



ANISHINABEK NATION

ECONOMIC DEVELOPMENT STRATEGIC PLAN 2024-2027

UPDATED OCTOBER 2025

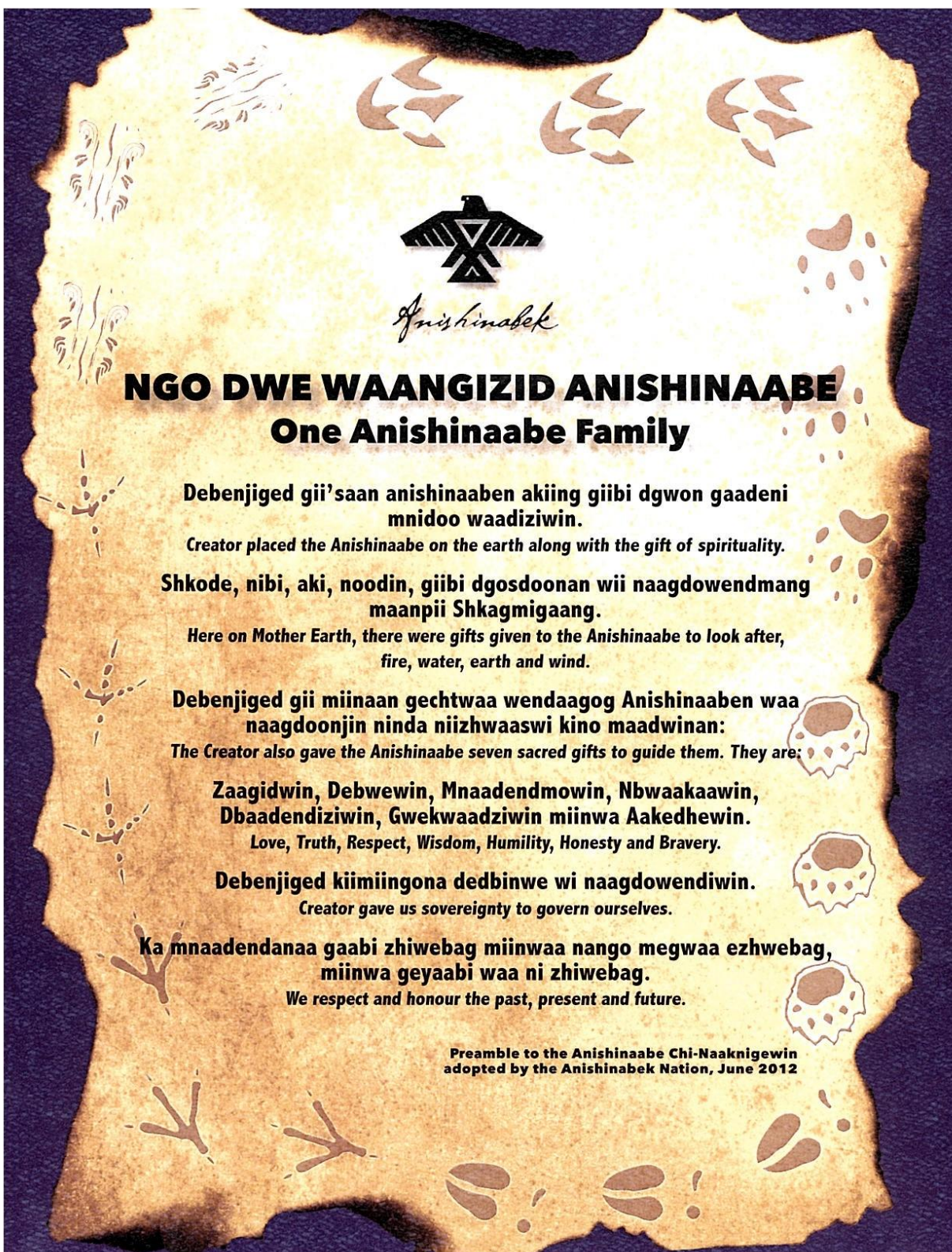




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Ngo Dwe Waangizid Anishinaabe



NGO DWE WAANGIZID ANISHINAABE **One Anishinaabe Family**

**Debenjiged gii'saan anishinaaben akiing giibi dgwon gaadeni
mnidoo waadiziwin.**

Creator placed the Anishinaabe on the earth along with the gift of spirituality.

**Shkode, nibi, aki, noodin, giibi dgosdoonan wii naagdowendmang
maanpii Shkagmigaang.**

*Here on Mother Earth, there were gifts given to the Anishinaabe to look after,
fire, water, earth and wind.*

**Debenjiged gii miinaan gechtwaa wendaagog Anishinaaben waa
naagdoonjin ninda niizhwaaswi kino maadwinan:**

The Creator also gave the Anishinaabe seven sacred gifts to guide them. They are:

**Zaagidwin, Debwewin, Mnaadendmowin, Nbwaakaawin,
Dbaadendiziwin, Gwekwaadziwin miinwa Aakedhewin.**

Love, Truth, Respect, Wisdom, Humility, Honesty and Bravery.

Debenjiged kiimiingona dedbinwe wi naagdowendiwin.

Creator gave us sovereignty to govern ourselves.

**Ka mnaadendanaa gaabi zhiwebag miinwaa nango megwaa ezhwebag,
miinwa geyaabi waa ni zhiwebag.**

We respect and honour the past, present and future.

**Preamble to the Anishinaabe Chi-Naaknigewin
adopted by the Anishinabek Nation, June 2012**



Overview

Main Objectives

This Anishinabek Nation Economic Development Department Strategic Plan 2022 (Strategic Plan) provides an overview of the Economic Development Department's mandate, structure, strategies, and priorities.

This Strategic Plan has been developed to achieve three main purposes:

1. Provide clarity, direction, and focus for the Economic Development Department.
2. Align resources to maximize strategic success for the Economic Development Department.
3. Communicate what must be done to create short and long-term sustainability for the Economic Development Department.



