipment – brush saws, chainsaws etc.

When discussing human resource capacity, it is important to note that the people have always been knowledgeable about the land and the animals. The people know the land and are generally “good in the bush”. This type of first hand, indigenous knowledge is extremely valuable, and therefore much capacity already exists. Also, we have excelled in other areas where opportunity has been available. For example, we have an excellent Band administration, and the largest construction company in the area among the successful community businesses.

TFN Capacity Levels (2005) identifies the current forestry capacity of TFN's human resources in terms of education, training and work experience. The estimates are from Bear Island and Temagami only and not off-reserve. TFN does have a large off-reserve population in which capacity certainly exists, but extensive surveying would be required to make a determination.

The number of people with specific training or education in forestry is increasing as opportunities in lands and resource arise. These individuals can provide TFN the ability to fulfill and expand its professional capacity in the forest sector. Aside from those individuals with scholastic experience, the number of individuals with “bushwork” experience are numerous. This indicates that capable human resources do exist for forestry work although some further training is required to fill specific areas.

In summary, TFN has a good start in forestry. We will need to build on existing capacity and interest levels to develop forestry opportunities.

3.41 TFN Capacity Levels (2005)

Category	Total #Indiv	Field of Study	Education			Training			Comments
			Degree	Diploma	Total	Cert.	Exp.*	Total	
Professional	0	Forester						0	1-in-training
	9	Related	2	1	3		7	7	**
Technical	3	Forestry Tech		2	2		1	1	in school
	2	Tree Marker			0	2		2	pine & hardwood
	1	Inventory			0		1	1	
	3	Boundary Mark			0		3	3	
	10	Sawmill			0		10	10	
	1	Scaler			0	1		1	
	4	Grader			0	1	3	4	Softwood, hardwood
	6	Fire			0	3	3	6	2*S300,4* S100
	1	Fisheries		1	1			0	
	2	G.I.S.			0	1	1	2	
	Tradesman & Operators	7	Cutter/Skidder			0	5	2	7
4		Trucker		1	1		3	3	
4		Heavy Equip.Op			0		4	4	
3		Mechanc (H.E.)			0		3	3	
10		Clerical/Acc.			0		10	10	
10		Sawmill			0		10	10	
0		Mill Wright			0			0	
20		Woodcrafter			0		20	20	
40		Carpenters			0		40	40	
10		Cone Pickers			0		10	10	
0		Nursery Workers			0			0	
5		Tree Planters			0		5	5	
20		Chainsaw Op.			0		20	20	
20		Brush Saw Op.			0		20	20	
TOTAL	195		1	5	6	13	175	189	

** - TAA was active in land stewardship

- The people have always been knowledgeable of Daki Menan and its inhabitants

Notes: *Under training, a person was included in either certificate or experience, not both.

*A single person's skills could be included in a several categories, therefore the total number of persons contains overlap.

*Estimates gathered from Bear Island and Temagami only, not off-reserve

4.0 Opportunity Analysis

This section qualitatively analyzes the level of forestry activity in the Temagami Management Unit and the opportunities available to TFN. It also looks at the strengths and challenges associated with TFN becoming more involved in forestry.

This section also outlines an analysis of TFN's current woodlands rights.

4.1 Strengths

The Teme-Augama Anishnabai are the original inhabitants of Daki Menan. They have lived close to the land for thousands of years and have a special relationship with Daki Menan. This special relationship is embodied in the traditional teachings passed on by our Elders and ancestors. This knowledge and relationship is still alive today. The people still live close to the land and intimately know the area. Furthermore, the people are generally "good in the bush" and already possess many forestry-related skills. There also exists an interest in forestry, both in terms of management/stewardship and business opportunities.

Apart from the forest industry, there is a continually growing tourism business centered on natural resources. There are now three tourist based businesses to date operated by different TFN individuals. Two provide a chance for customers to experience the area in different ways year round, while a third conducts business during the summer season. Now that MNR is developing an Integrated Resource Management (IRM) directive with tourist based Provincial Parks, Conservation Reserves, Temagami First Nation is looking for a major role.

TFN's involvement in all aspects of land use and resource management would be of tremendous benefit to the forestry sector. Not only is our knowledge valuable in managing the use of resources in a sustainable manner, but our involvement would also help reduce conflict within the sector.

The TFN community's capabilities have also been demonstrated in other areas, where opportunities have existed. For example, we have an excellent administration staff and several viable businesses including the area's largest construction company.

Temagami First Nation, like many Native communities, also has a higher population growth rate than the rest of Canada. This means that we have a high number of young children and youth, who comprise a large percentage of the Temagami area's future. If opportunities can be created for the upcoming generations, there certainly will be no shortage of human resources to fill forestry, or any type of positions. To invest in this upcoming labour pool is to invest in the collective future of both First Nations and Canadians.

The current land claim negotiations with the "Framework Agreement", signed by TFN, TAA and the province, are of some assistance with immediate forestry and lands-related issues. Additionally, recent government policies such as Term and Condition #77 and Ontario's Living Legacy recommendations, are in favour of Native participation in the forestry sector.

4.2 Challenges

The main challenges that all First Nations face are decades of denied access to resources and governmental policies that were aimed at weakening and destroying a strong people. Temagami First Nation is still healing from the effects of these injustices.

The denied access to resources effectively removed First Nations from the picture, so that industry could take the resources for themselves and accrue the wealth. The lack of access to resource opportunities has resulted in lack of experience, capacity and involvement of TFN in the forest sector. We have very few members with forestry-related education, forestry positions or forestry businesses. Those that do possess education, or those with an interest have had little opportunity in the past to find local work. We also have little forestry-related capital wealth, such as machinery and immediate access to large amounts of venture and operational capital.

It is impossible to have capacity without opportunity. How could the youth be encouraged to undertake forestry education with little opportunity available at home after graduation? Furthermore, how can a business operate without sufficient volumes to support itself?

TFN's challenge will be to build capacity within the community. This involves building human resources, capital resources and viable businesses. But, in order to do so, TFN will require access to natural resources opportunities, both in forest management and forestry work.

Gaining access to resources for business purposes presents a number of challenges. For one, industry and MNR, who control the forestry sector, have been offering only limited opportunities. These are inadequate to operate viable, year around businesses

Secondly, most of the resources are allocated. Essentially, all the pieces of pie are allocated via harvest rights, wood flow directives, traditional contract levels, etc. The MNR's policies of recent years to commit every stick of wood (such as the SFLs and Wood Supply Call for Proposals) have further restricted First Nation access to any remaining resources. And, this was done while Term & Condition #77 was in effect.

This in itself presents a problem, where the perception is that for TFN to get a fair share would mean that someone would have to give up their piece of pie. And, no one wants to share the pie – only the crumbs. Employment and business opportunities are further reduced by the shrinking labour force in the forest industry due to increased technology, increased fuel costs, decreased wood supply and government cut-backs, such as staff reduction.

In order to acquire meaningful access to resources TFN will have to be very proactive. We will have to be creative and innovative in finding and seizing new opportunities. We will also have to actively advocate for meaningful access to resources with the MNR. This will be quite a challenge. The MNR has had many legal avenues and opportunities to increase First Nation access to resources, with no harm accruing to industry, but has exercised their power in a limited fashion only.

TFN will also have to work with industry, since they have most of the resource rights and can offer business opportunities. In many ways, industry is easier to work with than the MNR – as long as something makes good business sense then it's not a problem. And industry has come to realize that working with First Nations does make good business sense. However, we have to be wary of businesses that offer us very little in exchange for our valuable support.

Lastly, TFN's challenge will be to ensure that any opportunity or offer has long-term sustainability and viability so we do not waste our time, money and resources.

4.3 Opportunities

Even with the challenges, there does exist opportunity for TFN in the forestry sector in both conventional and non-conventional business opportunities. The transfer of Temagami's forest management to the contemplated "Timaagaming Nookmiin", a First Nation-focused SFL that meets the needs of industry will provide significant opportunity for TFN. Note that other SFL's in Daki Menan have yielded little real benefit for TFN

Also, the option of purchasing resource rights such as harvest share or processing businesses with a wood supply may come up from time to time. The MNR and industry will have to cooperate in allowing First Nations first right of refusal, sufficient time to make a deal, and by the MNR refusing to issue licenses to another party.

Other opportunities are explored in the following section.

4.4 Opportunity Analysis

The **Opportunity Analysis** identifies areas of potential opportunity for a forest management activity, briefly describes the opportunities within that forestry activity in Temagami, and the opportunities available to TFN. Note that the secondary processing section of the table refers to a background report on "Value-Added Wood Product Opportunities", prepared for Temagami First Nation by a consultant.

The opportunity analysis is a descriptive analysis of the forestry activity in Temagami, both existing and potential. It describes forestry activities under the following categories:

- Management
- Harvesting
- Silviculture
- Processing
- Other

The description of each activity includes:

- A brief activity description
- Who currently is involved with the activity
- Whether there exists an opportunity for TFN
- Suggested Action – for any possible opportunity.

