



Economic Development Summit:  
*Partnering in Economic Development  
for a Sustainable Future*

Thursday, November 19, 2009  
Sunset Suites

**URBAN RESERVES:**  
**DETERMINING INTERESTS**



Lac Seul First Nation



Northwest Business Centre  
Empowering Entrepreneurs



**Sioux Lookout & Area Economic Development Summit  
Thursday, November 19, 2009 (afternoon)  
Urban Reserves – Determining Interests**

**Introduction**

Summit attendees were divided into three groups based on their self-identified primary area of interest and representation – First Nations, Municipal and residents of Sioux Lookout, and Government (Federal and Provincial).

Each group was asked to identify their own interests related to implementation of an Urban Reserve. The groups identified their interests by answering two questions:

1. “Why are urban reserves important to us?”, and
2. “What are we most afraid of?”

The interests were divided into economic interests, social interests and cultural interests.

After each group identified their own interests in these three areas, they were asked to use an Interest Based Negotiation technique to explore the interests of the other groups to identify the shared understanding of all the interests, or in other words, “walk a mile in their shoes”.

The following pages represent the information generated from the three groups:

Municipal ⇨ Municipal

Municipal ⇨ First Nations perspective

Municipal ⇨ Federal and Provincial Government perspective

First Nations ⇨ First Nations

First Nations ⇨ Federal and Provincial Government perspective

First Nations ⇨ Municipal perspective

Federal and Provincial Government ⇨ Federal and Provincial Government

Federal and Provincial Government ⇨ First Nation perspective

Federal and Provincial Government ⇨ Municipal perspective (not completed)

Municipal Group		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Create jobs for First Nations and non-First Nations</li> <li>○ Attract increased investment</li> <li>○ Wealth creation for everyone</li> <li>○ Solidify our position as a hub for the north</li> <li>○ Increased two-way movement of people</li> <li>○ Increased economic diversity</li> <li>○ Increased economic spin-offs</li> <li>○ Attracting new business will strengthen existing businesses</li> </ul>	<ul style="list-style-type: none"> <li>○ Could negatively impact existing business</li> <li>○ More difficulty with job retention</li> <li>○ Potential for racial economy</li> <li>○ Negative sentiments within the community</li> <li>○ Potential for duplication of services/facilities</li> <li>○ Takes revenue stream from assessment base to service base</li> <li>○ Uneven playing field for businesses</li> <li>○ Increased control/jurisdictional conflict</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Increased cultural diversity</li> <li>○ More wealth to better address social issues coupled with a reduction in social issues</li> <li>○ Increased interaction with First Nation people and communities</li> <li>○ Increased access to health care</li> </ul>	<ul style="list-style-type: none"> <li>○ Polarization</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ More cultural harmony including increased understanding and tolerance</li> <li>○ Opportunity to enhance First Nations culture</li> </ul>	<ul style="list-style-type: none"> <li>○ Dilution of all other cultures</li> <li>○ Potential for increased frustration/conflict based on cultural differences</li> <li>○ Could be consumed by First Nations culture</li> </ul>

Municipal Group from the First Nations Perspective		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Increased self-sustainability</li> <li>○ Increased access to markets</li> <li>○ Partnerships providing increased expertise, experience and capital</li> <li>○ More jobs</li> <li>○ Greater wealth returning to FN communities</li> <li>○ Increased access to natural resources</li> <li>○ Ability to prosper without moving away</li> <li>○ Synergy in more effective use of capital</li> </ul>	<ul style="list-style-type: none"> <li>○ Money grab by municipality</li> <li>○ Wealth not returned to home communities</li> <li>○ Having to leave home community</li> <li>○ Loss of funding (fewer people)</li> <li>○ That municipality does not share my interests</li> <li>○ Governance issues – not wanting to be controlled by other orders of government</li> <li>○ “reserve ghost-town” potential</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ With jobs comes purpose</li> <li>○ Reduced out-migration of youth – brain drain</li> <li>○ Increased migration of youth – brain trust</li> <li>○ More social interaction</li> <li>○ Improved standard of living</li> <li>○ Sense of independence</li> </ul>	<ul style="list-style-type: none"> <li>○ Loss of independence</li> <li>○ Dilution of our culture</li> <li>○ Negatives of more money – “oil-sands syndrome”</li> <li>○ Change of life in home community</li> <li>○ Erosion of treaty rights</li> <li>○ Failure of belonging</li> <li>○ Resentment</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ More cultural harmony including increased understanding and tolerance</li> <li>○ Opportunity to enhance First Nations culture</li> </ul>	<ul style="list-style-type: none"> <li>○ Our culture will become a commodity</li> <li>○ Loss of cultural identity</li> <li>○ Fear of losing Christian culture especially for older First Nation’s people</li> <li>○ Loss of connection to the land</li> <li>○ Loss of access to the land</li> </ul>