Working Together

This Strategic Plan is both necessary and timely with the newly elected Anishinabek Nation Grand Council Chief, Deputy Grand Council Chief, and the four Regional Chiefs (the Leadership Council) in June 2024.

The Economic Development Department recognizes that with new leadership there may be changes to work plans and the strategic vision of the Anishinabek Nation, which in turn may bring changes to the Economic Development Department.

The Economic Development Department is committed to working with the Leadership Council to obtain their ideas, guidance, and direction about the Economic Development Department's strategy and priorities. This promotes a unified vision on how to fulfill the Economic Development Department's mandate for the Anishinabek Nation.

The 2024-2027 Strategic Plan outlines key focus areas of and activities to be undertaken by the Economic Development Department through to the end of this current leadership term.



Department Overview

This section provides an overview of the Economic Development Department's clan system, mission statement, mandate, structure, strategic vision, and current mandate areas.

Clan

The Economic Development Department comes within the responsibility of the Waabizheshii (Marten) Clan of the Dodemaag (Clan) System.

Mission Statement

The Economic Development Department provides information, advocacy, and technical expertise to empower Anishinabek Nation First Nations for economic self-governance, sustainability, wealth creation, and financial independence.

Mandate

The Economic Development Department's mandate has three main pillars¹:

Inform

- economic opportunities
- notification of leadership, communities, and individuals
- issue recommendations
- problem-solving strategies

Advocate

- actively promote community-level issues
- advocate the development and amendments of public policy support
- provide First Nations the opportunity to respond and engage
- provide representation for communities
- create laws and agreements with government and industry

Technical Expertise

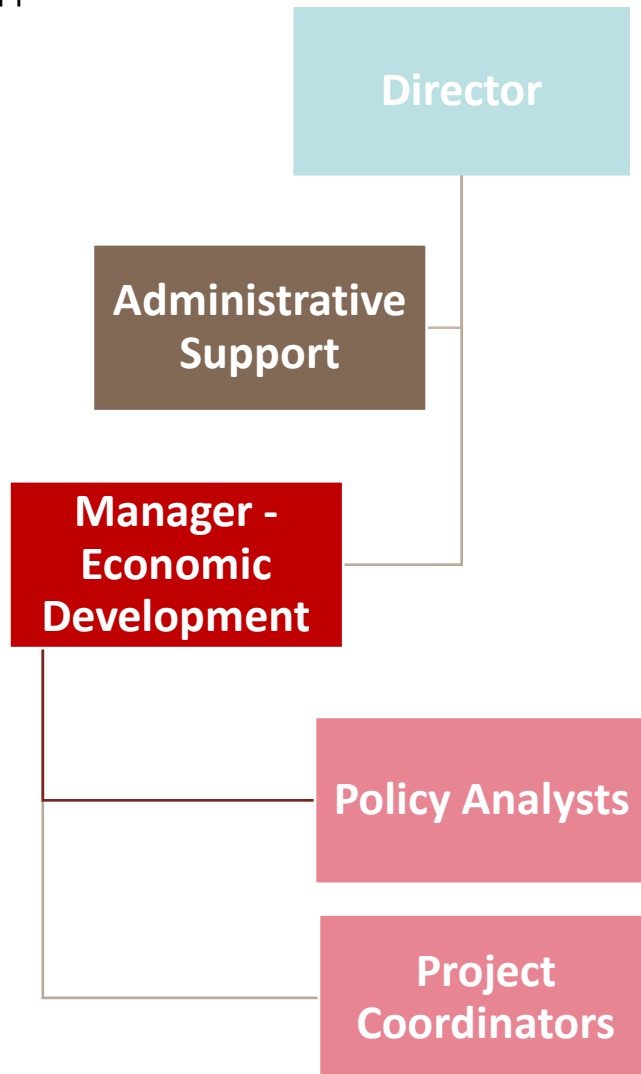
- coordinate sector-specific projects that influence economies
- compile and analyze data with expert guidance
- develop technical briefing notes, discussion papers, and summaries
- develop templates and technical documents in support of policy recommendations

¹ Economic Development Strategy and Action Plan 2019-2020, June 2019.



Structure

The Economic Development Department is comprised of a Director, a Manager, Project Coordinator(s), and Policy Analyst(s). The Director has a shared responsibility for the Lands and Resources Department and both departments have a manager for added administrative support.



Strategic Vision

There are several components that work together to create the strategic vision of the Economic Development Department. These components generally include:

1. The Grand Council Chief, Deputy Grand Council Chief, and Portfolio Holders identifying the strategic vision of the Anishinabek Nation for their political term.



2. The Chiefs Council on the Economy and the Economic Development Department developing resolutions to secure the mandate to advance the strategic vision. These resolutions are presented to the Chiefs in Assembly for consideration and possible adoption.
3. The Economic Development Department working internally and in collaboration with the Chiefs Council on the Economy, technical committees, and external agencies to develop a strategic vision to move adopted resolutions forward.
4. The Grand Council Chief meeting with government ministers to advance the strategic vision.
5. The Economic Development Department preparing and submitting government funding applications to secure resources to complete projects that fulfill the resolution mandates.
6. Where funding is approved, the Economic Development Department completing project activities to fulfill the resolution mandates and reporting to the Chiefs in Assembly on the progress and outcomes.



7. Further direction is provided from First Nations representatives and AN leadership, which are vetted by the Chiefs through semi-annual Assemblies and/or semi-annual Regional Chiefs meetings. This does alter the strategic vision but refines the recommended actions.

Current Sector Support

The Economic Development Department receives its mandate through the strategic vision set from leadership and through resolutions passed by the Chiefs in Assembly. The mandates are categorized by sector, to align with existing federal and provincial plans²

The sectors under which our current mandates fall include **business development** (wholesale, retail, and distribution; procurement and supply chain; etc.), **resource development** (forestry, biomass, mining), **agriculture**, **tourism**, and **infrastructure development** (telecommunications, energy, transportation, housing, other). All other resolutions pertain to pillar activities, particularly providing capacity support to First Nations.