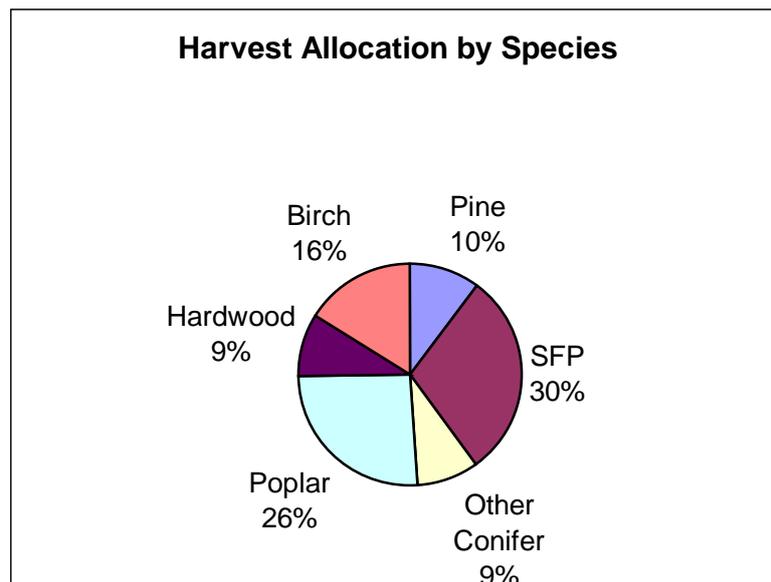
Please see the appendix for the full table.

4.5 Analysis of Woodlands Rights

Temagami First Nation has existing rights to 2% of the harvest share (as per the MNR District Wood Disposition Strategy) in the Temagami Unit. In area, this is an approximate gross harvest area of 418 hectares (per 5-year period). In volume (cubic meters), this amounts to:

5-year FMP Period	One Year
25,000 m ³ to 29,000 m ³	5,000 m ³ to 5,935 m ³

For calculation purposes an annual volume of 5,500 m³ will be applied. The harvest share constitutes sawlogs and pulp of red & white pine, spruce-pine-fir, cedar (other conifer), poplar, birch and hardwood at the following percentages. Note that the composition of sawlogs to pulp approximates 50%-50%, which is an industry norm.



Harvesting blocks are allocated to TFN as based on our net harvest area and volume targets. Normally, we are allocated between one and four blocks over a five-year term. Blocks with operational efficiencies such as access, terrain, wood quality, proximity to other operators etc. are normally allocated to Temagami First Nation.

Temagami First Nation has expressed an interest to the Ministry of Natural Resources in increasing our harvest share in the Temagami area. We have requested that any upcoming opportunities be reserved exclusively for TFN. There could also be further woodlands opportunities available on future community reserve lands, should the land claim be settled.

As a Licensee, TFN is responsible for paying management fees pro-rated to the percentage of harvest share. TFN is also responsible for paying crown dues, or stumpage, for timber harvested. These fees are paid to the MNR and/or the upcoming "Sustainable Forest License" company which will be conducting forest management in Temagami.

Temagami First Nation's volumes are sufficient to:

- sustain one cut/skid gang over a five-year period;
- support some woodlands management/technical activities, but not a full-time position(s).

Standard estimates indicate that one load of wood is extracted per day by one cut/skid gang. One 40 tonne load is equivalent to 30 cubic meters. 5,500 m³ per year amounts to approximately 183

truckloads and 183 days of work per year. Since forestry activities are calculated on a 40-week year due to varying weather conditions and down-time, there is theoretically almost enough work for one cut/skid gang.

Of course, actual harvest rates are generally lower than the projections by 10% to 50% and sometimes even more if a harvest block is uneconomical to cut.

As for woodlands management activities, there is not enough volume to support the standard fixed personnel costs (i.e. full-time employees), so a method to lower those costs is necessary. Synergies with the Forestry Department such as sharing staff and office costs would lower the fixed costs and ensure that the necessary work gets done.

Many woodlands companies own equipment (i.e. haul trucks, graders, snowplows) in order to conduct hauling, road maintenance, road building etc. Since 40-50,000 m³ per year is needed to sustain this type of equipment, obviously our volumes are not sufficient at this time. However, if the volumes do increase in the future the company would consider the purchase of some equipment to be a wise investment.

The harvesting season is calculated at 40 weeks per year. There is a lengthy spring break from the spring thaw until the ground dries up enough to work and haul, ranging from 4-6 weeks. Often contractor training is conducted during this time. There also can be a summer interruption if the fire rating is high, lasting from one to a maximum of four weeks. Operations may also be interrupted in the fall if the ground is saturated, and in the winter if it freezes late and the snow is deep.

5.0 Strategic Direction – Vision, Principles, Goals & Objectives

One of the main purposes of the Strategy is to define what we want from forestry. Once we know what we want, TFN can move forward in increasing our participation in the forestry sector in a manner acceptable to the community based on the goals and objectives identified from the community. These are the VISION, PRINCIPLES, GOALS & OBJECTIVES outlined in this section.

Another main purpose of the Strategy is to provide a detailed outline, or roadmap, of how to achieve our objectives in a practical manner. This is the ACTION PLAN outlined in Section 6.0.

Being involved in modern forestry is a bit something new to TFN. While we have always had a relationship with the land, modern forestry would mean a little change in lifestyle, a new beginning and a new way to make a living. The Youth are the ones who will carry this change into the future.

5.1 TFN's Vision and Principles

Vision Statement:

As the original stewards of Daki Menan, TFN will incorporate the teachings of our ancestors, the importance of maintaining the ecosystem's integrity and the need to make a modern living when contemplating modern forestry, resource development and land use practices. By doing so, present and future generations will realize the social and economic benefits of sustained life and sustainable development.

Definitions of Principles:

1. Teachings - TFN/TAA, since time immemorial, have had a special relationship with Daki Menan which is embodied in traditional teachings passed on by our Elders and ancestors.
2. Stewardship – to care for the Daki Menan and making a living from the land in a respectful and honourable manner, whereby the ecosystem's integrity is maintained. Stewardship also involves the understanding of the interconnectedness of all things.
3. Sustained Life - whereby all life is protected and the natural integrity of all life forms in and on the land are maintained.
4. Sustainable Development – development of the land for current generations which does not compromise the options or the quality of life for future generations.

5.2 Goal & Objectives for TFN’s Involvement in Forestry

Temagami First Nation’s overall goal is to be significantly more involved in the forestry, land-use and resource management sectors within Daki Menan in terms of both:

- a. stewardship/management – to apply our stewardship role to modern forestry, land-use and resource management; and
- b. economic participation – to develop a sustainable economic base derived from Daki Menan’s resources.

Our objectives relative are outlined below:

GOAL	OBJECTIVES
<p>Stewardship:</p> <p>to apply our stewardship role to modern forestry, land use and resource management.</p>	<p>To have a strong voice in Daki Menan’s forest and land management through which our vision and guiding principles will be advocated for.</p>
	<p>To adhere to the TFN vision and guiding principles in our forestry, land-use and resource management undertakings, thus continuing to set an example.</p>
	<p>To protect Aboriginal rights and lifestyle.</p>
	<p>To evaluate and monitor activities and decisions that affect Daki Menan.</p>
<p>Economic Participation:</p> <p>to develop a sustainable economic base derived from Daki Menan’s resources.</p>	<p>To become a small to medium sized player in the area’s forest industry.</p>
	<p>To obtaining our fair share of benefits from forestry and other resource development within Daki Menan (i.e recreation, mining, hydro, carbon sinks).</p>
	<p>To encourage value-added and re-processing of forest resources within the TFN community and local area.</p>
	<p>To generate revenues, reasonable profit levels, employment, opportunities for our Youth and other social and economic benefits from this sustainable economic base derived from Daki Menan’s resources.</p>

5.3 Definition of Some Objectives

Further definition of some objectives is required in order to set specific targets. Some of the objectives can be easily quantified, or measured in mathematical terms, but others can't. The Stewardship objectives are more qualitative, meaning they can't easily be measured numerically. But, some of the Economic Participation objectives can and should be quantified. These are: "small-medium size" and "fair share". By quantifying these, we would have a better idea of what we are reaching for.

5.31 Small to Medium Sized Player Defined

TFN would like to be a small to medium sized player in the forest industry, which can be roughly defined as an operation the size of Goulard Lumber in Temagami. They have 17% of Temagami's Annual Allowable Cut, which means an approximate gross harvest level of 42,000 cubic metres per year. They also have the potential to process at least 30,000 cubic meters (of pine) from the Temagami Management Unit each year. Furthermore, they have silviculture and other woodlands work associated with their harvesting license.

So, in order for TFN to become a small to medium sized player in the forest industry, we should be striving for the following targets:

- an annual gross harvest level of 42,000 m³;
- an annual processing volume of 30,000 m³ per year; and
- associated silviculture and woodlands work.

The economic values associated with the above targets are estimated at:

	Volume	Estimated Value
Annual Harvest Level	42,000 m ³	\$1,680,000*
Annual Processing Level	30,000 m ³	\$5,362,800**
Total		\$7,042,800

5.32 Fair Share Defined

One method of determining fair share could be based on **a percentage of royalties collected for all resource extraction on Daki Menan**. This would cover all aspects and be based on the royalties Ontario collects on stumpage, aggregates, mining, etc. Hydroelectric usage, tourism permits and others would also have to be calculated in some manner. A formula would be developed and the royalties paid to TFN by the Ontario Ministry of Natural Resources.

Another method for defining a "fair share" is "**meeting First Nations needs to maintain economically and socially viable communities at a minimum level of the community at large**". One way to quantify the minimum level is to calculate the benefits of economic activity and related employment in proportion to population. So, if a First Nation has 20% of the general population, then a minimum fair share level would be 20% of the total economic benefits.

For TFN, it would be difficult to identify the economic value of all resource extraction (forestry, aggregates, mining, hydro right-aways, even tourism etc.) from the whole of Daki Menan, let alone calculate our "fair share". To do so would be a huge task and is beyond the scope of this Strategy.

