

**Strategic Planning Event Chippewa of the Kettle and Stony Point
First Nation**

Monday & Tuesday December 13th & 14, 2018

9am – 4pm

Agenda

1. Introductions
2. Meeting Intention
3. Sharing Personal Intentions for Council Term
4. Process Description for the 2 days:
 - Mission/Mandate for the Council 2018-2020
 - Vision
 - Values
 - SWOT Analysis
 - Choose Top Priorities
 - Begin to Develop Strategic Goals/Directions
 - Measurable Outcomes
 - Implementation
 - Evaluation
5. Governance Processes:
 - Council Roles, Responsibilities and Accountabilities
 - Confidentiality
 - Meeting Protocols
6. Next steps
7. Wrap up

Strategic Plan: Developed by Chief and Council

Long term 5 Year Plan Timeframe: 2018-2023 Council Mandate 2018-2020

Mission for the Council for 2018-2020

What is the purpose of the Council?

- Be a voice for the People
- Governance of the Nation
- Financial Accountability
- Develop the Future Vision
- Doing good for the healthy Community
- Create and Utilize the Governance Structure
- Problem solvers and acting as a conduit with the membership
- Be participative
- Focus on what the Community needs
- Everyday people who work for the people
- Politically addressing the needs and wants of the Community

What is the role of the Chief and Council Members?

- Carry out purpose and mandate
- Represent the Community and Council
- Goals and objectives identified by Council adhered to and accomplished
- Communicate with the Community

What does the Nation expect from the Council?

- Create a healthy Community
- Good Governance
- Transparency
- Fiscally responsible
- To be heard

Create Validate the Mandate/Mission Statement

Developed Mandate:

Council Members are elected by the Membership to represent their views as closely as possible when dealing with issues that come before Council.

This is accomplished through:

Input from Members formally at Community and Committee meetings, on a regular basis informally in other venues.

An awareness of Bylaws, policies, procedures and processes, in alignment with Anishinabek ways of Council Governance.

Receiving information from staff expertise and experience as needed on history events, practices and situations that help to inform decisions. Election to office requires the Council Members to have a broader understanding of the issues in the best interest of the Community as a whole.

Establishing a Council Vision

What will success will look like for the Council Term? What will have happened to achieve success?

- **We will have integrated service delivery; coordinated transportation; with healthy businesses and asset management through financial accountability.**
- **We will do what we say we are going to do with transparency**
- **Specific outcomes will include: 2 vans dedicated to Youth programming; a transformed grocery store; stopping the bleeding of resources**

Create the overall Vision for the Council 2018-2020

The Chief and Council of Chippewa's of Kettle and Stony Point Vision for the Council Term is to promote a healthy, prosperous, informed Community by meeting with Members, listening to them and responding to their issues and concerns.

By 2020, the Chief and Council will achieve the Vision for the Council Term.

Vision for the Nation

What is the Council Vision for the Nation for the Term of the Council?

At the end of your Term what do you believe is important to have been achieved for the Nation?

By 2020, the Nation will be stronger and more vibrant by achieving goals identified in the Comprehensive Community Plan.

Values for the Council 2018-2020

What are your core beliefs as they relate to the Council? What is important for you to believe about the Council and its work?

- **Represent the membership and Nation**
- **Sustaining Treaty relationships**
- **Enhancing and uphold the values of the membership with regard to Treaties**

- **Holding the Crown to fiducial obligations**
- **Environmental Protection**

SWOT Analysis

Council Strengths:

- Honesty and bravery
- Respect and kindness
- Education
- Calm reflection
- Voice
- Stability, commitment perseverance
- Governance process
- Intercultural skills: language
- Fact finders
- Deep compassion
- post-secondary education
- 47 years of experience
- Wisdom
- Experience in negotiation
- Knowledge and history
- Treat people equally

Council Weaknesses:

- No portfolio responsibilities
- Confusion + lack of understanding with consensus (contemporary vs traditional)
- Decisions need to be tracked
- Not making timely decisions regarding Band Membership, residences and estates
- Dealing with members who visit council and are reporting on almost immediate decisions
- Lack of time management
- Procedures: better time management at meetings
- Better time management
- Need to manage time better. Longer the meeting, less the productivity
- Scope of reference
- Committees are not effective
- Committees established but some lack terms of reference
- Too many committees don't have a review process of effectiveness for year end.
- Capacity building
- Mentality of running a business rather than individual entrepreneur's