² Growth Plan for Northern Ontario. Government of Ontario. See: <https://www.ontario.ca/document/growth-plan-northern-ontario/economy>

Resolutions

No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2017-10	Gasoline and Tobacco - FN Jurisdiction Revenue Generation	Gas & Tobacco	Business Development	1. Direct the Anishinabek Nation to develop a draft agreement-in-principle so that Anishinabek First Nations that are interested in law making and revenue generation related to jurisdiction over gasoline and tobacco may do so from a position of strength and in coordination; 2. Direct the Anishinabek Nation to work towards drafting provincial legislation recognizing Anishinabek First Nation jurisdiction; 3. Direct the Anishinabek Nation to work with Ontario to collectively engage the federal government with regards to tax revenue sharing with Anishinabek Nation communities as it pertains to the Federal Excise Tax on gasoline and tobacco products; and 4. That the Anishinabek Nation agree to undertake a formal information exchange on the Tobacco Pilot Projects with the Chippewas of the Thames and Akwesasne to strengthen the framework development.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2017-13	FN Inclusion in Ontario Contract and Procurement Processes and Support for a Specialist Position	Procurement	Business Development	1. Call upon the Ontario Government (Ontario) to update its legislation concerning tendering and procurement practices to implement requirements for contractors retained by Ontario to employ qualifying First Nation applicants belonging to the territory where development is occurring; and 2. Direct the Anishinabek Nation to develop a position paper for presentation to the Ontario Government that outlines the needs of the Anishinabek Nation and identifies the language within the governing provincial legislation that requires updating; and 3. Direct the Anishinabek Nation to engage with Ontario in the updating of legislation concerning tendering and procurement practices of development opportunities occurring within First Nation traditional territory; and 4. Direct the Grand Council Chief advocate to secure a "Procurement Specialist" position in the Northern Superior Region to support communities through the procurement processes and generating community asset inventories.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2017-23	Anishinabek Buying Power Entity	Procurement	Business Development	1. Direct the Anishinabek Nation to seek support for an Anishinabek Buying Power Entity through the development of a business plan; and 2. Direct the Anishinabek Nation to identify representatives of interested First Nations to constitute a steering committee; and 3. Direct the Anishinabek Nation to identify partnership opportunities for an Anishinabek Nation Buying Power Entity with the goal of increasing the entity's buying power and feasibility.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2019-24	Gasoline, Tobacco, and Cannabis Regulation, Law-Making and Revenue Generation – Negotiation Protocol	Gas & Tobacco	Business Development	1. Direct the Anishinabek Nation to develop a draft negotiation protocol so that Anishinabek First Nations that are interested in regulation, law making, and revenue generation related to jurisdiction over gasoline, tobacco, and cannabis may do so from a position of strength and coordination; 2. Direct the Anishinabek Nation to work with Ontario to collectively engage the federal government with regards to revenue sharing with Anishinabek Nation communities as it pertains to the Federal Excise Tax on cannabis products; 3. Direct the Grand Council Chief to call upon Canada to amend Bill C-45 to recognize and allow for First Nations jurisdiction and regulation as it pertains to cannabis licensing, production, distribution, sale, taxation, revenue sharing and consumption of legalized cannabis that incorporates community safety and well-being, particularly for children and youth; and 4. Direct the Anishinabek Nation to advocate for the federal government to recognize and support Anishinabek First Nations' assertion of inherent jurisdiction over cannabis licensing, taxation, regulation, and revenue sharing through First Nations' territories.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2020-11	Broadband Infrastructure Capacity Building	Broadband	Infrastructure Development	1. Direct the Infrastructure Technical working group, with assistance and guidance from the Chiefs Council on the Economy, to conduct research, develop a strategic approach, and provide recommendations toward developing infrastructure that would support Anishinabek First Nations; 2. Direct the Chiefs Council on the Economy to explore opportunities for Private-Public Partnerships with all levels of government and private proponents; 3. Direct the Grand Council Chief to meet with Infrastructure Ministers at the federal and provincial levels to advocate for support and the development of a partnership with the Anishinabek Nation on infrastructure expansion, and 4. Direct the Anishinabek Nation to report back to the Chiefs-in-Assembly at the next Grand Council Assembly.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2020-12	Transmission Lines Revenue Sharing	Energy	Infrastructure Development	1. Direct the Grand Council Chief to begin discussions with the Ministry of Energy, Northern Development and Mines (MENDM) and Indigenous Affairs Ontario (IAO) and the Energy Sector (Hydro One) on revenue sharing of transmission lines (Right of Ways) that run through the Anishinabek First Nation territories; 2. Direct the Anishinabek Nation to seek funding capacity to undertake the necessary work, which can include but is not limited to the review of current transmission line agreements and inventory of all transmission lines (Right of Ways) running through Anishinabek First Nation territories, etc.; and 3. Direct the Anishinabek Nation to conduct a review and analysis of the current Hydro One Shares Agreement to find areas for re-negotiation, and where added revenues for Anishinabek First Nations can be included, etc. 4. Direct that this resolution will not negatively interfere with or impact any existing resource revenue sharing agreements or current negotiations or claims regarding such agreements.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2021-21	Gas and Tobacco – Federal Advocacy	Gas & Tobacco	Business Development	1. Direct the Grand Council Chief to enter into primary dialogue with the federal government to explore its support for the Anishinabek Nation’s determination to pursue our economic development and governance objectives pertaining to the gas and tobacco initiative. Such topics for discussion will include but are not limited to: a. Capacity development; and b. Legislative review.
ANGCA 2021-22	Anishinabek Nation Economic Secretariat – Preliminary Research	N/A	N/A	1. Direct the Anishinabek Nation to conduct the preliminary research into previous Anishinabek Nation organizations that supported economic development and revenue generation, possible secretariat models that would be suitable for implementation, and any other preliminary information; 2. Direct the Chiefs Council on the Economy to support this research and develop recommendations for possible secretariat models; and 3. Direct the Anishinabek Nation to conduct engagement with Anishinabek First Nation Economic Development Officers and other community representatives to gather economic development related information, input, and further recommendations.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2021-23	Economic Development Officer Working Group	N/A	N/A	1. Direct the Economic Development Program to develop an Economic Development Officer (EDO) Working Group and the roles and responsibilities of the working group, which would consist of 2 representatives from each of the four Anishinabek Nation regions; 2. Direct the EDO Working Group to establish a term of reference for the Economic Development Officer Working Group; and 3. Direct the Economic Development Program to provide regular working group updates to the Chiefs Council on the Economy on information updates, any recommendations, or additional information.
ANGCA 2021-24	Participation in Gaming Industry and Regulation	N/A	Business Development	1. Direct the Grand Council Chief to advocate and support ongoing dialogue between Canada and First Nations on gaming; 2. Direct the Chief of Ontario to facilitate consultation with the province; 3. Request assistance from the OFNLP in advising on this matter including a risk analysis; and 4. Direct the Anishinabek Nation Grand Council Chief to advocate before the Senate Standing Committee in its consideration of Bill C-218.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2022-27	Indigenous Tourism Ontario	Tourism Strategy	Tourism	1. Direct the Anishinabek Nation to support Aundeck Omni Kaning in advocating for Indigenous Tourism Ontario by pursuing the Governments of Canada and Ontario for funding capacity to support ITO; 2. Direct the Anishinabek Nation to work in partnership with ITO to develop a region-based tourism strategy that identifies and promotes the direct and indirect economic activities of First Nations entrepreneurs and small & medium enterprises; and 3. Direct the Anishinabek Nation to host a joint meeting with the relevant federal and provincial ministers and agencies; Chief Patsy Corbiere of Aundeck Omni Kaning; Ontario Regional Chief Glen Hare; National Chief Archibald; and ITO to discuss the issues, explore opportunities, and identify advocacy avenues to promote and support economic growth and reconciliation within the Anishinabek Nation and Ontario.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2022-26	Climate Change & Canada's Carbon Pricing System to Meet Net Zero Emissions by 2050	N/A	Resource Development	1. Direct the Grand Council Chief to advocate and support the Anishinabek First Nations' positions, including but not limited to First Nations and their citizens, living on and off reserve, being exempt from the carbon fuel charge, First Nations inclusion in Canada's decision-making and policy development regarding the carbon pricing regime and carbon industry, and other climate-change related matters that may impact economic development. 2. Direct the Anishinabek Nation to seek funds from the Government of Canada, other federal government agencies, the Government of Ontario, academic institutions, and private proponents to support capacity that will: a. Build awareness and support educational outreach on the federal carbon pricing system to the Anishinabek First Nations; b. Inventory, catalogue, and map out applicable Anishinabek Nation climate change projects for future reference; c. Provide a jurisdiction review and analysis of other First Nation jurisdiction participating in the carbon credit industry; and d. Provide an economic analysis of the carbon pricing regime and will include the potential opportunities and threats for First Nations wishing to participate. 3. Recognize and uphold the rights of First Nations and