But, the Strategy has been able to identify the economic activity stemming from forest management in Temagami. That analysis has indicated that the TMU has the potential to yield \$51.1 million in annual economic activity in the areas of planning, harvesting, silviculture and wood processing. It has also indicated a current TFN population at 6% of the general population. A conservative 6.4% was projected for the year 2020, although it will likely be higher because of our high growth rate.

Economic Activity in TMU

Activity Component	Unit of Measure	Economic Value	Number of Jobs	% Ec. Value of Total
Planning	226,200 m ³	\$452,400	8	0.9%
Harvesting	226,200 m ³	\$9,048,000	93	17.7%
Silviculture	226,200 m ³	\$1,157,000	16	2.3%
Wood Processing	226,200 m ³	\$40,437,000	157	79.1%
TOTAL		\$51,094,400	274	100.0%

And so, TFN's immediate "fair share" target of economic activity from forestry in Temagami was set at **6%** of the total. This translates into:

- **\$3.07 million** in economic activity; and,
- **16.44** jobs.

Our long term, or twenty year target was set at **10%** which translates to:

- **\$5.1 million** in economic activity; and,
- **27.4** jobs.

Again, these values are for forestry in the Temagami Management Unit only and do not cover other resource use within our homelands, such as hydro, tourism, recreation, mining etc.

* factor of \$40/m³ used

**factor of \$178.76/ m³ used

6.0 Strategic Direction - Action Plan

Having defined what TFN wants with regards to forestry, land-use and resource management, how will we go about meeting our goals and objectives? This section begins to answer the “how” by outlining a practical step-by-step Action Plan.

The Action Plan outlines activities to be conducted over a 20 year period which will help us achieve our goals and objectives. The Action Plan was developed by looking at TFN’s current participation levels, TFN’s needs and potential opportunities in the “Opportunity Analysis” (section 4.0) within the context of the identified goals and objectives.

The single most important activity is to establish some type of organization with human resources and **consistent funding** in order to take this project forward and establish TFN’s presence in the modern stewardship of Daki Menan and benefiting from its resources.

It will take at least twenty years of hard work to fully realize the goals and objectives. The Action Plan is divided into three periods:

- Short Term (1-5 years) - the main activity is to develop an organization/infrastructure to deal with forestry, land-use, resource management and forestry economic development matters.
- Medium (5-10 years) – with an infrastructure and some economic development well underway, this period focuses on further developing TFN’s modern stewardship role, expanding beyond forestry into other resource-related sectors and furthering TFN’s resource-related economic development.
- Long term (10-20 years) – TFN is hoping to begin to achieve its goals and objectives within this timeframe by having a strong voice in what happens within Daki Menan and by beginning to receive a fair share of the social and economic benefits from resource extraction on Daki Menan.

Note that some of the activities in the short term have already been completed or are underway. Please see the chart on the following page for the Action Plan.

TFN FORESTRY STRATEGY – 20 YEAR ACTION PLAN

GOAL	OBJECTIVE S	ACTIVITY	TASKS			
			1-5 Yrs.	Progress	5-10 Yrs.	20 Yrs
Stewardship	All stewardship objectives	Lands & Resources Office	<ul style="list-style-type: none"> - Establish L&R Office - Find consistent funding 	<ul style="list-style-type: none"> - Completed - Need identify continuing funds 	<ul style="list-style-type: none"> - Continue - Adapt to potential Land Claim Settlement 	<ul style="list-style-type: none"> - L&R Office with consistent funding
		Temagami SFL	<ul style="list-style-type: none"> - Pursue Native-focused or community-based SFL 	<ul style="list-style-type: none"> - SFL development with industry, MNR & Temagami underway 	<ul style="list-style-type: none"> - Realization of Native-focused SFL 	<ul style="list-style-type: none"> - Major Native participation in Temagami SFL
		Develop rapport with MNR	<ul style="list-style-type: none"> - liaison with MNR as required - secure MNR support for TFN activities 	<ul style="list-style-type: none"> - no liaison dollars flowing -liaison work limited 	<ul style="list-style-type: none"> - liaison with MNR as required - secure MNR support for TFN activities 	<ul style="list-style-type: none"> - liaison with MNR as required - secure MNR support for TFN activities
		Begin to develop modern Stewardship Role	<ul style="list-style-type: none"> -become involved in forest management -monitor -Apply TFN vision & principles 	<ul style="list-style-type: none"> - involved somewhat in 2004-2009 FMP 	<ul style="list-style-type: none"> -enhance stewardship role -apply to all Daki Menan -monitor 	<ul style="list-style-type: none"> - modern stewardship role established

GOAL	OBJECTIVES	ACTIVITY	TASKS			
			1-5 Yrs.	Progress	5-10 Yrs.	20 Yrs
Economic Participation	-small to medium player in forest industry -fair share	Woodlands Operations	Establish woodlands company & operations	-company established -operations to start in 2005 -1999-2005 blocks uneconomical -joint silviculture management	- Become small to medium-sized player in forest industry	
	-social & economic benefits	Acquire additional timber rights	Acquire additional 8% harvest rights to reach 10% target	- still trying		
		Temagami SFL	Obtain economic opportunities via SFL	- negotiations underway	-Economic opportunities secured in SFL	- Major Native participation in Temagami SFL
	- social & economic benefits	Economic Opportunities -GIS -Cone collecting -Technical Services -Fire Coordination -Non-timber forest products	Assess and develop opportunities	- some	Assess and develop opportunities	Assess and develop opportunities
	- social & economic benefits - value-added & reprocessing	Processing & Value-Added -Oils -Firewood -Sunken Logs -Processing -Woodworkers -Secondary Processing	-Assess and develop opportunities - Birch mill partnership attempt - sunken logs correspondence - developing secondary processing venture	-MNR sanctified failed Birch Mill partnership -new private sawmill venture & furniture businesses -no resolution on sunken logs -developing secondary processing venture	- value-added & secondary processing development - develop an industrial-type facility	
	- fair share	Royalties from all resource use on Daki Menan			- Look into acquiring resource-related royalties	- Approaching "Fair share" targets

INDICATORS OF INCREASED CAPACITY IN FORESTRY, LAND-USE & RESOURCE MANAGEMENT

GOAL	OBJECTIVE S	CAPCITY	INDICATORS			
			1-5 Yrs.	Progress	5-10 Yrs.	20 Yrs
Stewardship & Economic Participation	All	Increase in forestry Capacity – natural resources	<ul style="list-style-type: none"> - Minimum 6% target of TMU's - AAC - woodflow - silviculture - All NEW forestry opportunities to TFN - All NEW L&R opportunities to TFN 	<ul style="list-style-type: none"> - minimal - only silvicultural targets met 	<ul style="list-style-type: none"> - Minimum 10% target of TMU's - AAC - woodflow - silviculture - All NEW forestry opportunities to TFN - All NEW L&R opportunities to TFN 	
		Increase in forestry Capacity – human resources	<ul style="list-style-type: none"> -larger workforce (measured in person years) - increase in skills & qualifications -Higher interest level for Youth - Technician on staff 	<ul style="list-style-type: none"> - Technician on staff - more Youth in L&R related educational programs 	<ul style="list-style-type: none"> - same as 1-5 years - Forester on staff 	<ul style="list-style-type: none"> - same as 5-10 years
		Increase in forestry Capacity – capital & business resources	<ul style="list-style-type: none"> - Business Development - Increase in capital equipment - Increase in capital investments 	<ul style="list-style-type: none"> -new private sawmill venture & furniture businesses 	<ul style="list-style-type: none"> - Business Development - Increase in capital equipment - Increase in capital investments 	

7.0 Implementation Needs & Mechanisms

This section looks at what is required to implement this Forestry Strategy, its Action Plan and eventually realize TFN's goals and objectives. The needs in five different areas are discussed as well as mechanisms to meet these needs. The MNR which has assumed control of Daki Menan and which allocates resources will need to play a pivotal role in assisting TFN in gaining its rightful share of Daki Menan's bounty.

A summary of the five areas of need:

- a. Access to Resources – TFN and its members will need access to resources in order to reach the target levels of economic benefit from the forest industry. The MNR has considerable authority to make such opportunities available, such as the issuance of harvesting and mill licenses, wood directives etc. Industry also has a firm grasp on resource access and would also play a role.
- b. Royalties & Accommodation – First Nations are entitled to share in the wealth, or resources, within their traditional territories as per the Treaties and Aboriginal Title. Recent developments in British Columbia on Consultation and Accommodation concur.
- c. Capital Resources – TFN and its members will require money to invest in business development ventures, to operate them and to acquire equipment. Some of the start-up ventures will be quite large, especially since accessing resources may require buying out existing businesses, such as mills or woodlands companies.
- d. Human Resources – people with experience, knowledge, training and education will be required to conduct the work. A special emphasis must be placed on the Youth who will carry TFN into the future.
- e. Organization – TFN needs an internal organization, such as a Lands & Resources Department to deal with forestry, land-use and resource related issues. This would be a department of TFN, much like the daycare, health, public works or the Bear Island Education Authority

7.1 Natural Resources

Access to natural resources is the most important component of TFN's forestry capacity building. Without opportunity, a business cannot develop and training would be for naught. For example, a new logging company could have a qualified workforce and sufficient start-up capital, but would not succeed without a minimum harvest volume.

