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2022-24 STRATEGIC PRIORITIES

Final Report

DRAFT

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Introduction

Community Vision statement;

Community Wellness, Development and Financial Stability & 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.

(From kettlepoint.org)



These statements provide a framework for decision making within our First Nation, all decisions should be based on furthering the Vision and Mission Statement.

Our First Nation recently completed community elections in November 2022. The new Chief and Council will hold office until November 2024.

Council called for a strategic planning workshop on December 27-29, 2022 to identify and discuss priorities for the upcoming term of Council. Council met for three days (December 27, 28 and 29) of facilitated discussion focused on specific topics.

The strategic priorities outlined in this plan establish the vision set out by Council for the 2022-24 term and furthers the overall objectives set out in the Vision Statement. It is written from the viewpoint of concrete, measurable actions that can be implemented by Council over the short-term to address immediate needs while simultaneously planning for the future.

Three key documents will inform Community development over the next 5-10 years, they are;

- Comprehensive Community Plan (2019)
The Comprehensive Community Plan was finalized in 2019.
- Kettle and Stony Point Strategic Plan (2016-2035)
This Strategic Plan is an internal document prepared by staff that is intended to identify long term development options in the First Nation.
- Kettle and Stony Point First Nation Capital Plan (2007)
The Capital Plan was prepared by First Nations Engineering Services Limited and was finalized in 2007.



Central Themes

The action items identified over the three days of discussion are grouped into the following sectors.

Orientation and Team Building

Orientation and other activities that promote a team based approach, linkage of Council priorities to Staff and Committee activity.

Community Governance Documents

A Community Constitution along with Land, Election and Membership codes that establish community law and unlock other opportunities.

Lands and Economic Development

Treaty research and management of our lands, promotion of economic development opportunities.

Public Works and Community Infrastructure

First Nation owned infrastructure including water and wastewater treatment, roads and community memorials.

Development at Stony Point

Includes all activities related to Stony Point including full implementation of the Final Settlement Agreement.

Community Justice and Public Safety

Preservation of the public peace and safety of members throughout the territory, development of community-based justice programs and the administration of justice.

Health and Community Services

Expansion of the Health Centre to include new children's Autism services, Dialysis unit, new program space for indigenous knowledge and office space for mental health program

Education and Lifelong Learning

Includes First Nation managed schools, tuition agreements, secondary and post-secondary

Communications

Regular and ongoing engagement with members.

Council Priorities 2022-2024

Orientation and Team Building Activities

In the early stages of this term of Council, the Councillors at the facilitated session identified a need for several functions that could be classified as Orientation or Team Building in nature;



Internal research and inventory of existing Agreements and Commitments

As the First Nation awaits the recruitment of a First Nation Manager, Council requires access to signature agreements to ensure the terms and conditions are being followed. This will result in a catalogue or database of existing agreements easily available to members of Council.

Standard Council Reporting schedule for key programs
Council indicated an absence of regular, predictable reporting from the various programs and entities on the First Nation. Adopting a regular reporting schedule for select programs/entities will provide the consistency of information necessary for Council to base their decision-making.

Revisit other Governance tools

Council will revisit some and/or explore new tools to assist in completing due diligence and good governance in their role as Councilor.

Task Force to Review Comprehensive Community Plan

Council will conduct a detailed review of the recommendations contained in the Comprehensive Community Plan.

Detailed Community Bylaw Review

Council will schedule a full review of our First Nation bylaws over the summer of 2023.

Expanded Orientation and Detailed Finance Review

Council has also identified a need for expanded orientation as part of the transition process into the 2022-24 term. This will include several meetings over the final quarter of the 2022-23 fiscal year, some with a focus of identifying funds for capital facility projects.

Community Governance

Development of core community governance documents is integral to unlocking opportunities central to Council's vision for the future. Council has invested considerable time and energy over the years in the preparation of a First Nation Constitution, Land Code, Membership Code and Custom Election Code.

Council, through its Governance Committee, will prepare a report that outlines the chronological history of each piece of legislation; the current status/state of preparation and steps necessary to reintroduce this suite of legislation with members of the First Nation.

Council has also identified a priority to ensure continuity of corporate memory and will take steps to enhance access to central file information and current document management practices.



Lands and Economic Development

Council will take steps to confirm its long-term vision for the Indian Hills Golf Club, including efforts to fast-track the Additions to Reserve Process. A part of this study will revisit previous plans for a significant Hotel Conference Centre complex and report back to Council.

Maximizing the opportunities for employment are integral to Council's plans. Council has also identified a service gap in the training/development and plans to reconsider the need for a Skilled Trades Centre on the First Nation.