No.	Title	File(s)	Sector Area(s)	Direction
				importance of incorporating Indigenous knowledge on ecosystem processes impacting carbon sinks; and 4. Support First Nations self-governance and sovereign investing activities in the capacity to develop their own nature-based solutions projects for climate action.
ANGCA 2023-09	Anishinabek Nation Energy Strategy	Energy	Infrastructure Development	1. Direct the Grand Council Chief to advocate for capacity and funding for the Anishinabek Nation and Anishinabek First Nations that will support the development of a comprehensive energy strategy including, but is not limited to: a. A targeted engagement plan spanning leadership tables and technical tables to ensure the energy transformation initiatives respect Anishinabek First Nations' rights; b. An analysis of strengths, weaknesses, opportunities, and threats to our Member First Nations in the planned energy transformation; c. An overview of the regulatory landscape within the energy sector;



No.	Title	File(s)	Sector Area(s)	Direction
				d. An inventory of current and emerging energy generation, storage, and transmission technologies in Ontario; e. Economic and infrastructure impact analyses of the transition to zero-emissions transportation and heating; f. An analysis of long-term skills and training needs of First Nations to build toward full participation in the energy sector; g. Priority pathways for Anishinabek First Nations to energy efficiency and conservation; h. Digital transformation and security with relation to the energy grid; i. An assessment of economic development opportunities for Anishinabek First Nations relating to energy generation, storage, distribution, clean energy credit markets, conservation, and the emerging supply chain; j. Lands stewardship relating to the energy sector; and k. Engagement with energy sector industry players; 2. Direct the Anishinabek Nation to engage with Ontario and Canada's energy generation, transmission, and regulatory planning tables, including but not limited to Ontario's Long Term Energy Planning Table, the Regional Energy and Resource Tables with Natural Resources Canada, the various technical tables at Independent Electricity Systems Operator (IESO), Ontario Energy Board (OEB), to identify priority areas for regional economic growth and to accelerate the creation of a net-zero economy to the benefit of our Anishinabek First Nations.



No.	Title	File(s)	Sector Area(s)	Direction
				3. Direct the Anishinabek Nation to assemble a cross-functional Anishinabek Nation Energy Task Force to develop a work plan, take inventory of resources and connections within each functional area, and oversee the development and implementation of the Energy Strategy. 4. Direct the Anishinabek Nation to report back to the Chiefs in Assembly at the 2024 Grand Council Assembly.
ANGCA 2025-02	Establishing a Chiefs Steering Committee on Energy and Indigenous Ministerial Arrangements Regulations Opportunity	Energy Mining	Energy, Mining	1. Direct the Anishinabek Nation to support the creation of a Chiefs Steering Committee on Energy that: a. ensures political advocacy in the energy sector reflects the unique needs of each region; b. steers the development of the Anishinabek Nation Energy Strategy; c. shapes the Indigenous Ministerial Arrangements Regulations for the Canadian Energy Regulatory Act; and d. explores the creation of an Indigenous Governing Body to exert jurisdiction over energy infrastructure managed by Canadian Energy Regulator that cross Anishinabek Nation traditional territories; 3. Direct the Anishinabek Nation to continue participation on the Indigenous Ministerial Arrangements Regulations tables and to advocate for capacity and funding to do so; and 4. Direct the Anishinabek Nation to report back to the Chiefs in Assembly at the 2026 Grand Council Assembly.