So in order to reach our targets and develop in forestry, we need more access to natural resources. That is access to resources for management and economic purposes.

7.11 Management Needs & Development Mechanisms

TFN requires management opportunities, such as:

- Management of the Settlement Lands;
- A meaningful part in forestry management for the rest of Daki Menan;
- A meaningful part in other resource management for the rest of Daki Menan;
- Meaningful would be co-management, partnerships and/or full participation in planning and decision making;
- A meaningful organization with consistent funding mechanisms for staffing and operating must also be in place.

Management opportunities would contribute to TFN's stewardship objective. It would also contribute to the sustainable economic base objective by providing employment and organizational funding.

This is why our proposal is so beneficial. It would provide us with a say in forest management, and it has consistent funding mechanisms to pay for implementation, the organization and staffing. Further, it does not displace anyone since management is being transferred to a "Sustainable Forest License" anyways.

Since, resource management has been assumed by the MNR, it is incumbent upon them to provide these opportunities and/or follow the directions from the Land Claim negotiations and/or final agreement.

The ability to benefit from other MNR resource management departments such as recreation is another area of promise. Camp sites, canoe routes (portages) require maintenance across the entire network of widely traveled waterways. These "highways" were created by our ancestors to travel throughout Daki Menan for centuries.

As much as MNR receives in user fees to help in maintaining these canoe systems, so could the L&R department if part, or all of the maintenance would become the responsibility of Temagami First Nation. The fees generated from our world class canoeing destination could assist in the daily operation of the L&R department on a permanent basis. This, and other types of economic opportunity need to be given serious consideration as a means to a solution in solving management, economic development and prosperity.

7.12 Natural Resources Economic Needs

Access to resources for economic purposes is also required. Again, TFN needs the following to reach our targets of a medium-sized player and 6% share immediately and 10% share in 20 years:

- An annual harvest level of 42,000 m³. This is a minimum increase of 37,000 m³;
- An annual processing level of 30,000 m³. This is a minimum increase of 23,500m³;
- An annual activity level of \$3.06 million from Temagami's forestry immediately;
- An annually activity level of \$5.1 million from Temagami's forestry in 20 years.

7.13 Economic Development Mechanisms

Note that the available resources could be utilized by Temagami First Nation, its members and/or businesses owned by either. Since much of the opportunity is already allocated, industry and the MNR would have to be instrumental in helping TFN meet these needs.

The main principle would be to give TFN first priority to any new or changing forestry opportunity existing in Daki Menan. These opportunities must be made known to TFN by the MNR and industry. Ideally, this first priority process should mean that TFN is granted the available resource rights. Period. Then, we can attract investors and figure out what will be done. Since TFN has limited capital and collateral, this really is the only way for TFN to realize meaningful benefit. This is because we will have something that business wants and in order to get it, they'll have to deal with us.

The second choice for a first priority process would have to allow sufficient time for TFN to conduct diligence, prepare business plans and make strong business cases to raise capital when an opportunity arises. We do not have the same capital and organizational resources that industry has accrued over time. This means that we cannot act as quickly to opportunity as can the large forest companies. So, TFN will require sufficient time and financial assistance in order to level the playing field.

Whichever method is employed, the MNR can enforce a first priority process since they have the final say on issuing licenses (i.e. Forest Resource Licenses, Forest Resource Processing Facility Licenses).

It is important to note that in order for TFN to be interested in an opportunity it must reflect our stewardship values and provide social/economic benefits to our people. An opportunity must also be economically sustainable, meaning that it must be of sufficient scale to make a reasonable profit consistently over time. We are not interested in a few jobs lasting three months at a time, or an unprofitable opportunity.

Industry can be of assistance by providing meaningful business opportunity through:

- Woodlands operations and silviculture contracts;
- Partnership opportunities for new, expansion and existing ventures;
- Joint venture opportunities;
- Direct jobs;
- Assist with human resources and capital capacity building;
- Providing royalty agreements, shares and/or revenue sharing.

It is also imperative that industry respect TFN's wish for first right at any new opportunity by not interfering or grabbing the opportunity first.

MNR can be of assistance because they control industry and forest management. Specifically they control harvest rights and licenses, wood flow directions, industry license conditions, forest resource processing facility licenses etc. In addition to coordinating and enforcing the first priority process, they can address T&C#77 right in the Forest Management Plans for Daki Menan. Some of the specific areas to be addressed include:

1. Revenue Sharing

- Consistent revenue sharing to satisfy the need for consistent funding for the L&R office.
- Partial percentage from stumpage fee rate for harvesting on Crown lands across Daki Menan
- Other venues such as development of business strategies between TFN and industry geared toward revenue sharing opportunities.

2. Accommodation

- Develop a Accommodation Policy as a guide in all discussions and negotiations with other businesses.
- MNR work with companies that ensure consultation policies and agreements with TFN are respected and acted upon at the local level.
- Identify potential ways to accommodate TFN interests

1. Harvest Share

- The entire harvest share in Daki Menan is currently allocated to existing licensees.
- The only way for TFN to increase their share of the existing pie is via license transfers or purchasing a company with rights that is for sale.
- Another approach is to grant TFN harvest rights to new wood, such as careful logging in sensitive areas (parks, AOC, buffers).
- TFN needs first opportunity to harvest share being sold or forfeited by existing companies. MNR can ensure this by issuing licenses and commitments only to TFN.
- MNR can also exercise reallocation of unused rights to TFN via a Ministerial Directive.

2. Wood Supply

- Most of the wood from Daki Menan is already committed or directed by the Minister, and further directed by SFL companies.
- Therefore, in order to increase TFN's supply share from within Daki Menan, the MNR could do and has the authority to do the following:
 - TFN needs first priority to any wood supply available in Daki Menan. This includes "new" wood, such as wood carefully harvested from sensitive areas. If TFN received the rights, we would be in a good position to attract investors because we would have something they want. Otherwise we would have little clout.

- Transfer wood supply rights to TFN from a company for sale or going out of business. MNR can do this since their obligations are rescinded once the original company forfeits.
- And/or, provide first priority to TFN to purchase existing companies with a wood supply that are for sale.
- MNR can exercise reallocation of unused wood supply rights to TFN via a Ministerial Directive, if TFN expressed an interest.
- MNR can also override wood directives imposed by SFL companies on Daki Menan via a Ministerial Directive, if TFN expressed an interest.
- Due to lack of capital resources, TFN will require financial assistance for mill development and acquisitions.

3. Inducements to Partnerships & Wealth Sharing

- MNR could impose conditions upon industry to form partnerships and business relations with TFN, through which revenue sharing, job creation and capacity building would occur. MNR could also facilitate wealth sharing (such as royalties) from the resource sector with TFN.
- MNR should work with TFN to ensure we are satisfied with the processes.

4. Support TFN Initiatives

- MNR can meaningfully support interests or initiatives expressed by TFN, such as: sunken logs, non-timber forest products, secondary processing etc.

5. SFL Work

- MNR can also induce the SFL holder to provide TFN with an open window of priority for any business opportunities arising from an SFL.

With primary processing constituting 80% of the economic activity from forestry, we could significantly increase our economic benefits by becoming involved with some type of processing facility. Opportunities exist in both primary and secondary processing. Some suggestions include the following:

- First right to new opportunities;
- Partner with local companies doing primary processing;
- Band-owned or private community processing businesses;
- Buying existing companies, that are for sale, and ensuring the MNR give TFN first right to do so, since they control the “Forest Resource Processing Facility” licenses and wood supply;
- Value-added and/or secondary processing – either partnerships, Band-owned or privately owned within the community.

It is important to conduct a thorough economic feasibility of *each* opportunity to ensure that we are not wasting our time and money on an unviable venture. It is also important to pick and choose because not all ventures will be desirable.

As for “fair share” of all resource extraction on Daki Menan, perhaps, this is something that should be analyzed. In the meantime, TFN can be looking into how to increase our benefits from all resource extraction from aggregates and mining to hydro and tourism.

Methods such as a share of royalties, shares in companies, land lease fees and job creation could be employed. Royalties and/or shares would be the preferred methods since business activity is risky and not always desirable or possible.

7.2 Royalties and Accommodation

7.4 Human Resources Needs

We will need qualified and experienced personnel to carry out the work required to meet our forestry (and related) goals and objectives. While much capacity exists, with the current skill level and indigenous knowledge, we will need to enhance our human resources capacity and interest levels.

Forecasts of our estimated short and long-term human resource needs for our forestry development. In summary, we will need:

- Professionals & technicians such as forester(s), resource techs, S300 firefighters and accountants;
- Managers and supervisors;
- Tradesmen such as millwrights, mechanics, scalers, graders etc.
- Labourforce/Operators such as cutters, skidder operators, sawyers, silviculture workers, truckers etc.

Our current capacity baseline falls short of our forecasted needs, both in terms of workforce quantity and skills levels. For example, we currently have 7 cutter/skidder operators but will need 14 in the future. We also need staff with technical qualifications, such as forestry techs. Having a member with forester qualifications would also be helpful for upcoming and future endeavors.

At this point, there are two experienced members currently graduated from a post secondary forest technician program, another with partial completion of a similar program and several others with related qualifications and experience who could fill the technical roles with some training. Also, one member is interested in pursuing a forester-in-training program.

There is a need for community members to attend formal education and training in forestry and related fields. We will be growing in the areas of forestry, resource development and land management, especially once the land claim is settled. We will need qualified human resources to conduct the work for the people and the land. TFN will also have to ensure that the right people are hired. The right persons will need a knack for, and interest in the job in addition to experience and/or qualifications.