Municipal Group from the Federal and Provincial Government Perspective		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Reduced reliance on government funding</li> <li>○ Federal and provincial taxes still collected</li> <li>○ Increased potential for partnerships</li> <li>○ Increased economies of scale – efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>○ Downloading of funding</li> <li>○ Will not fall within our policy framework</li> <li>○ Degree of horizontal management will be too complex</li> <li>○ Loss of control</li> <li>○ Loss of government jobs</li> <li>○ Could cost more</li> <li>○ Maintaining infrastructure in First Nations communities could be more costly to service fewer people</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Potential cost savings in social service delivery</li> <li>○ Access to more social services</li> <li>○ Start finding a home for youth</li> <li>○ “look good” image for Canada</li> </ul>	<ul style="list-style-type: none"> <li>○ Dissension within communities</li> <li>○ Balance resource access to the land</li> <li>○ Inability to maintain same service levels in remote communities</li> <li>○ Increased demand for social services in communities with urban reserves</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ Promotes diversity</li> <li>○ Promotes harmony</li> </ul>	<ul style="list-style-type: none"> <li>○ Could promote disharmony</li> <li>○ Increased competition for cultural funding</li> </ul>

First Nations Group		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Business opportunities</li> <li>○ Maintain partnerships</li> <li>○ Job creation and training</li> <li>○ Access to government grants</li> <li>○ Resource development: mining, forestry, hydro</li> <li>○ Develop relationships among Municipality, First Nations, and private sector</li> <li>○ Not having to pay taxes</li> <li>○ Access to programs/services</li> <li>○ More opportunities for residents living off-reserve; tap into services that are only available on reserves</li> </ul>	<ul style="list-style-type: none"> <li>○ Segregation</li> <li>○ Loss of traditional way of life</li> <li>○ Negative feedback on local people</li> <li>○ Could end up in a ghetto</li> <li>○ Competitive issue: business closures</li> <li>○ Lose our members – for all First Nations communities</li> <li>○ Loss of economic opportunities for Lac Seul</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Interaction</li> <li>○ Sense of community</li> <li>○ Equal economic benefit</li> <li>○ Working together for a common goal</li> <li>○ Increased quality of life</li> <li>○ Harmony</li> <li>○ Healthier people</li> <li>○ Cross-cultural experiences</li> <li>○ Promotion of cross-cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>○ Further loss of language</li> <li>○ Cultural clash</li> <li>○ Losing the link/rights back to home community and identity; having to relearn to be aboriginal</li> <li>○ Access to alcohol (especially relevant for 'dry' reserves)</li> <li>○ Negative impacts/judgments leading to prejudice</li> <li>○ No sense of respect from either group when working together</li> <li>○ Loss of heritage/traditional teachings and language</li> </ul>

<b>First Nations Group, con't</b>		
	<b>Why are Urban Reserves important to us ?</b>	<b>What are we most afraid of?</b>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ Cross-cultural sharing</li> <li>○ Increased awareness</li> <li>○ Acceptance of who we are – it is ok to be different</li> <li>○ Respect</li> </ul>	<ul style="list-style-type: none"> <li>○ Take our culture and make money from it</li> <li>○ Commercialization of culture</li> <li>○ Additional pressure on wildlife management impacting our traditional way of life</li> <li>○ Restrictions on traditional rights</li> </ul>