No.	Title	File(s)	Sector Area(s)	Direction
ANGCA 2025-03	Establishing an Anishinabek Nation Business Advisory Council	Gas & Tobacco Procurement Tourism Buying Power Entity	Business Development	1. Support the development of a Business Advisory Council within the Anishinabek Nation-Building framework; 2. Direct that the Anishinabek Nation finalize a terms of reference within one (1) month that aligns with the existing advisory councils and defines the vision and mission of, and stakeholders' roles and responsibilities within the Business Advisory Council; 3. Direct that the Anishinabek Nation begin recruiting business leaders, through the Chiefs Council on the Economy and direct outreach, from each of the four (4) strategic regions; 4. Direct that the Anishinabek Nation report back to the Chiefs at the 2025 Fall Assembly and each Assembly thereafter on the progress of the Business Advisory Council.
ANGCA 2025-04	Anishinabek Nation Regional Tourism Strategy	Tourism Strategy	Tourism	1. Direct that the Anishinabek Nation advocate on behalf of its member First Nations by pursuing federal and provincial funding to build the capacity needed to support the Regional Tourism Strategy; 2. Direct that the Anishinabek Nation collaborate with Indigenous Tourism Ontario (ITO) to develop a regionally based tourism strategy that identifies and promotes the direct and indirect economic activities of First Nations entrepreneurs and small to medium-sized enterprises;



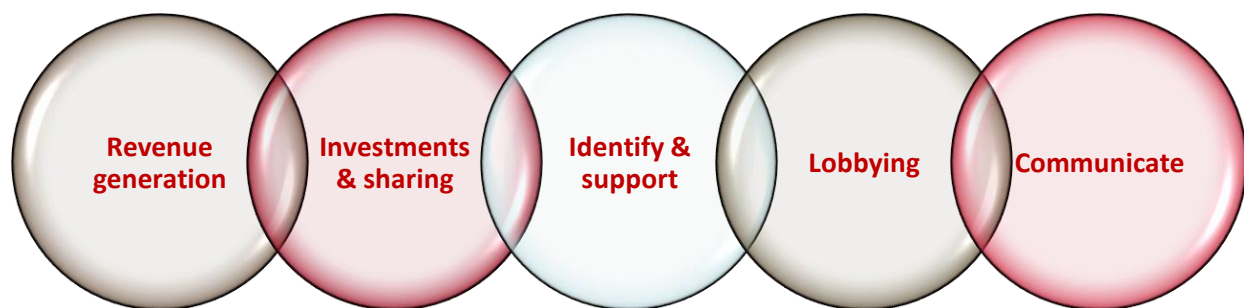
No.	Title	File(s)	Sector Area(s)	Direction
				3. Direct that the Anishinabek Nation convene a joint meeting with the relevant federal and provincial ministers and agencies, the Chiefs Council on the Economy (CCOE), and ITO to discuss key issues, explore opportunities, and identify advocacy avenues that promote sustainable economic growth and advance reconciliation efforts within the Anishinabek Nation and Ontario; and 4. Direct that the Anishinabek Nation provide a formal progress report on the Regional Tourism Strategy to the Chiefs-in-Assembly at the 2026 Grand Council Assembly.
ANGCA 2025-16	Political Advocacy Mandate	N/A – Advocacy	General Political	[UNOFFICIAL WORDING] 1. Direct that the AN re-assert its advocacy role on behalf of and in the best interest of the AN and its 39 member Nations. 2. Mandate that all AN departments have the authority to: i. be responsive and act in the best interest of the AN to address advocacy needs as they arise, ii. initiate advocacy action as soon as possible even without a mandate, report to Grand Council ASAP, iii. develop guidelines concerning above, iv. work collaboratively with leadership on advocacy efforts, v. work collaboratively with PO, governments, vi. work collaboratively with an FNs and report. 3. Report back.

Department Goals

Resolutions passed at the Anishinabek Nation Grand Council Assembly assist in defining the goals of the Economic Development Department each year.

The 2024-2027 goals for the Economic Development Department, in line with the 2001 Wedokdodwin Action Plan (refreshed in 2021-2022)³, are:

1. To support revenue generation.
2. To encourage investments in the Anishinabek territory and sharing revenue generation opportunities.
3. To identify and support opportunities for pooling of resources and maximizing 'economies of scale' within the territory.
4. Lobby federal and provincial governments to reduce government hurdles and open doors for First Nation economic development.
5. Improve communications.



³ Anishinabek Nation Wedokdodwin Action Plan, 2021-2022. The Revenue, Finance and the Economy (Economic Development) Work Plan 2021-2022.



Portfolio and Council Structure

The Economic Development Department receives further direction and support through the Revenue, Finance, and the Economy Portfolio and the Chiefs Council on the Economy. This section provides an overview of the mandate, composition, and responsibilities of these structures.

Revenue, Finance,
and the Economy
Portfolio

Chiefs Council on
the Economy

Portfolio

Mandate: The Leadership Council provides direct support and guidance to the Economic Development Department through the Revenue, Finance, and the Economy Portfolio.

Composition: A member of the Leadership Council holds the position of Portfolio Holder and a Chief or Anishinabek Nation member holds the position of Deputy Portfolio Holder.

Economic
Development
Department

Revenue, Finance, and
the Economy Portfolio

- Portfolio Holder
- Deputy Portfolio Holder

Chiefs Council on the Economy

Mandate: The Chiefs Council on the Economy (CCOE) was developed to provide a forum that links political vision with the progress of the implementation of the Anishinabek Nation's Economic Blueprint. The CCOE is mandated to:

- Provide guidance, leadership, and recommendations for the implementation, monitoring, and evaluation of the Anishinabek Nation's Economic Blueprint.
- Solicit the advice and direction of Anishinabek First Nations and Anishinabek Nation members on economic development issues.
- Work to ensure the development and facilitation of economic development opportunities in Anishinabek First Nations.
- Recommend ways of implementing direction received from Anishinabek First Nations regarding economic issues.