With the technical advances being made in harvesting equipment, processing machinery and technology in general, there also will be an upcoming need for persons able to operate and maintain this new generation of equipment. This will require knowledge of electronics, computers, hydraulics etc. which is acquired through formal education and/or training programs.

In addition to forestry and related education, persons with business qualifications will also be needed since a significant portion of our forestry development will be in business activity. This includes areas such as business administration, accounting, entrepreneurial skills, contract administration, bid preparation, mill management skills, marketing skills etc. Competent business persons will be needed for private sector business development and to conduct the business affairs of larger, band-owned enterprises such as a secondary manufacturing facility.

TFN also desperately needs a core forestry organization, such as a “Forestry Unit” to oversee our forestry development and forestry operations. This would provide the continuity and consistency needed to move forward in forestry. The Unit will need a core staff, including a minimum of one technician. A technician is central to the success of our proposed bush operations. The Unit will also need consistent funding and revenues in order to succeed.

TFN will have to find ways to build our peoples’ interest and capacity in forestry. Training, experience, education and awareness strategies will have to be employed. We will also need to provide opportunity for qualified members to utilize and enhance their skills. Funding for training, education and mentoring will be needed. Existing funding programs available to TFN and its members are pretty good but additional funds would be helpful.

We, as a Nation, will also have to ensure that our indigenous knowledge is passed on to the next generations.

Developing and maintaining our human resource capacity is paramount to the success of our forestry (and related) development.

Activity	Position	Basic Qualifications	# of people required	
			Short Term	Long Term

Planning & Administration	Foresters	Graduate of University in Forestry, R.P.F	1	1
	Foresters-in-training	Graduate of University in Forestry	1	2
	Resource Tech	Graduates of Comm. College 2-3 Yrs Experience Marking Certifications	1	3
	Res. Tech. Trainees	Graduates of comm. College	1	1
	Forestry Unit Assistant	Administration, Communication and Secretarial Skills and Experience	1	1
Sub-Total Planning of Administration			5	8
Silviculture	Resource Tech.	Graduates of Comm. College 2-3 Yrs Experience Marking Certifications	1	2
	Res. Tech. Trainees	Graduates of Comm. College	1	1
	Silviculture Foreman	Tending & Thinning Exp. Supervisory Exp. & training	2	2
	Silviculture Workers	Brush saw training & Chainsaw Exp. or training	10	15
	Data Collect	Knowledge of tree identification & use of compass & maps	2	4
	Cone Collection Contract	Knowledge of tree cones & their Harvest	10	10
	Fire Boss for Slash Pile Burning	S300 firefighter training & experience	1	2
	Fire Crews for Slash Pile Burning	S200, S100 Firefighting exp.	6	9
Sub-Total Silviculture			33	45
Harvesting	Cutter Skidder or Mech. Operators	Cutter/Skidder or Mech. Training	4	14
	Loader/Slasher Oper.	Training in the use of logging Equip. such as loaders & slashers.	1	2
	Truckers-Logging	AZ licence with Forest Oper. Exp.	1	3
	Bush Operator Foreman	Cutter/Skidder, Bus. Skills Supervisory Exp. & Train.	1	2
	Heavy Equipment Operator	Epp. & Training in use of Excavators, loaders, Bulldozer Graders in Forest Access Road Construction 2-5 Yrs. Experience	0	2

	Heavy Equipment Operator Trainee	Grad. Of Community College or equivalent in heavy Equip.or related field	0	2
	Roads Foreman	Grad of Communication College or equiv. In road construction and Maintenance 2-5 Yrs Exp.	0	1
	Heavy Equip. Mech.	Grad of community college of equivalent 2-5 yrs. Exp. With forestry equip.	0	1
	Woodlands Operations Manager officer	Grad. Of Comm. College or Equiv.	1	1
	Woodlands Manager Interns	Grad. Of Comm College or Equiv. In	1	1
	Resource Tech	Graduates of Comm. College 2-5 Yrs Experience Marketing Certifications	1	2
	Clerks	Accounts receivable, payable & payroll education and exp.	1	1
Sub Total Harvesting			11	32
Wood Processing	Mill Managers	Grad of Business Admin. Or related field; knowledge of wood processing industry; 5 to 10 years exp. In related field.	1	2
	Accountants	Appropriate Educ. And certifications from University or Community College 2-5 yrs. in industrial accounting & budgetary control	1	2
	Clerks	Accounts receivable, payable & payroll education and exp.	2	4
	Shipping/ Receiving Clerks	Shipping & Receiving Exp. And inventory Control	2	4
	Millwrights	Journiment Millwrights with exp. In wood processing plant and equip.	1	3
	Wood Puchasing Officer	Experience in wood purchasing; Deg. Or Dipl. in related field 2 to 5 years exp. In timber sales	1	2
	Marketing Manager	Diploma or Degree in Marketing or Equiv.Exp. In forest Prod. Marketing	1	2

	Scalers	Provincial Scaling licence	2	3
	Sawyers	Experience in specific wood proc. Equipment and wood processing	5	10
	Yard Workers	Exp.& training in use of heavy equip. for mill yard	2	4
	Graders	Exp. Training in lumber grading	2	6
	Mill forepersons	Supervisory & mill experience Health & safety	3	3
	Ssecondary Processing Workers	Labour experience in wood working Machinery & Equip.	1	10
	Wood crafters	Experienced & talented Wood crafters	4	10
Sub-Total Wood Processing			28	65
Other	Firefighting	S300(Crew Boss) S200(Crew Leader) S100(Fire Fighter)	6	9
	Brush Collectors	Collectors	2	4
	Non-Timber Fast Product collectors	Collectors and marketing exp.	2	8
	Monitoring Officers	Knowledge of Daki Menan and/or Graduates of Comm. College in security and/or resources	0	2
Sub Total Other			10	23
Grand Total			87	173

Note: Some positions are seasonal or part-time while others are full-time, year around.
There is overlap in the number of persons needed. For example, the firefighters would also conduct slash/pile burning and the technicians may have duties in several categories.

8.0 MNR's Role

MNR pivotal role having assumed control over Daki Menan lands and resources.
Allocating of resources Indicated Implementation Needs & Mechanisms in the natural resources section

New opportunities paramount

Organization.***

Each of the Forest Company's operations (i.e. logging, silviculture) should sustain themselves, and still have some monies flowing to the Unit to help cover management costs. The greater the operating volumes, the greater the revenues and expenses.

Should the Company get into logging, it will require start-up monies and capital that can be accessed through grants and financing. It will also require cash flow assistance at the beginning. Once the Company is up and running, it will have to maintain cash flow and operating capital for times of greater expenses such as roads and equipment repairs. If TFN partners with an existing logging contractor then we would not have to worry about operating volumes and sufficient cash flows because the scale of operations would already be in place.

Forest Company expenses will vary with each project, but generally will include:

- Harvest Costs – includes contract or operating costs for cutting, slashing, hauling, equipment, gas etc.
- Silviculture contract costs – includes contract or operating costs for wages, equipment, transportation, gas etc.
- Road Costs - capillary roads, maintenance and upkeep
- Stumpage
- Management Fees
- Main Roads Cost
- Administration/Management Costs – including accounting, office and core staff wage contributions to the Forestry Unit

3.62 Forestry Unit

Consistent and sufficient funding is paramount to the success of the Forestry Unit. It will be a challenge to secure consistent funding. At this point, the only guaranteed funding would be from the Forestry Company, and even that annual \$15,000 - \$20,000 is questionable. Even once the Company is up and running, it can only be expected to provide 40-60% of the Unit's revenues, the remainder would have to be in core funding. There is some hope in potential forestry business partnership initiatives which are currently being developed. Revenues from these potentially could make a significant contribution to the Forestry Unit.

Since Ontario has assumed responsibility for the lands and resources within Daki Menan, we believe it is Ontario's responsibility to fund our participation in land-use and resource management.

Other sources of funding include:

- a. *The Band* – the Band may have some surplus or discretionary dollars but the amount would be minimal, if any at all
- b. *RAMA dollars* – from ongoing dollars or investment interest
- c. *MNR* – especially for "consultation" fees

- d. *Governments* - INAC should provide core funding for lands-related activities and economic development but they don't.
- e. *Project-based revenues from proposal-driven grants*. Sources include: First Nations Forestry Program, FedNor etc.
- f. *FedNor* – internship program
- g. *Gezhtoojig* – for training, attendance at conferences
- h. *In the Future* – the Land Claim settlement should have dollars available for lands-related work

Ideally the Forestry Unit would have an annual operating budget of \$150 - \$200,000. This would provide ample monetary resources to conduct the work at hand properly. At a bare minimum, the Unit could operate on \$60,000 - \$100,000.

The Forestry Unit's expenses would include:

- *Personnel* - preferably a Director (f/t), Technician (f/t) and Assistant (p/t). Around \$100,000 for this level of staff, although the staff could be reduced if not enough monies are available.
- *Consultants* – Forestry and Business Consultants as needed for planning, training, GIS etc. About \$10,000 per year.
- *Travel & Training* – a good sized travel budget would be nice. This will allow the Unit staff to partake in conferences, training courses and to travel to meetings, the forestry operations. \$5,000-\$10,000 annually.
- *Community Consultation* – Boards meetings, community meetings. A minimum of \$5,000 per year.
- *Office Expenses* – Office supplies, phone, hydro, office equipment etc.
- *Administration* – fee for administration (payroll, accounting, audit etc.)