- Bridges out of Poverty: all community classes not represented (lower, middle, upper class)
- Lack of funding
- Strong financial background
- We can be creative with the membership complaints
- Poor public image: not enough communication
- Lack of specific reporting + action needed to identify (priorities)
- Lack of reporting from people attending conferences/workshops
- Communication Chief to Council: Council to Council: Chief and Council to community
- Younger population not represented
- Youth representation missing

Council Opportunities:

- We can be creative with the membership complaints
- Extract money from our OLG funds to pay costs of departments/projects who need money in order to complete programs/business etc.
- Scope of reference
- Contemporary and traditional
- Poor image
- Lack of communication
- We are small fish in a glass bowl. We have a chance to show our strengths
- Improve business areas
- Better planning in all areas
- Gain trust of membership
- To strengthen our culture and language
- Tourism and culture
- Building relationships with local municipalities, organizations, tourism, colleges and industry
- Capacity training use SFNS dollars to send staff, program managers and Council members
- Review financial distribution various depts. From own source funding for needs
- Move forward to create Human Resource department at arm's length from Chief and Council.
- Review and maybe revise Appeals and Redress.
- Portfolios and scope of duties
- Capacity, training how to run effective meetings
- We develop our weaknesses from complaints
- New Chief, New CEO, Workable Council
- Research, Data, strong applications for grant money
- To influence positive results from S.P. cleanup

- Develop our plans in order that our businesses flourish
- Resource community members expertise/experience
- Streamline lobbying process
- Increase Council engagement
- Review why committees are required
- Chairpersons portfolios Review 1st of year goals/objectives annually
- Direct action to specific person when decisions made

Council Threats:

- Lack of understanding and adherence to policies
- Out of date policies and processes
- Not making enough of our own laws
- Poor leadership
- Trudeau: Framework Agreement: Threat to Treaties
- Climate change/warming beach loss/ residency
- Influx of population due to legislation
- Our school operations: attendance; lack of parental participation
- Not enough Council Members not going out to Community meetings
- Community members lack of patience with change
- Relationship with Stoney
- Aging infrastructure
- We're not all on the same page (lack of consensus)
- Losing the respect of membership
- The art of not individuals who undermine Council ideologies
- Facebook
- Community members lack of understanding to process with complaints/issues
- Ineffective leads to criticism
- Having to deal with member appeals: law suits employment and otherwise
- Ford Government
- Water system fails
- Lack of direction creates community instability
- Lack of consistency leads to instability
- 2 year term
- Short term of Council needs to increase

Choosing the Top Priorities 2018-2023

List of Top Priorities based on the Comprehensive Community Plan

1. Health and Wellness
2. Prosperity Development and Social Welfare Reform
3. Cultural Development
4. Social Development
5. Justice and Policing

6. Recreation
7. Members Living Away
8. Housing and Infrastructure
9. Land and Resource Management
10. Emergency Response
11. Governance
12. Public Sector Management

Creating Strategic Goals/Directions

Based on the Mission, Vision Statements, SWOT Analysis, Priority Setting create strategic goals and directions to guide the work of the Council. What are the key areas to address to ensure the Mission and Vision Statements are achieved taking into account the SWOT?

The areas of focus will be drawn from the Community Comprehensive Plan (CCP) goals.

Community Vision Statement

Community wellness, development, financial stability and sustainability for the First Nation and accountability & transparency to the community and its members.

'Wealth Creation' focused on creating an economy for the community and its members to provide for basic and advanced needs—shelter, education, recreation and identity.

This is a long-term developmental framework with a 10- to 20-year horizon. The whole plan cannot be implemented in the first year. To begin implementation, it will be necessary to be clear on priorities in the short and medium terms.

Direction 1: Create a Healthy Community for ALL

Goals:

1. Community healing and recovery, addressing the complex web of issues and challenges related to mental health, addictions and social dysfunction.
2. Reducing physical issues and chronic diseases.
3. Addressing the social determinants of health, such as poverty, poor housing, lack of employment, and the need for social support.
4. Keeping children safe from bullying and lateral violence.
5. Rebuilding the spiritual core of our community life.

Direction 2: Prosperity Development and Social Welfare Reform

Preamble: Prosperity is not something that can be achieved by Chief and Council and First Nation programs alone. It takes everyone to be involved and committed. Prosperity starts in the home where we learn values, morals and commitment, beginning at a young age. This foundation needs to be supported by the community as a whole, reinforced in the school and by the other service providers who work in community programs.

