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Best Practices

"Best Practice simply means the best way of doing things. Best Practices are concepts or processes that are known to produce desired results. Best Practices are tried and true."

-Deal Consulting, 2002

In May 2004, the final report on Phases 2 and 3 of the Northwest Manitoba Regional Tourism Strategy was presented to government officials and funding bodies. The document was submitted under the incorporated name of *Atiik Askii Adventures Inc.* "Atiik Askii" is a Cree phrase. Loosely translated, it means, "Land of the Caribou."

The report caught the attention of professionals from Indian and Northern Affairs Canada (INAC), Economic and Community Development Manitoba Region, Manitoba Aboriginal and Northern Affairs and the Manitoba Department of Culture, Heritage and Tourism.

These people commissioned a "Best Practices Case Study" of *Atiik Askii Adventures Inc.* Michael E. Kelly, AICP, MCIP, a consultant from Vancouver British Columbia, conducted the case study in October and November 2004.

The final draft of the case study is nearing completion. It will soon be available on the Northwest CFDC website.

Kelly reports that there were several factors that contributed to the success of the two-year project to formalize a tourism development strategy for the region.

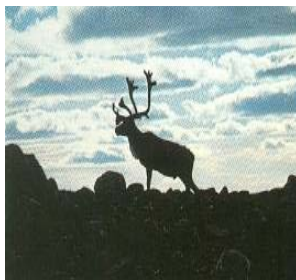
First there is the rapport and trust that the Northwest CFDC enjoys in the thirteen communities in the region. Kelly writes that the Northwest CFDC is a "well known organization of long standing" and

the composition of the Board of Directors played a key role in achieving the strategy. "There are thirteen voting members on the Board, one from each of the thirteen communities. Thus there is a predisposition for community cooperation for any Northwest CFDC initiative because of the structural linkage that exists between the organization and the communities."

Then there was the fact that the Northwest CFDC adopted a regional planning focus that addressed "regional development planning issues first (and) then focused down on more detailed planning. This approach has been pivotal to the success of incorporating real community development considerations into the strategy."

Northwest CFDC leadership was also identified as a critical component. Kelly writes, "Leadership focused around the Northwest CFDC and included actions

by both Board of Directors and staff. Informants recognized the Northwest CFDC Board of Directors for delivering an organizational directive in 2002 to create a regional tourism strategy." Kelly goes on to say that, "the persistence of the Northwest CFDC's General Manager in writing grant applications and working with funders to secure the full complement of dollars necessary for successful completion of the three phases that have been completed was also ... an important leadership action..." (Continued, Page 4: See "Heart").



We are on the Web! www.northwestcfdc.com

Taking Responsibility

Members of the Northwest CFDC staff are nearing completion of a round of community consultations visits to get feedback on the draft of the Resource Management Guidelines document that was prepared by Hilderman Thomas Frank Cram Landscape Architects & Planners. If nothing else, the community discussions have been animated and informative. Almost twenty-seven pages of community meeting feedback notes have been compiled so far.

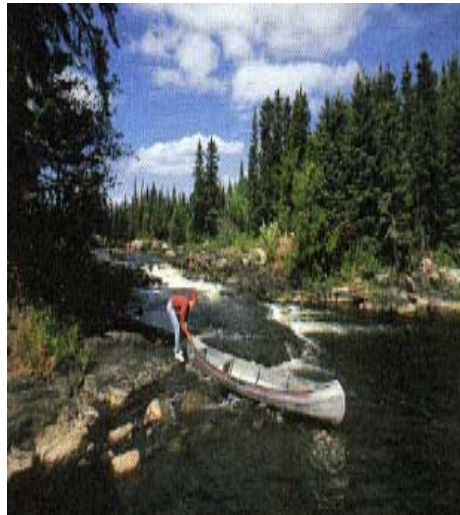
The need for some sort of Resource Management Guidelines for Northwest Manitoba became strikingly clear during the time that Northwest CFDC was conducting Phases 2 and 3 of the Northwest Manitoba Regional Tourism Strategy. The sense that those who live in this area should be the ones who are responsible for the welfare of our natural resources was an implicit part of our thinking. We had all witnessed what happens when mine shafts are sunk and dams are built without ensuring that the natural resources of the area are properly used and suitably respected. The development of the tourism strategy brought our concerns into sharp focus. Here was yet another development project—mind you, one that was certainly more environmentally and culturally friendly than diverting the timeless flow of age-old rivers, uprooting whole communities from locations they had lived in for centuries or digging deep holes in the ground and thoughtlessly disposing of the leftovers in towering piles of toxic dust—but one that was sure to have an impact on the environment all the same.