Please see the following page for Forestry Unit budget scenarios. It demonstrates that \$65,600 in additional revenues are needed to operate the Unit with a bare minimum staff. To operate with more staff would require \$55,600-\$115,000 in additional revenues.

Note that funding was in place until the Strategy's funding expired in March 2002. Since thereafter, it will be important for the Band to assist with attaining funding in any way possible.

There is a broader, and more involved role TFN has to fulfill in the overall management of Daki Menan and the lands adjacent to its borders. We have managed this land in the past, and should still be entitled to do so today.

All levels of resource use from recreation, timber, mining, power production, tourism, non-timber forest products are open and seemingly endless possibilities to generate a better way of life for today and the future.

Through dedicated co-operation these new opportunities can be achieved. With government downsizing and restructuring there is no better time than the present for the MNR to place some land & recreational responsibility to TFN. This will require a funding mechanism to implement a program of this nature, but it is monies that will be directed to operate such programs regardless

Table IIB-3: Forestry Unit Budget Scenarios

	Scenarios					
	#1 (3/4)	#2 (f/t)	#3 (3/4+1/2)	#4 (3/4+3/4)	IDEAL (f/t f/t 1/2)	FUTURE
Unit Revenues						
Logging	15,000	15,000	15,000	15,000	15,000	30,000
Silviculture	5,000	5,000	5,000	5,000	5,000	5,000
Other	?	?	?	?	?	?
Total	20,000	20,000	20,000	20,000	20,000	35,000
Unit Expenses						
Personnel Expenses*						
Director	30,000	40,000	30,000	30,000	40,000	45,000
Technician			20,000	25,500	34,000	39,000
Assistant					20,000	24,000
Total Personnel	30,000	40,000	50,000	55,500	94,000	108,000
Consultants	10,000	10,000	10,000	10,000	10,000	10,000
Travel & Training	5,000	5,000	5,000	10,000	10,000	10,000
Community Consult.	3,600	3,600	4,000	5,000	5,000	5,000
Office Expenses**	10,000	10,000	10,000	10,000	10,000	10,000
Administration***	7,000	7,000	7,000	7,000	7,000	7,000
Total Expenses	65,600	75,600	86,000	97,500	136,000	150,000
Shortfall	-45,600	-55,600	-66,000	-77,500	-116,000	-115,000

* includes 9% employee costs - not vacation pay

* Wages Director (f/t) \$700/wk

Technician (f/t) \$600/wk

Assistant (p/t- 24hr/wk) \$346/wk

**Office Expenses includes: phone, hydro, supplies, office equipment

***Admin. Includes payroll, audit, space rent, use of fax, postage, photocopy etc.

amount will actually be slightly higher once include Forest Company projects admin.

Opportunity Analysis

Area	Description	Room for TFN?
General	<p>There are parts of four forest management units on Daki Menan. All but one are managed under a “Sustainable Forest License” (SFL):</p> <ul style="list-style-type: none"> • <u>Temagami Management Unit</u> – covers the Temagami area, it is one of the last units in Ontario still under Crown management but an SFL is imminent. • <u>Timiskaming Management Unit</u> – covers the north part of Daki Menan and is licensed via SFL to Timiskaming Forest Alliance Inc. • <u>Nipissing Management Unit</u> – includes the very southern part of Daki Menan and is licensed via SFL to Nipissing Forest Resource Management Inc. • <u>Sudbury Management Unit</u> – includes a few townships at the west near the Sturgeon River and is licensed via SFL to Vermillion Forest Resource Management Inc. 	
Planning & Management	<p>Includes:</p> <ul style="list-style-type: none"> • Planning – Forest Management Plan preparation • Inventory – Data Collection & Compiling, Mapping/GIS • Public Consultation • Native Consultation • Compliance Monitoring • Daily management & administration <p>• MNR or the SFL holder conducts all the above tasks.</p> <p>• For the SFLs, the MNR still sets guidelines and conducts some compliance. The SFL licensee writes, implements and monitors Forest Management Plans.</p> <p>• Industry pays for forest management through both management fees and crown dues. A portion of the crown dues is directed to the Forestry Futures Trust, which is then used to pay for silviculture work.</p>	<ul style="list-style-type: none"> • As the TAA did in the past, the TFN could become proactive in forest management and monitoring the industry’s effect on the land. • The best way for TFN to be involved with management is if the SFL is community-run as opposed to industry-run. • A meaningful consultation process is needed (Negotiations are looking at this). • With the SFL, forestry management positions will become available. <p>Suggested Action Taken:</p> <ol style="list-style-type: none"> 1. Support a community-run SFL for the TMU. 2. Encourage any SFL to hire our people as core staff. 3. Develop a Forestry Unit for us to be active in forestry. 4. Build on the forest management work done by the TAA.

GIS	<p>MNR does now in Temagami but once SFL is in place, this service will either be contracted out or occur in office.</p> <p>The equipment is very expensive as are the upgrades and annual licensing.</p>	<p>Opportunity for us, especially to complement a land claim settlement. We have the expertise and there is an opening here, but the pros & cons would have to be weighed.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Negotiate for the opportunity for GIS work with SFL. 2. Conduct a feasibility analysis.
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HARVESTING

Area	Describe	Room for TFN?																
General	<p>In general all the harvest share for Daki Menan has been allocated. It is mostly large forest companies with mills that have the majority of the harvest share, but some smaller independent operators exist. TFN has a small allocation. All the harvesting and related work is therefore under direct management of these companies which hold the harvesting rights.</p>																	
Harvesting Rights	<p>All harvesting rights have been allocated in the TMU (Temagami Management Unit) and the rest of Daki Menan. See the Harvest Allocation Table in the FMP for TMU for details. These companies manage their rights and contract all the road work, cutting, line-running etc. A summary of TMU's license shares:</p> <table data-bbox="376 1384 798 1680"> <tr> <td>38%</td> <td>Grants</td> </tr> <tr> <td>27%</td> <td>Liskeard Lumber</td> </tr> <tr> <td>16%</td> <td>Goulard Lumber</td> </tr> <tr> <td>7%</td> <td>Tembec</td> </tr> <tr> <td>6%</td> <td>Alex Welch Lumber</td> </tr> <tr> <td>3%</td> <td>Domtar</td> </tr> <tr> <td>2%</td> <td>Temagami First Nation</td> </tr> <tr> <td>1%</td> <td>Temagami Fuel</td> </tr> </table> <p>Note that the Lands Set Aside also have forestry potential.</p>	38%	Grants	27%	Liskeard Lumber	16%	Goulard Lumber	7%	Tembec	6%	Alex Welch Lumber	3%	Domtar	2%	Temagami First Nation	1%	Temagami Fuel	<p>The only way to increase our harvest % is via Minister's direction, to buy-out companies with rights, or for companies to transfer their rights to TFN. The Lands Set Aside also have forestry potential.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Manage & harvest TFN's license area ourselves. 2. Send letter to/negotiate with District Manager for TFN to get first opportunity to buy-out companies and get license transfers. 3. Have #2 in writing for the SFL. 4. Assess licenses for suitability of transfer Assess Tembec's license for suitability of transfer.
38%	Grants																	
27%	Liskeard Lumber																	
16%	Goulard Lumber																	
7%	Tembec																	
6%	Alex Welch Lumber																	
3%	Domtar																	
2%	Temagami First Nation																	
1%	Temagami Fuel																	

<p>Bush Operations Management</p>	<p>Management of harvest rights includes:</p> <ul style="list-style-type: none"> • Operational planning • Compliance Monitoring • Contract Administration • Billing/Accounting • Marketing and risk/profit analyses <p>The forest companies conduct this work internally with their own core staff. The staff are professionals such as technicians, professional foresters, accountants, bookkeepers...</p>	<p>TFN would only be able to manage our own harvest rights. The only other opportunity is for individual professionals to obtain work with existing forest companies.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Manage TFN’s harvest rights in a manner similar to the forest companies.
<p>Bush Operations</p> <p>Cutting</p> <p>Hauling</p>	<p>Bush Operations include:</p> <ul style="list-style-type: none"> • Cutting (Mechanical or Cut/Skid) • Skidding • Delimiting • Slashing • Loading • Hauling (trucking) <ul style="list-style-type: none"> • The companies with harvesting rights hire out the work to contractors. The companies are loyal to their contractors and don’t like to change if they don’t have to. So, most of the contracts are taken. • Openings occur only if someone goes out of business or makes a mistake. Companies like to hire people with established reputations. Then they give them a bit of work to see how they do. • Generally, the equipment for bush operations is very expensive and certain volumes of work are needed to sustain the equipment. • Cutting especially is difficult work. Proper training and knowledge of regulations & safety is required. Pay is based on productivity and markets. A hard worker can make a lot of money if the conditions are right. • Cut/skid – provides more work with less capital investment but is more dangerous • Mechanical – need large volumes to support the costly equip. and provides less work . • There are lots of truckers. Forest companies often own some trucks for efficient operations. 	<ul style="list-style-type: none"> • There is some room for TFN. We have our own license area on which to conduct bush operations. We can also contract under other forest companies for additional work. • We should start with cutting operations on our blocks but additional volumes will be needed to support the crews. Other forest companies will have to be approached. • Prefer cut/skid over mechanical because of volumes of work, more jobs and less capital investment. • At this point, we don’t have enough volume to support slashing and hauling. But, if our harvest share increases, there would be enough volume to support especially hauling. <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Develop a training & implementation plan for cut/skid operations. 2. Work with companies to identify work. . 3. If and when TFN’s harvest share increases, then look at the feasibility of other operations.