Goals:

1. Focuses on poverty reduction.
2. Developing a labor force that matches labor market opportunities.
3. Focus on human resource development, with special attention to supporting a journey from chronic poverty, unemployment and dependency to self-reliance and sustainable prosperity for our individuals and families.
4. Small business development.
5. Focus on increasing own-source income for the Kettle and Stony Point First Nation.
6. Focus on creating public policy and an enabling environment that will support our community's journey toward self-reliance and sustainable prosperity.

Direction 3: Cultural Development

Goals:

1. Develop a Cultural Development Task Force which brings together cultural knowledge holders and those concerned with cultural preservation and recovery to develop a long-range Language and Cultural Heritage Plan.
2. Focus on the establishment of a permanent Language and Cultural Heritage program with dedicated staff and a long-term objective of establishing a Language and Cultural Heritage Centre.
3. Concentrate on language development and preservation.
4. Focus on the development of a cultural history and heritage curriculum tailored to the learning needs of every segment of the community.
5. Focus on engaging community members in culturally based learning activities for specific groups of the community.

Direction 4: Social Development

Goals:

1. Focus on healing the divisions between all community members and strengthening the bonds of unity, trust and mutual caring.
2. Focus on nurturing strong, safe and healthy families, especially the

wellbeing of children.

3. Create opportunities for women to develop their full potential.
4. Create opportunities for men to develop their full potential.
5. Focus on Elder wellbeing. Elders need to be safe, healthy, and able to contribute their valuable knowledge and experience to their families and to the progress of our community.
6. Focus on youth development, specific to building an effective strategy that will reach out to youth in crisis. Drawing on their extraordinary energy, vitality and creativity, our youth will be a positive engine for change within our community development process.

Direction 5: Justice and Policing

Goals:

1. Strengthen our capacity to understand, articulate, and use our cultural foundations to maintain harmony in our community and to restore balance when offences are committed.
2. Develop a comprehensive community justice program using our cultural foundations.
3. Develop and implement a comprehensive crime prevention program.
4. Mobilize community support for addressing crime.
5. Develop an alternative dispute resolution program.
6. Strengthen community-based safety measures.
7. Create enforcement mechanisms related to community bylaws.

Direction 6: Recreation

Goals:

1. Create and implement an integrated, fully resourced recreation program.
2. Upgrading existing facilities
3. Build a multi-purpose recreation center
4. Mobilize a large volunteer base to support recreation programming and infrastructure development.
5. Reduce barriers to participation for community members.
6. Fully utilize the Youth Centre to support a dynamic offering of recreation programming.

Direction 7: Members Living Away

Goals:

1. Expanded and updated communication plan will be developed to ensure that all of our members living away from our home community receive regular, consistent, and updated information.
2. A membership engagement and participation strategy will be

developed in consultation with members living away from our home community to maximize their participation in community consultation and decision-making processes.

3. Creation of Community Associations in population centers where sufficient numbers of our members are living.
4. Focus on supporting our members living away from our home community to connect with appropriate agencies and services that they may require in their own area.
5. Focus on improving social and economic outcomes for our members living away from our home community, recognizing that Indian-Act-based funding does not actually provide resources for members living off- reserve.
6. Focus on ensuring that our members are fully aware of their legal rights as members of our First Nation, and the legal implications of various legislation, such as Bill C-31.

Direction 8: Housing and Infrastructure

Goals:

1. Establish a Community Housing Authority.
2. Review and renew the Nation's housing strategy regularly and create a long-term action plan to systematically implement this strategy.
3. Construct enough housing to catch up to the need within the next 10 years.
4. Establish a "Housing First" program for the most vulnerable members of the community.
5. Ensure that the Nation's housing program is financially self-sustaining.
6. Maintain all housing at a level that ensures safety and health
7. Develop an infrastructure development master plan for at least the next 10 years (including a budget and proposal for financing), and have trained staff to oversee its implementation.
8. Enhance the capacity of the community to become involved in the planning, construction and operation of community infrastructure.
9. Complete needed repairs, upgrades and extensions to First Nation-owned buildings.
10. Create a predictable schedule for upgrading basic utilities and services.
11. Strengthen the Nation's labour force that can support the implementation of housing and infrastructure goals.

Direction 9: Land and Resource Management

Goals:

1. Establish a Lands and Environment Department.
2. Development/implement a long-term land use code and plan.

3. Establish an environmental code and set measures that will address the full spectrum of environmental issues and challenges faced by the First Nation.
4. Educate the Community about the land and natural resources management issues to reinforce the importance of valuing the land and protecting the environment.
5. Educate the general public about the Nation's land use issues and management practices.
6. Foster continuous improvement in land and natural resource management resources.