- Recommend ways to address feedback received from regions, Anishinabek First Nations, and Anishinabek Nation members.
- Oversee the implementation of recommendations concerning economic initiatives and issues addressed by the Chiefs Council on the Economy.
- Undertake advocacy of economic development initiatives and the Economic Blueprint.⁴



Composition: The Revenue, Finance, and the Economy Portfolio Holder, the Deputy Grand Council Chief, and eight Chiefs with two from each region form the CCOE. The CCOE is chaired by the Deputy Grand Council Chief, with the Portfolio Holder the alternate chair.

Term: CCOE members serve for a three-year term.

Meeting Frequency: The CCOE meets quarterly.

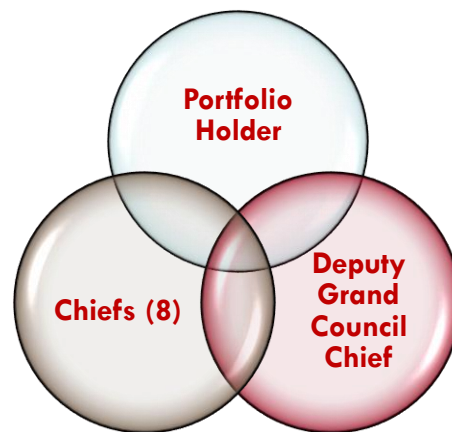
Support: The CCOE receives technical support from the Economic Development Department.

Status: Need to amend the CCOE Terms of Reference to include all the Leadership Council as members. As the CCOE is an informed decision-making process for

⁴ Terms of Reference Chiefs Council on the Economy.



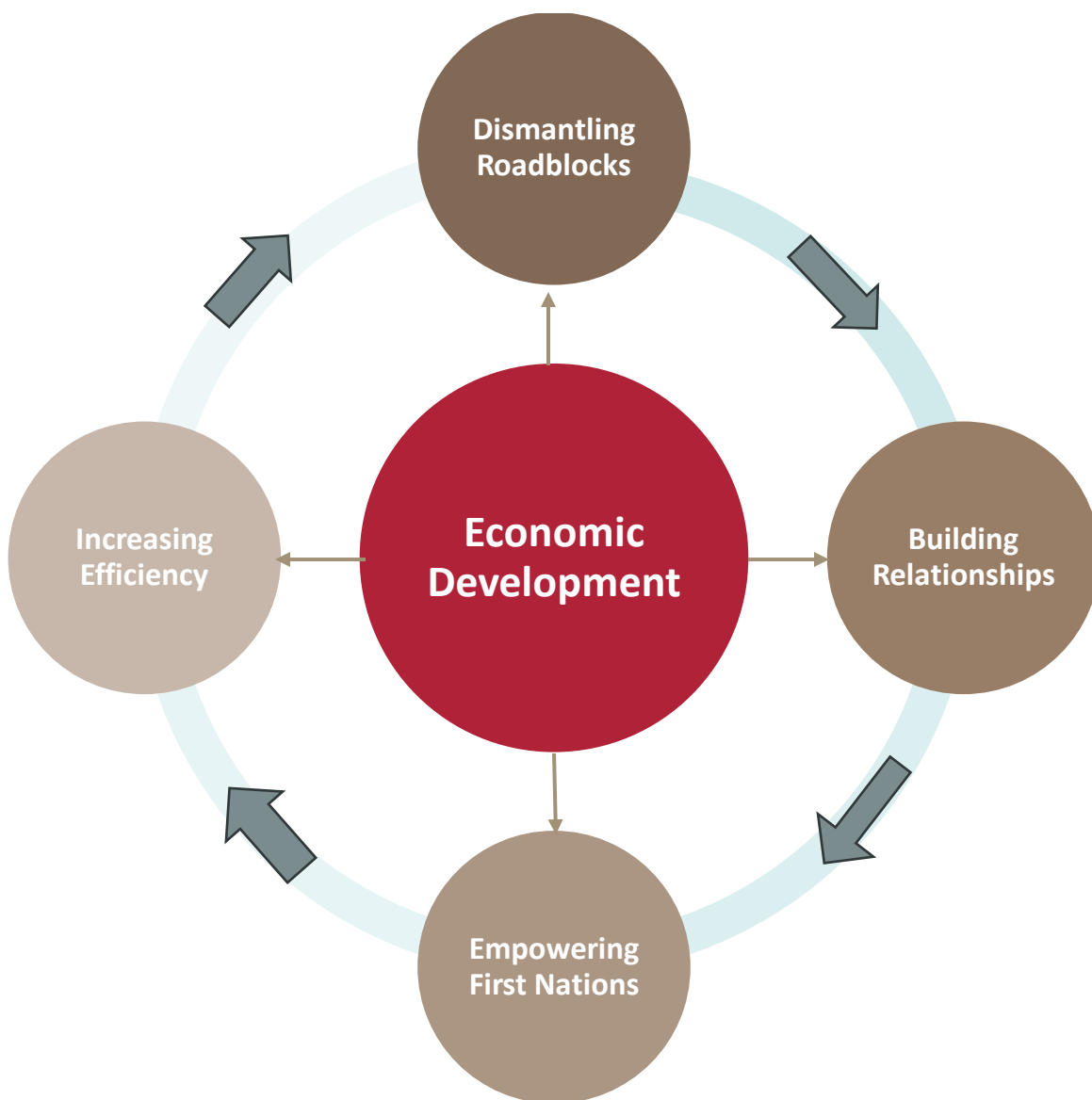
leadership and is used to inform the Chiefs in Assembly, the work of the CCOE requires a lot of traction and dialogue with leadership.



Strategic Priorities

This section presents the Economic Development Department's strategic priorities, goals, and action to be undertaken to advance each strategic priority.

The Economic Development Department has four main strategic priorities which are centered on Dismantling Roadblocks, Building Relationships, Empowering First Nations, and Increasing Efficiency. While these strategic priorities are presented as individual priorities, they are inextricably connected to ensure economic development success.