The draft Resource Management Guidelines document addresses this issue head on. It states, “Canoeing and snowmobiling route development is considered a relatively low impact activity

environmentally....” However, there will be some degree of impact and steps need to be taken to mitigate them. So the document goes on to identify, “... basic support facilities (to) deal with certain potential site-specific management issuesIn terms of actual route preparation, development and maintenance (for example), care will be taken to avoid known or likely fish spawning areas. Any snow packing inside stream channels to support snowmobile crossings will be removed in spring, to ensure free flows of spring runoff.”

The draft Resource Management Guidelines document is divided into seven sections: Fisheries, Cabins and Campsites, Wildlife Management, Related Subjects (for example, Treaty Land Entitlement, Mine Site Rehabilitation, Environmental Awareness and Ecotours, etc.), Funding, Environmental Review and Regulation and Cooperative and Community-Based Management. One of its most far-reaching recommendations is that, “All lakes and rivers in the region will be designated for High Quality Management”

This one initiative alone will put Northwest Manitoba on the resource management map. No other region in the province and country is this farsighted in pledging that the environment we all enjoy today will be in a similarly pristine condition for our descendents to enjoy in the future. As one participant remarked at a community meeting, “Whether or not there is a need for resource management guidelines for this region is not the question. The question is, ‘Who will design and implement them?’ We don’t want more government rules and regulations telling us what to do with our own land. It is time for us to take responsibility for our environment.”



Grace Stein resigned as Regional Tourism Development Officer on March 31. Goodbye Grace. Good fortune. Dale Seddon took over the position on May 9. While Dale has worked for the Northwest CFDC as a consultant on a wide range of projects over the years, this is his first stint as a full-time employee. Welcome Dale.

Proposal Development

A 3-day Proposal Development Workshop was held in Leaf Rapids on April 12 – 14 2005. Ten people registered for the workshop.

Workshop participants were provided with a hard copy proposal development workbook, a floppy disc copy of the workbook, a floppy disc template entitled *The Parts of a Proposal* and a floppy disc file entitled *Template for Cash Flow Projections*.

During the course of the workshop, the participants prepared the first drafts of two proposals. At the end of the workshop, the participants were provided with a floppy disc copy of their proposals so that they could polish them up when they returned to their home communities.

The workshop was originally designed to cover a 5-day period. However, it was shortened to 3 days

because the workshop facilitator believed that a full week of this kind of work would exhaust the participants and discourage them from honing their newfound proposal development skills when they returned home.

The facilitator was wrong. Participant enthusiasm remained high throughout the workshop and remained unabated at the end of the third day. In fact, the participants wanted more time to complete the first drafts of their proposals.

There is no question that the participants would have produced a very effective first draft of their proposals if the workshop had continued for five days. They might have even been editing and polishing their proposals to a second or third draft finished product.

Roberta Goodbye

Roberta Edwards is leaving the Northwest CFDC. Her last day on the job will be on August 15 2005. This marks almost six years to the day that she has worked as the Office Manager and Administrative Assistant for the Corporation. Her first day on the job was August 23 1999.

“I should work for a couple of weeks longer,” Roberta jokes. “I might get a raise.”