First Nations Group from the Federal and Provincial Government Perspective		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Partnerships</li> <li>○ Politics – good for the vote</li> <li>○ Revenue/taxation</li> <li>○ Apply the cookie-cutter method</li> <li>○ Development and growth</li> <li>○ Jobs</li> <li>○ Wealth</li> <li>○ Cost savings for programs</li> <li>○ Economic stability</li> <li>○ Proven theory</li> </ul>	<ul style="list-style-type: none"> <li>○ Administrative nightmare</li> <li>○ Losing power</li> <li>○ Empowerment of First Nations</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Good relationships/partnerships</li> <li>○ Increased community diversity and spirit</li> <li>○ Healthier people</li> <li>○ New infrastructure developments (e.g. new Meno Ya Win Health Centre)</li> <li>○ Centralized services</li> </ul>	<ul style="list-style-type: none"> <li>○ Create a war</li> <li>○ Don't care about First Nations socially – increased costs</li> <li>○ If it doesn't work it will cost more</li> <li>○ Protests</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ Practicing assimilation</li> <li>○ People will forget about their culture; therefore lower programming costs</li> <li>○ One stop shop</li> <li>○ Eliminating the Native problem</li> <li>○ Everyone gets a chance to vote</li> </ul>	<ul style="list-style-type: none"> <li>○ Look at two peoples: one big happy family</li> <li>○ Higher needs – more resources</li> <li>○ Won't have to hire people for Aboriginal programming</li> </ul>

First Nations Group from the Municipal Perspective		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ More people spending more money in the Municipality</li> <li>○ Great exposure – first in Ontario</li> <li>○ Revenue, infrastructure, services: larger tax base to support these items</li> <li>○ Increase education levels</li> <li>○ Stronger partnerships</li> <li>○ Strong market exposure</li> <li>○ Keep customers in town</li> <li>○ Creation of industry and jobs</li> </ul>	<ul style="list-style-type: none"> <li>○ Pressures on services</li> <li>○ Housing</li> <li>○ Loss of Municipal control</li> <li>○ Loss of tax revenue</li> <li>○ Loss of non-First Nation jobs</li> <li>○ Increased business competition</li> <li>○ Failure of First Nations businesses on urban reserve (from investment and political perspective)</li> <li>○ Increased infrastructure costs</li> <li>○ Increase in taxes/levies</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ First urban reserve created in Ontario</li> <li>○ Access to more services</li> <li>○ Diversity</li> <li>○ New opportunities</li> <li>○ Vibrant community</li> <li>○ Less poverty</li> <li>○ Turn Sioux Lookout into a model community in the province</li> <li>○ All our efforts in race relations paid off</li> </ul>	<ul style="list-style-type: none"> <li>○ More social problems</li> <li>○ Higher crime rate</li> <li>○ Multiple families in one house</li> <li>○ Increase in homelessness</li> <li>○ Displaced people/homeless</li> <li>○ Fear of critics – “guinea pig”</li> <li>○ Inadequate social programs</li> <li>○ Increased demands</li> <li>○ Shift in power</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ Partnerships</li> <li>○ Good working relations</li> <li>○ Increase in culture</li> <li>○ Model community (good reputation)</li> </ul>	<ul style="list-style-type: none"> <li>○ Aboriginal culture forced on them</li> <li>○ How do we work with other cultures?</li> <li>○ Segregation</li> </ul>

Federal and Provincial Government Group		
	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Build partnerships</li> <li>○ Jobs: increase market and market opportunities</li> <li>○ Business opportunities via cultural economics</li> <li>○ Leverage access to capital (look to successful communities as model)</li> <li>○ Improved infrastructure for Municipality and First Nations</li> <li>○ Increase strength between First Nation and non-First Nation groups</li> <li>○ Skills development: education, training</li> <li>○ Opportunity to be responsive</li> </ul>	<ul style="list-style-type: none"> <li>○ Need more information and increased participation</li> <li>○ Need more involvement from First Nations (dollars and human resources)</li> <li>○ Impact on (increased) funding requests – programs don't exist</li> <li>○ Currently no policy or procedure to manage the process – slow to respond</li> <li>○ Will require inter-ministry and intergovernmental coordination</li> <li>○ Overwhelming requirements for review/approval</li> <li>○ May encourage the best and brightest to leave their First Nation community and relocate to an urban centre</li> <li>○ Shouldn't let policy get in the way of opportunity</li> <li>○ Senior level political buy-in required</li> <li>○ Lack of knowledge/trust</li> <li>○ Financial failure</li> <li>○ Breakdown of managing body</li> <li>○ Requires organizational structure – who is leading?</li> <li>○ Many unknowns – how do we respond?</li> <li>○ Fear of not meeting needs</li> <li>○ Need a strong voice to provide guidance</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Role models: positive social image for youth</li> <li>○ Increased employment and decreased social issues</li> <li>○ New opportunities –</li> </ul>	<ul style="list-style-type: none"> <li>○ Social issues will not improve</li> <li>○ See urban reserve as special treatment</li> <li>○ Create resentment between cultures</li> </ul>