Dismantling Roadblocks

- Economic development roadblocks include legislation developed without consulting First Nations, infringing of Aboriginal and Treaty rights, limited human and financial resources, complicated structures, and First Nations working in siloes.
- Roadblocks may be both internal and external.

Strategic Priority:

- Roadblocks which stand in the way of economic development success for the Anishinabek Nation and its member First Nations must be identified, confronted, and dismantled.

Goals:

- To provide on-reserve members and businesses equal access to necessary financial resources, supports, and opportunities.
- To create awareness about legislative issues in order to inform First Nations leadership in their decision-making processes.

Action:

- Identify the root causes of problems or obstacles in the way of economic development, develop a strategy, and take corrective action to combat it at the source.
- Advocate for amendments to legislation and policy that are roadblocks to economic development for the Anishinabek Nation and its member First Nations in relation to tax revenue sharing, procurement, infrastructure development, and revenue generation.
- Lobby the government to address the lack of consultation with First Nations on the issues of self-regulation, revenue sharing, and infrastructure development.

Building Relationships

- Engagement with both the provincial and federal government is necessary on many economic development issues such as self-regulation and revenue sharing.
- Relationships with municipalities, third parties, and others may be required to address issues such as zoning to generate economic stability for First Nations.
- First Nations must work together to develop, support, and partner together to achieve economic development success.



- Strong relationships are essential for ensuring First Nations participation in new and long-range economic development opportunities.

Strategic Priority:

- Relationships with government, third parties, and between First Nations are essential to economic development success for Anishinabek First Nations.

Goals:

- To maintain regular communication with government regarding self-regulation and revenue sharing.
- To have First Nations representatives know all the facts prior to entering into economic development agreements, partnerships, or other relationships.
- To increase the number of partnerships between First Nations.

Action:

- Explore opportunities for First Nations to work collectively to advance their economic development objectives.
- Establish relationships and maintain good standing with economic development corporations, Tribal Councils, and Indigenous political organizations.
- Advocate and foster the relationships required to support the revitalization of the Economic Blueprint.
- Strengthen the relationship with government to secure broadband services for First Nations.

Empowering First Nations

- First Nations must be regularly and properly engaged and consulted with on economic development initiatives, and not as an afterthought.
- Empowered First Nations are fully informed and provided the tools necessary to evaluate their economic positioning and develop long-term strategies.

Strategic Priority:

- First Nations must be properly empowered and equipped to create, participate, and achieve economic development success.

Goals:

- To equip and prepare First Nations for long-range and emerging economic development opportunities.



- To support capacity development required for First Nations to make informed decisions by understanding barriers and requirements of economic development opportunities, ensuring they are responded to in a timely manner.
- To secure First Nations support for sharing information on economic development opportunities.

Action:

- Revitalize the Economic Blueprint by implementing its goals and objectives.
- Use the Economic Development Officer Working Group to understand the labour market demand and to assist in providing community-level input on Anishinabek Nation initiatives, including the revitalization of the Economic Blueprint.
- Conduct an inventory of economic development programs available to First Nations which identifies program criteria, gaps, and overlaps.
- Lobby for appropriate funding avenues to advance economic development initiatives for First Nations.

Increasing Efficiency

- The Anishinabek Nation must be able to respond quickly and efficiently to changes and developments within the economic development arena.
- Existing structures within the Anishinabek Nation such as the Chiefs Council on the Economy must be engaged and used to facilitate traction for economic development opportunities for First Nations.

Strategic Priority:

- The Anishinabek Nation's structures are designed to provide advocacy, support, and inclusion for First Nations in achieving economic development prosperity.

Goals:

- To have the Anishinabek Nation equipped to respond to economic development opportunities.
- To empower the Chiefs Council on the Economy to make strategic decisions on economic development opportunities and implementing the Economic Blueprint recommendations.

Action:



- Utilize the Chiefs Council on the Economy and the Portfolio structure to inform the Grand Council Chief, Leadership Council, and the Chiefs in Assembly on the economic development initiatives of the Anishinabek Nation.
- Explore how the Economic Development Department may be empowered to respond to changes and developments in the economic development arena when a mandate from the Chiefs in Assembly may not yet be in place.
- Lay out internal protocols for addressing funding agreement deliverables and reporting, in order to streamline projects and have the necessary capacity for ad hoc issues and opportunities.

Strategic Priority



Goals



Action



Work Plans

In addition to the activities set out in the tables titled 2024-2025, 2025-2026, and 2026-2027, the Economic Development Department takes part in the following recurring meetings/events:

- Project file team scrums (weekly)
- Department staff meetings (bi-weekly)
- Budget review (monthly)
- Energy Working Group (bi-monthly to monthly)
- Government and industry funders (bi-monthly to monthly)
- Chiefs Council on the Economy (quarterly)
- Portfolio* (quarterly)
- EDO Network (quarterly)
- EDO Working Group (quarterly)
- Retail Advisory Circle (quarterly)
- Staff planning (semi-annually)
- Regional Chiefs (semi-annually)
- Assemblies (semi-annually)
- ANEDO Forum (annually, Q3)

* Subject to change, may be subsumed into CCOE

The Department also regularly seeks funding from all viable sources and completes, for funders and the Executive, **reporting** at the end of each fiscal year and beginning of each fiscal year.