<p>Careful Logging</p>	<ul style="list-style-type: none"> • Careful logging can be done in the modified reserve around a number of AOCs (Area of Concern). • Special prescriptions also apply to things like beaver browse (perpendicular swaths to some lakes). • Special “light-footed” machinery or horses usually used if the regular machinery is not suitable. • Companies mostly chose not to harvest. One reason afraid of making a mistake. Why else? cost? logistics? • The trees would have to be of higher value to make money because of lower volumes. • Would have to co-ordinate with companies due to roads, delimiting, slashing, trucking, skid trails etc. 	<p>A possibility for us – an area not being done. Needs some research.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Research logistics and amount of work. 2. If feasible, negotiate for us to get high percentage of work. 3. Negotiate for us to dispose of wood however we see fit.
<p>Line Running</p>	<ul style="list-style-type: none"> • The companies, at their cost, hire someone to do the line running for their blocks. Often times, the line running and tree marking is done by the same person. • Liskeard Lumber contracts to Monty Cummings, Goulard gets Nicole Seguin and Grants hires out too. • The SFL company would have an influence over line-running. • Map and compass are used but GPS is upcoming as well. 	<p>Some room. We should be able to get some work in this area, especially with SFL. Start with compass etc. and plan to get into GPS. Work exists with our blocks and by contracting out to other forest companies.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Start getting a small amount of work from Grants to establish our reputation and get training. 2. Negotiate for the option of a percentage (20-40%) of this type of work with the SFL..
<p>Bush Operations Support</p>	<ul style="list-style-type: none"> • This is roads, mechanics and even base camps. • Roads include construction, engineering, project management, plowing, sanding, grading and general maintenance. The machinery is very expensive. • Businesses already exist that conduct this type of work. A new company would need to establish a reputation and make contacts to get enough work. 	<p>Could look into this later if someone is seriously interested. TFN may want to acquire equipment that could be used for forestry and band/settlement road work in the future – but it may be cheaper to contract out.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Keep this in mind for the future.

SILVICULTURE

Area	Description	Room for TFN?
General	Logging companies with harvest rights also have silviculture rights through Regenerations Agreements, in the TMU. The companies generally contract out the work but retain management. Only a logging company can be awarded the rights to silviculture at this time. For areas under an SFL, the SFL company is in charge of silviculture and they hire out contractors. Silviculture work is paid for by the Forestry Futures Trust. Note that all the technical work for silviculture (operational cruising, pre-cut surveys, regeneration surveys, quality control surveys, data compilation and analysis) is all done by the MNR, or the SFL company. They do, however, contract out some of this work.	
Tree Marking	<ul style="list-style-type: none"> • The companies contract out the tree marking for their blocks. They then get reimbursed from the Forestry Futures Fund. • There is some work in tolerant hardwoods but most of the work is in pine. • Tree marking is paid by the hectare (approx. \$55+ for Hd). • Liskeard Lumber contracts to Monty Cummings, Goulard gets Nicole Seguin, Grants hires out too. • Once SFL is in place, the SFL will have an influence over the tree marking. 	<p>Some room. We should be able to get some work in this area, especially on our blocks.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Start getting a small amount of work for training and to establish our reputation. 2. Negotiate for the option of a percentage (20-40%) of this type of work with the SFL..
Cone Collecting	<ul style="list-style-type: none"> • Logging companies have Regeneration Agreements which allocates to them the cone-collecting. The MNR encourages that a small percentage be collected by locals – which hasn't been happening. The companies sub out the work. • Nicole Seguin does some of the cone-collecting in Temagami. His company follows harvest operations and collect cones from the tops during the fall. • In Timiskaming, the SFL accepts cones once a year. Other SFLs tender out contracts. • The SFL will be in charge of cone-collecting once in place. 	<p>Yes – an opportunity for a percentage or portion of work both now and the future.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Present – community members could collect cones and sell them to the forest companies and/or TFN. 2. Negotiate for a percentage of work with the SFL.

	<ul style="list-style-type: none"> Note that the amount of cones required varies yearly. Good pay 1 hectalitre=2.5 bushels \$100/hl Pw \$180/hl Pr 	
Nursery	<ul style="list-style-type: none"> The cones once collected go to Angus for seed extraction and storage in a seed bank. The seed is then grown in nurseries. Nursery's are very large, computerized operations (which decreases labour requirements) that grow high volumes (millions of trees). There exist several nurseries in the general region (Kenogami, Timmins, Cochrane) as well as in Ontario (White River, Petawawa). The MNR would like to contract the growth of 750,000 trees to a First Nation company. 	Not feasible. The competition is great, the available volumes are insufficient and Temagami is an imperfect location. There are too few jobs and benefits for such a large capital cost and risk.
Site Prep Mechanical	<ul style="list-style-type: none"> Covered under regeneration agreements to companies. Site prep disturbs the soil and prepares it for planting. Depending on the timing of operations, they either site prep when harvesting is done or contract it out. An SFL may do site prep differently In the clear-cut areas in the boreal forest, a big skidder with an attached brachi is needed. Smaller equipment and site prep tools are also used in about 25-50% of Temagami for other types of harvesting. 	<p>May be some work – would become part of a harvesting company. We would only be able to do the work requiring the smaller equipment.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> Look into once the harvesting company has been operating for a while.
Site Prep Slash Pile Burning	<ul style="list-style-type: none"> This type of site prep does prescribed burns on the piles of slash to prepare areas for planting. This is generally practiced in the boreal forest during the fall. The burning season has only a small window of opportunity. MNR does slash pile burning in the Temagami area now. But when 	<ul style="list-style-type: none"> An area for band to get involved in. We have the expertise and labour force, especially during late fall. Also, the Temagami area is not allocated to a contractor yet. Should be a band project due to limited work and high insurance. We should wait to get involved until the MNR changes their liability regulations.

	<p>an SFL occurs, an opportunity will become available.</p> <ul style="list-style-type: none"> • Private contractors already operate in Timiskaming and Nipissing SFL's. The burning occurs during fall only and private contractors require extensive qualifications and insurance. The insurance premiums are very high. • The capital equipment is minimal. • The industry contracts out the burning but is reimbursed through the Forestry Futures Fund. • The liability is so high now that its not worthwhile. If a fire gets away, the contractor pays the cost of putting it out 	<p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Do a feasibility study. 2. Negotiate with the SFL that TFN gets the option for all fire contracts in Temagami, once the liability rules change.
<p>Tree Planting</p>	<ul style="list-style-type: none"> • Companies in TMU are given the rights through regeneration agreements. Most of the companies contract out the work. This would change with an SFL as it would contract out the work. • The large tree planting companies have most of the tree planting contracts but there is one semi-local contractor (Nicole Seguin). • Seasonal, manual, piece work. A hard worker can make a lot of money if the conditions are right. • Low capital • Work will be available in the foreseeable future. 	<p>The forest industry would be more than happy if TFN would take on tree planting contracts. There definitely are opportunities available. However, tree planting would be logistically difficult and basically a headache for TFN. Therefore it is not recommended for implementation by TFN although, <i>a private contractor may be interested.</i></p>
<p>Manual Tending & Pre-Commercial Thinning</p>	<ul style="list-style-type: none"> • Companies (including TFN) are given the rights through regeneration agreements. Most of the companies contract out the work. This would change with an SFL as it would contract out the work. • TFN and Nicole Seguin have been the primary operators in Temagami. A new company has also been started by a TFN member. • Seasonal, manual, piece work. A hard worker can make a lot of 	<p>TFN already involved at close to near capacity for the current workforce.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Negotiate with SFL for certain volume of work. Tending is preferred since it's better work. 2. In the interim, ensure traditional contract levels are maintained, at a minimum.

	<p>money if the conditions are right.</p> <ul style="list-style-type: none"> • Low capital • Work will be available in the foreseeable future. 	
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PROCESSING