Direction 10: Emergency Response

Goals:

1. Update the emergency response plan with input from all the First Nation agencies and departments every 2 years.
2. Secure adequate financial and human resources.
3. Strengthen the emergency response system within all departments and the community as a whole.
4. Mobilize and train community members.
5. Create bylaws and policies that will support an efficient and effective response to all types of emergencies.
6. Negotiate agreements related to safety and emergency response with external partners.

Direction 11: Governance

Goals:

1. Focus on healing the mistrust, disunity, and separation underlying many of the factional splits within our community.
2. Increase community participation in governance.
3. Complete the process of developing, ratifying, and implementing a new Constitution for Kettle and Stony Point First Nation that will be a fundamental charter for governance.
4. Address problems and issues related to membership, including finding ways of asserting our sovereignty over the criteria for membership, and meaningful inclusion of members living outside of our home community in the governance process.
5. Achieve fiscal sovereignty within 10 years of this document being finalized.
6. Ensure accountability and transparency for funding and program outcomes in relationship to critical community priorities and objectives through ongoing monitoring and evaluation. Quarterly report cards to the

Community on the progress of ongoing work leading to the accomplishment of critical community objectives will be published.

7. Establish and maintain protective firewalls between politics and business, as well as between politics and the administration of programs.

8. To maintain continuity between current and future Chief and Council in terms of the ongoing implementation of the CCP.

9. To create a permanent Public Service Training Institute within the First Nation.

Direction 12: Public Sector Management

Goals:

1. Build a strong Senior Management team consisting of managers and senior directors across the entire KSPFN system.

2. Build collaborative interdepartmental initiatives to address priority goals of the CCP.

3. Develop or adopt a results-based monitoring and evaluation quality management system.

4. Create and maintain a workplace culture of learning and continuous improvement.

5. Establish and maintain a staff wellness program and a workplace culture that supports healing and recovery.

6. Establish a Research and Resource Development Unit working directly under the guidance of the Chief Administrative Officer.

Developing Measurable Outcomes

Goals and Outcomes will be:

Specific in wording, identified outcomes and timelines.

Able to be measured in timelines and benefits to the Community.

Able to demonstrate a marked difference to the current situation/issue.

The Community is able to recognize the difference in conditions/circumstances and are pleased with the outcome.

All of the accomplishments are furthering the overall goal of 'Creating a Healthy Community for All'.

Develop Implementation & Communication Plan

Creating the Communication Plan requires Communication Policies. The following are the areas of need for the Communication Plan.

The Communication Plan: covers all types of communication including but not limited to Newsletters, emails, postings (including Facebook), letters, video messaging or radio messages, any and all social media.

Key criteria to be followed: the Chief of Chippewa of Kettle and Stony Point shall be the primary spokesperson to the Media and any external parties regarding policies, decisions, opinions and statements. In the event that the Chief is absent, the Chief's designate will act as secondary spokesperson to any external parties and the media.

1. All communications, both internal and external, must be coordinated and issue the same message to its recipients regardless of administration area. To ensure this coordination, all communication content must be authorized and approved prior to distribution.
2. Confidentiality of information must be maintained at all times and employees may have the information shared with them through the First Nation CEO.
3. When communicating, it is necessary and important to ensure the communication is clear, concise in language that is easily understood with no acronyms or slang.
4. Specific expectations, outcomes and timelines for the Communication Plan must be clearly identified to ensure that they are understood thus ensuring accomplishment.
5. Regular checkpoints or milestones must be included to provide feedback and updates for the Chief and Council. When the goals are not met in the timeframe identified plausible explanation will be offered along with the revised timeframes.
6. The Chief will then have responsibility to relay the information to the community.
7. Completion of goals is an opportunity for celebration by all involved and signifies the work done as well as the benefit to the Community. Special events to celebrate are important.
8. Chief and Council decide what is communicated, when it will be communicated and whether there will be opportunity for Community input in the process.

Develop Evaluation Process and Reporting

The evaluation process may be identified by the staff involved in the process with approval of the Chief and Council. Generally the evaluation process will include:

- Adherence to timelines
- Community involvement

- Completion of the expected tasks/outcomes
- Applicability to the Nation and betterment to the Community
- Obvious measurable impact of the completion of the goals

Reporting must be in a timely manner with specific milestone dates and times to be established.