	<p>programming, employment, education</p> <ul style="list-style-type: none"> <li>○ Strengthen relationships between cultures/cultural sharing</li> <li>○ Increases supports to further establish goals and objectives of social improvement</li> <li>○ Enhanced mental and physical health conditions</li> <li>○ Increase sense of belonging in “community” – overall well-being</li> <li>○ Formally recognize First Nation culture in urban setting</li> <li>○ Sharing resources</li> </ul>	
<p><b>Cultural Interests</b></p>	<ul style="list-style-type: none"> <li>○ Increased sense of belonging</li> <li>○ Opportunity to showcase and celebrate unique diversity</li> <li>○ Strengthen awareness of culture</li> <li>○ Tourism</li> <li>○ Integrated workforce</li> <li>○ Targeted approach</li> <li>○ Program delivery</li> <li>○ Policy development</li> <li>○ Increase knowledge and sensitivity of First Nation community</li> <li>○ Increased sense of pride among First Nation youth</li> <li>○ Development of cultural centres</li> </ul>	<ul style="list-style-type: none"> <li>○ Is this the right thing to do? Will we look back and see it was a mistake?</li> <li>○ Will it create intergovernmental fighting?</li> <li>○ What level of government will be responsible for the urban reserve?</li> <li>○ May result in Federal/Provincial culture drain</li> <li>○ Increase one benefit while decreasing another (e.g. environmental)</li> <li>○ Increased competition for culture dollars</li> </ul>

## Federal and Provincial Government Group from the First Nations Perspective

	Why are Urban Reserves important to us ?	What are we most afraid of?
<b>Economic Interests</b>	<ul style="list-style-type: none"> <li>○ Job creation</li> <li>○ Financial sustainability</li> <li>○ Payroll tax exemption</li> <li>○ Increased economic opportunity for initiatives that cannot be supported in remote communities (i.e. manufacturing)</li> <li>○ Youth job creation</li> <li>○ Entrepreneurship</li> <li>○ Increased dollars into community</li> <li>○ Extend control to people</li> </ul>	<ul style="list-style-type: none"> <li>○ Infighting over how dollars are spent – what is fair?</li> <li>○ How can First Nations care for people on and off reserve (i.e. financial and HR capacity)</li> <li>○ Governance struggle – whose reserve is it?</li> <li>○ Investing – too many unknowns</li> <li>○ What is priority: on-reserve or off-reserve?</li> </ul>
<b>Social Interests</b>	<ul style="list-style-type: none"> <li>○ Better access to services (health, social, education, skills development, training)</li> <li>○ Feels like home (ownership, social cohesion, security)</li> <li>○ Pride – strengthen culture; increase self-worth</li> </ul>	<ul style="list-style-type: none"> <li>○ Feels like assimilation</li> <li>○ Segregation</li> <li>○ Youth out-migration from First Nation (home) community</li> <li>○ Perspective of elders</li> </ul>
<b>Cultural Interests</b>	<ul style="list-style-type: none"> <li>○ Sharing culture</li> <li>○ Cultural jobs – tourism, arts &amp; crafts, market the region</li> <li>○ Prosperity</li> </ul>	<ul style="list-style-type: none"> <li>○ Loss of culture</li> <li>○ Commercialization</li> <li>○ Overlapping of services (e.g. friendship centres)</li> <li>○ Disconnection from the land</li> <li>○ Adhering to government regulations (e.g. trapping); also, Federal versus Provincial regulations/requirements</li> <li>○ Overlapping Treaty areas (Treaty 3, Treaty 9)</li> <li>○ Loss of cultural ceremony</li> </ul>

<b>Federal and Provincial Government Group from the Municipal Perspective</b>		
	<b>Why are Urban Reserves important to us ?</b>	<b>What are we most afraid of?</b>
<b>Economic Interests</b>	n/c	n/c
<b>Social Interests</b>	n/c	n/c
<b>Cultural Interests</b>	n/c	n/c

n/c: did not complete – ran out of time