2024-2025

	Dismantling Roadblocks	Building Relationships	Empowering First Nations	Increasing Efficiency
Q1	✓ Engage with First Nations to present advocacy plan and gain corrective feedback	✓ Participate in all Energy engagement sessions with IESO/OEB ✓ Continue building relationships with Canada and Ontario ✓ Develop the Retail Association Committee (RAC)	✓ Develop Energy Literacy training program for job readiness	
Q2	✓ Engage with Canada on National Benefits Sharing Framework and Indigenous Loan Guarantee Program	✓ Prepare for ANEDO 2024	✓ Launch Regional Energy Plan ✓ Develop and implement business licencing pilot	✓ Monitor regional and national resolutions and initiatives ✓ Review internal processes ✓ Economic portal – needs assessment (engagement)
Q3	✓ Research and engage on energy efficiency programs ✓ Research and engage on gas tax rebate system ✓ Engage with Ministry of Finance on taxation issues	✓ Seek funding for 2025-2026, including Tourism Growth Plan and Procurement Protocol ✓ Host ANEDO 2024 ✓ Participate in Fall Assembly	✓ Promote and implement Regional Energy Plan ✓ Launch AN Forestry Strategy ✓ Promote retailer advocacy	✓ Monitor regional and national resolutions and initiatives ✓ Economic portal – framework
Q4	✓ Engage with Ministry of the Attorney General, Ministry of Finance & Ministry of Indigenous Affairs on Cannabis Framework ✓ Seek approval for Business/Economic Advisory Council ✓ Plan advocacy efforts for 2025-2026 and present to CCOE	✓ Complete reporting requirements ✓ Secure funding for 2025-2026 ✓ Participate in Regional Chiefs meetings ✓ Attend industry/sectoral events ✓ Host Retail Advisory Circle meetings and plan	✓ Promote Economic Blueprint ✓ Cannabis Jurisdictional Model – seek funding	✓ Monitor regional and national resolutions and initiatives ✓ Review work plan 2025-2026 ✓ Economic portal – seek funding



2025-2026

	Dismantling Roadblocks	Building Relationships	Empowering First Nations	Increasing Efficiency
Q1	- Engage with First Nations to present advocacy plan and gain corrective feedback - Develop policy amendment recommendations on taxation issues - Expand engagement with Canada on National Benefits Sharing Framework and Indigenous Loan Guarantee Program - Continue community engagement and build on the RERT Framework with Canada - Research and engage on government procurement set-asides - Establish Business Advisory Council	- MOF Relationship Table meeting - Establish ongoing working relationship with Indigenous Tourism Ontario - Support procurement initiatives of Chiefs of Ontario, FNPO, CCIB, others - Facilitate partnership development between mining companies and First Nations and FN-owned businesses Finance – invite FNFA, FNTC, and other financial experts to CCOE and EDO Working Group meetings International Trade- Develop working relationships with: Export Development Canada, Trade Services Office and Global Affairs Canada - Plan ANEDO 2025	- AN Energy Strategy – planning - Regional Energy Plan – implementation Economic Blueprint – EDO Roadmap Workshops - Develop AN Forest Strategy 2.0: Forest Bioeconomy Procurement assistance project – planning - Promote CORDA program Finance – educate leadership on technical and regulatory components of financial instructions - Support advocacy response to Bill 5	- Monitor regional and national resolutions and initiatives - Seek core funding from ISC and IAFNER
Q2	- Support advocacy on gasoline tax rebate system and gas tax fund revenue sharing - Support advocacy on energy efficiency program delivery	- Promote ANEDO 2025 - MOF Relationship Table meeting	- Economic Blueprint – EDO Roadmap Workshops - Proposal writing workshop with focus on CORDA - Promote CORDA - Monitor new policy including Bill 5	- Monitor regional and national resolutions and initiatives - Review internal processes



Q3	- Support advocacy on procurement set asides - Present outcomes of advocacy efforts to Chiefs in Assembly (Fall Assembly)	- Seek funding for 2026-2027 - MOF Relationship Table meeting	- Economic Blueprint – EDO Roadmap Workshops - Promote CORDA	- Monitor regional and national resolutions and initiatives - Develop operational plan 2026-2027
Q4	- Present outcomes of advocacy efforts to CCOE - Plan advocacy efforts for 2026-2027 and present to CCOE	- Complete reporting requirements - Secure funding for 2026-2027 - MOF Relationship Table meeting	- Economic Blueprint – EDO Roadmap Workshops - Expand Regional Energy Plan - Review CORDA applications and select successful projects	- Monitor regional and national resolutions and initiatives - Review work plan 2026-2027 - Review and adopt operational plan 2026-2027

2026-2027

	Dismantling Roadblocks	Building Relationships	Empowering First Nations	Increasing Efficiency
Q1	- Engage with First Nations to present advocacy plan and gain corrective feedback - Present outcomes of advocacy efforts to Chiefs in Assembly (GCA) Procurement Protocol – Pilot Project planning	- Continue building relationships with Canada and Ontario - Continue to participate on regional tables with outside organizations - Plan ANEDO 2026	- Complete reporting - Implement Regional Energy Plan - Implement Economic Blueprint	- Monitor regional and national resolutions and initiatives - Economic portal and tools – seek developers
Q2	- Research (TBD) - Support advocacy (TBD) - Procurement Protocol – Pilot Project execution	- Promote ANEDO 2026 - Prepare for Fall Assembly	- Implement Regional Energy Plan - Implement Economic Blueprint - Implement AN Forest Strategy 2.0: Forest Bioeconomy	- Monitor regional and national resolutions and initiatives - Review internal processes - Economic portal and toolkit – development
Q3	- Research (TBD) - Support advocacy (TBD) - Procurement Protocol – Pilot Project execution	- Seek funding for 2027-2028 - Host Procurement Fair	- Regional Energy Plan - Implement Economic Blueprint	- Monitor regional and national resolutions and initiatives - Economic portal and toolkit – launch and promote



	• Present outcomes of advocacy efforts to Chiefs in Assembly (Fall Assembly)			
Q4	• Research (TBD) • Support advocacy (TBD) • Present outcomes of advocacy efforts to CCOE • Procurement Protocol – Pilot Project report development • Plan advocacy efforts for 2026-2027 and present to CCOE	• Secure funding for 2027-2028	• Implement Regional Energy Plan • Implement Economic Blueprint •	• Monitor regional and national resolutions and initiatives • Begin developing Strategic Plan 2027-2030



Operational Plan

The work plans laid out above provide the department's lists of goals to be achieved each quarter of each fiscal year within the current political term. The following operational plan details how the current fiscal year's work plan will be implemented, including identifying roles and responsibilities, and resources required.