Area	Description	Room for TFN?								
General	<p>In general most of the wood in Daki Menan has been directed, either by a Minister's letter, a wood supply agreement, first right of refusal or traditional receipt levels. It is mostly large mill-owning forest companies which have rights to the wood. The undirected wood is termed "free-market" wood and can be sold to anyone. However, some SFLs further direct wood flow, in addition to the MNR's directives, to only their member shareholders' mills. Timiskaming Forest Alliance does this. Note that the MNR's recent policies to commit every stick of wood are reducing the chances for First Nations to obtain wood supplies. Further, wood supply, especially of quality, is decreasing in general.</p>									
<p>Wood Processing Facilities (i.e. sawmill, pulp, OSB, firewood etc.)</p>	<ul style="list-style-type: none"> • There are numerous facilities that process wood from Daki Menan. These are located throughout the region and as far away as Quebec. At this point, there are two small licensed mill in the TMU. A search of mill receipts would outline exactly where the wood goes. The Forest Management Plans for each unit also identify woodflow commitments. • For the Temagami Management Unit, wood flow is established for all species (except Tamarck). Woodflow is rather complex and there is a file in the forestry office detailing wood flow. Note that all the wood (except Po) from the harvest allocations of TFN, Tembec and Liskeard Lumber is directed to these companies. A summary of products and their committed destinations (FRR = first right of refusal, OM=open market): <table border="0" data-bbox="379 1787 908 2027"> <tr> <td>Poplar(non-veneer) (Minister)</td> <td>Grants</td> </tr> <tr> <td>Poplar (veneer) Industries (Minister)</td> <td>Norbord</td> </tr> <tr> <td>Bw, Hd(veneer) (Supply Agreement soon)</td> <td>Colombia</td> </tr> <tr> <td>Bw, Hd(non-veneer)</td> <td>Tem. Forest</td> </tr> </table>	Poplar(non-veneer) (Minister)	Grants	Poplar (veneer) Industries (Minister)	Norbord	Bw, Hd(veneer) (Supply Agreement soon)	Colombia	Bw, Hd(non-veneer)	Tem. Forest	<ul style="list-style-type: none"> • Basically, all the fibre is taken already by existing or new mills. An industry-run SFL would tighten up wood flow even further by directing surpluses to existing mills (most of which are located outside Temagami). • Only Tamarack is not directed or even used. • TFN's volumes are not substantial and the possibility of getting extra wood is limited. There is not enough volume to develop a large new facility. • The only extra wood could be from careful logging or the Lands Set Aside • Firewood – there is room for us to service the Lake and B.I. <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. If we get into careful logging, ask that the fibre also be disposed to us. 2. Develop a good plan to dispose of our wood. Sell to our community's current facilities first or to TFN owned operations (via a fair process) if they want it. The surplus can then go to the open market. 2. Firewood – look into a small processor to serve Lake market with
Poplar(non-veneer) (Minister)	Grants									
Poplar (veneer) Industries (Minister)	Norbord									
Bw, Hd(veneer) (Supply Agreement soon)	Colombia									
Bw, Hd(non-veneer)	Tem. Forest									

	<p>Products (from allocations) Tembec (from allocations)</p> <p>Pw & Pr (desired,FRR) Goulard</p> <p>(from allocations) TFN&Tembec</p> <p>SPF (over half) Elk Lake Planing Mill (Domtar FRR & Lisk. Lumber (from allocations))</p> <p>SPF(rest) Tembec, Kenogami (OM)</p> <p>Utility Poles(Pr, SPF) Northern Pressure Treated (OM)</p> <p>Ce Temagami Cedar(? Upcoming)</p> <p>Firewood – birch firewood is currently processed by P. McDonald (Temagami Fuel) in Latchford. There are a number of firewood companies in North Bay, especially for hardwood. - Temagami Forest Products (TFP), will also be processing firewood as part of their operation.</p> <ul style="list-style-type: none"> • Primary processing is a huge multi-billion dollar industry. Small and medium sized operations exist but, most are large multinational corporations. These operations require huge capital and wood supply. Most companies focus on commodity productions with little value added. • T&C#77 identifies that new wood or unallocated wood are ways to increase Native participation in forestry. Unfortunately, the MNR’s recent “requests for proposals” have not given proper consideration to First Nations. Although the recent request in the TMU does show good potential for TFN and a local Native business. • TFN’s relatively small amount of wood can be disposed of however we see fit (except Po). But the volumes are not large enough for a new facility. • TFN community has at least three 	<p>our wood supply. Look into partnering with TFP with firewood. Also look into Temagami Fuel.</p> <p>3. Oppose any new wood supply commitments or Request for Proposals on Daki Menan.</p> <p>4. Send a letter to the District Managers indicating that TFN wants the first right to purchase a processing facility on the market, in Daki Menan. This first right can be protected through the MNR’s authority over mill licenses.</p>
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	members with portable sawmills.	
Secondary Processing (planing, drying, jointing etc.) and Manufacturing (furniture, flooring, fencing etc.)	<ul style="list-style-type: none"> • Some mills in Northern Ontario add value to their lumber by planing but many sell their wood green. • Large planing facilities exist in Trout Creek & South River. • There are some secondary processing and manufacturing business in the general region but most are in Southern Ontario and the USA. They use resources extracted from Northern Ont. that have undergone primary processing. • No reman. facility exists in Temagami now. There is talk of TFP doing remanufacturing in partnership but very tentative. • Value-added is becoming a big, upcoming item for the industry since wood supply is diminishing. 	<ul style="list-style-type: none"> • There is definitely an opportunity to develop some sort of reman/value-added facility using the primary(lumber) or by-products (ends etc) from the area mills, especially since Temagami is a “bottleneck” between Northern and Southern Ontario. Opportunities exist to partner with local companies as well. <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Include as a goal in the 5-10 year range. Do the feasibility study, then focus on one opportunity and develop it.
Wood-crafters	<ul style="list-style-type: none"> • There are a number of talented woodcrafters operating in Temagami already. • There will always be a local market with the tourists and residents but external markets will be needed to sustain a number of businesses. • There is a niche market for specialty products but good marketing is needed. • TFN could direct wood processed from its operations to our woodcrafters. Note that the ash and even diamond willow could be used to make specialty “Native” products. 	<p>An opportunity for our woodcrafters if external markets are explored and they form a cooperative. We could actually have really good products to sell considering the talent.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Assist with marketing through some type of woodworking or crafters co-op. 2. Promote use of wood processed from TFN operations by TFN woodcrafters.

Lands & Resources

<p>General</p>	<p>There are other opportunities available beyond conventional forestry. Some of these opportunities are unutilized and untaken in Daki Menan while others are well established.</p>	
<p>Fire Fighting</p>	<ul style="list-style-type: none"> • Done by MNR. The MNR does hire private contractors when needed. • Private contractors only get called if needed, and most of them do not do initial attack. • Our members have worked for the MNR both seasonally and as EFF (emergency fire fighters). They have also worked for private contractors but prefer the MNR. • The pay is pretty good, especially in a high fire year. • Fire fighting has been privatized in Alberta and First Nations there have seized the opportunity. Is fire going to be privatized in Ontario in the future? 	<p>There is an opportunity for employment but to become a private contractor with unsecure work is risky.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Each year, make sure our members are trained and on the MNR EFF roster. Also, contact private contractors. 2. Look into privatization issue and work cooperatively with other First Nations if a bid is being prepared.
<p>Oils</p>	<ul style="list-style-type: none"> • Oils from cedar, balsam & spruce boughs are marketable and are an industry in itself. • A company in North Bay (Cedar Recycled?) and another one in Shining Tree make cedar oil. Uncertain of other regional manufacturers. No oil manufactures in the Temagami area. • A relatively small capital investment, consisting of a distiller and a truck, would be needed for this type of operation. • In Temagami, the delimiting is done both in the bush and at roadside. Temagami's cedar harvest will be increasing with the new mill and an abundance of branches will be available. • Need people to go around to harvest blocks and gather brush ASAP after harvest. The work would follow the seasonal logging schedule. Also need to co-ordinate with logging companies (access, timing etc.) 	<p>A good opportunity for a small-scale operation – the limbs aren't being used and cedar brush is a new item unspoken for.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Conduct a feasibility study. 2. If we wish to proceed, inform the District Manager that the brush should be reserved for TFN.
<p>Other Non Timber Forest Products</p>	<ul style="list-style-type: none"> • NTFP's include foods (jams, berries, syrup, mushrooms), medicinals, essential oils, ornamentals (wreaths), botanicals (floral industry). While these gifts from the land have been used by Natives peoples for ages, they are now finding their way to commercial markets. • Other First Nations have already been selling things like mushrooms, wild rice, 	<p>Definitely room. Good market potential for "natural" and Native products too.</p> <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Make opportunities known to community. 2. Act as a depot for such products. 3. Develop further (drying,

	<p>maple syrup and peppermint tea for quite some time. Today, NTFP's is a rapidly growing industry and a new trend, especially in the area of medicinals.</p> <ul style="list-style-type: none"> • Most products can be gathered from the bush but some can be farmed. Harvest is very weather dependant and prices fluctuate. This wouldn't be full time work but could supplement the family income. • This type of work is consistent with traditional lifestyles. • Blueberries and mushrooms (from burnt Jack Pine areas) are currently being collected from our area. The North Shore Tribal affiliation is setting up a First Nation marketing depot. 	<p>sorting, value-added etc.) if acceptable to community, large enough volumes and feasible.</p>
Live Tree Sponsor-ship	<ul style="list-style-type: none"> • Live tree sponsorship has been done for the rainforest to raise money for "preservation". • Could this be done in Temagami to bring economic benefit from the forest to TFN from the environmentalists. 	<p>Is this a joke or should it be investigated further?</p>
Tourism	<ul style="list-style-type: none"> • Tourism is a significant aspect of the Temagami economy and is an industry in itself. 	<p>This area of economic development is being conducted by another TFN department and privately by TFN members. Our role would be to support tourism that brings TFN benefits.</p>
Base Camp Support	<ul style="list-style-type: none"> • Provide camp support services such as cooking, maintenance, transportation, gas delivery etc. • There may be work in this area although very few camps are used in today's forestry except for tree planting. More research would be needed if someone is interested. 	<ul style="list-style-type: none"> • This could be an opportunity for a private entrepreneur. <p>Suggested Action:</p> <ol style="list-style-type: none"> 1. Make known any opportunities or contracts available to the community.
Integrated Resource Management	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

<p>Secondary Processing</p>	<ul style="list-style-type: none"> • Secondary wood manufacturing focuses on producing products for end-users. • Products manufactured include: cabinets, window frames, doors and door frames, engineered wood products, remanufactured products and appearance grade hardwood • Manufacturing of products from waste products created during secondary processing such as sawdust pressed fire logs. 	<ul style="list-style-type: none"> • TFN is always willing to explore such venues with openness and interest. • We are presently developing a relationship with a manufacturer to produce their product for distribution.
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