Roberta graduated from West Lynn Heights High School in 1993. Before taking up her position with Northwest CFDC, she worked for both the Canadian Imperial Bank of Commerce and the Department of Natural Resources in Lynn Lake. She married her husband Graham, a teacher at the West Lynn Heights High School, in 2001. Graham recently secured a teaching and vice-principal position in Erickson.

So Roberta and Graham are moving on.

We are going to miss you Roberta. You’re one of those rare people who truly are what you appear to be. You have a hearty sense of humour and a beaming smile. You possess exactly the right



combination of presence, professionalism and down-to-earth know-how to make any administrative job seem easy. During the time you have been with the Northwest CFDC, we have come to rely more and more on you. If we are confused about something in administration, we turn to you for the answer. If we imagine we know the answer to our confusion, we turn to you anyway—just to check it out. You’re the person who ensures that all the pieces of the administrative puzzle are always in place. You make the machine tick. And you do it quietly, quickly and

without any fuss or bother.

Your shoes are going to be hard to fill Roberta. Oh we all know that old saying about nobody being irreplaceable. That saying is as true for you as it is for the rest of us—and just as false. There are a lot of people who do your kind of work, but there is only one Roberta. We can replace the person doing the job, but we can’t replace you.

Goodbye Roberta. We wish you and Graham the best of luck in all your future endeavours.

Journey safely.

And yet another goodbye! Dennis Loewen is moving to Gretna Manitoba. Dennis represented Lynn Lake on the Northwest CFDC Board of Directors for many years. He became Chairperson in 2001. Dennis served the people of this region with enthusiasm, dedication and hard work. Goodbye Dennis. Well done.



Youth Business Development



Youth Business Development workshops are underway. The workshops are made possible by the National Aboriginal Capital Corporation Association (NACCA) and Northwest CFDC.

These pictures were taken in Tadoule Lake at the *Peter Yassie Memorial School*. Sean Maher and Marie Brown conducted the workshop. They both agree that it was a wonderful opportunity to meet and interact with the Tadoule Lake students.

The young people in Tadoule Lake are really interested in entrepreneurship. Once they felt comfortable with Sean and Marie, their business

development ideas were literally flying back and forth across the classroom. Their ideas covered a whole range of topics—from starting a youth centre to opening a McDonald's hamburger franchise in Tadoule Lake.



Sean and Marie feel privileged to have been a part of this business development learning process. They hope that they encouraged the Tadoule Lake students to seriously consider becoming young entrepreneurs.

The Heart of the Strategy

(Continued from Page 1)

“The heart of the strategy partnership,” Kelly writes, “came into existence during the sixteen Phases 2 and 3 community and regional strategic planning workshops which were held over the winter and early spring of 2003/04. These workshops facilitated a planning process modeled on methods of initiating social and community changes that are advocated by the Institute for Cultural Affairs (ICA).” The workshop participants made decisions by consensus and a real sense of partnership and equity developed. “This equity arrangement was explicitly agreed to by all the participants at the regional workshops.”

In his closing remarks, Kelly writes, “There are three outcomes that hallmark a successful planning

process. These are documentation, action and feelings. Rated against these criteria, the strategy should be considered to be a successful planning process. There are two final reports ... (and) ... these effectively and comprehensively document the background research, and the procedures and substantive results of the public participation community workshops. The process also led to the articulation and adoption of three economic development actions for the region. Last, the process generated genuine feelings of trust, cooperation and partnership, and perhaps a new sense of optimism, among communities and residents of Northwest Manitoba.”

Welcome to Tyler Hunt, who joined the Northwest CFDC team on May 2nd. Tyler is taking a year off from his studies in Physical Education at the University of Manitoba to be our *Marketing Director Trainee*. Tyler will be interviewing lodge owners, tourism entrepreneurs and artists and crafters from across the region for the *Atiik Askii Adventures* website. Contact Tyler at *Atiik Askii Adventures* 356-2500 or 1-888-234-1928.