Council will also take the necessary steps to assess the cost of implementing our own Treaty Research department within the administration. The 2019 Comprehensive Community Plan also identifies an opportunity to develop an Environmental component to our existing Lands Department. Council will also consider integrating both the proposed Treaty Research and Environmental components under the leadership of the Lands Department. It is expected they will work closely with Council's consultation unit and our enhanced Legal Services division in representing our interests throughout our Treaty territory.

Public Works and Community Infrastructure

Council, through its Public Works Committee, will immediately assess the existing Water System Upgrade and Roads Improvement projects and make recommendations back to Council.

It is important to note there is a urgent, high-priority need to address the wastewater plant report prepared by the engineering firm Neegan-Burnside Ltd. in preparation for the September 2023 deadline.

The Public Works Committee will also plan a potable water use study to be implemented during the summer of 2023.

Council will create an Ad Hoc Committee to review the potential for several facilities throughout the community. Plans and considerations for any proposed new facilities need to be integrated with land use planning and water/road capacity. The Committee will coordinate with relevant funders and examine potential locations for a New Community Centre; a Heritage Centre and a Healing Lodge within the territory.

Council will also honour our Day School and Residential School students through creation of memorial space within the community. Council will engage with the members of the First Nation through the Public Works Committee regarding the best possible way and most appropriate site to honour the students over the summer of 2023.



Development at Stony Point

Stony Point represents a vast untapped opportunity for residential and economic development and the future of our First Nation.

Council has identified a need for detailed review of the Final Settlement Agreement and will arrange for an immediate briefing on all aspects of the Stony Point development, followed by quarterly updates thereafter.

Council has a special interest in furthering Land use studies that will serve as the basis for future planning.



Emergency Response

The Covid-19 pandemic illustrated the necessity of having a solid emergency response plan for leadership to implement in times of crisis. Council, through its Public Works Committee, will initiate a debriefing and review of the existing plan with the intent of updating to current information, best use of new technology and other industry best practices.

Community Justice and Public Safety

Council will investigate, create and implement a Community Justice Initiative with culturally based diversion programs and other supports to both victims and offenders. This will include the exploration of Regional Court, services for both victims and offenders, crime prevention and alternative reconciliation services on reserve.

Council will undertake a complete review of all First Nation bylaws with the intent of updating and modernizing the existing bylaws where appropriate. This review will also provide the opportunity to identify any gaps where Council could exercise its law making authority.

Council will also investigate expansion of our in-house capacity for Legal Services and self-representation, in concert with the progression of the Treaty Research Department.

Council is also in the initial stages of exploring the feasibility of partnership with the Canadian Coast Guard to enhance the safety of our waters.

Health and Community Services

Council has established five specific priorities in the Health and Community Services sector;

Community Based Autism Services

Council has identified a primary goal of providing the full range of services required by our members in a community-based setting.

To accomplish this, Council will mobilize staff resources to initiate a parent-based research and data gathering exercise to identify programs and services that can be implemented in the immediate or short-term basis while clinical services (physio, speech, occupational, ABA) are being organized.

Council will also pursue a longer-term vision of creating a Centre with advanced services with an adaptive school.

Council also recognizes the need to provide services to adults with autism or developmental delays and will commence outreach to advocacy and service delivery groups St. Francis Advocates and Community Living on the potential for creating an adult living residence on reserve. Planning will include identifying building space(s) within the next phases of residential development in the community.

Recreation

Council will take steps to create and implement an integrated, fully resourced recreational program for members of the First Nation. To fulfill this mission, Council will task the Sports and Recreation Portfolio holders with the mandate to develop an engagement process to further define our current needs and available resources. The Councillors will also act as our sports and recreation “Champions” to ensure this perspective is well represented in all First Nation planning discussions.

Homeless Services

There is an immediate need to expand transitional housing opportunities for homeless or underhoused members of the community. Council has identified an immediate need to provide emergency shelter and warming options.

Expansion to the Health Centre

Council intends to plan and implement a much-needed expansion to the Health Centre facility. The expansion will provide additional office and program delivery space opening the door to expanded programs and services, including an on-reserve dialysis unit.

Food Security is especially important for our First Nation, which has had much success in accessing foodstuffs or funding for foodstuffs that are distributed within the community, often to targeted demographic groups. Council, through the Administration, will centralize and jointly plan delivery of food supports to minimize duplication and/or the inadvertent omission of eligible members.

Enhanced Mental Health Services

The Covid-19 pandemic has highlighted the need for enhanced Mental Health Services that are community based and grounded in indigenous knowledge. In order to provide a wider range of services, Council has identified a need to create new or alternative administrative and program delivery space for the Mental Health Services program.

As part of the expansion of services, Council will also consider options to reorganize the Mental Health program into a separate stand-alone department with restructured Committee oversight.

The 2019 Comprehensive Community Plan recommends the creation of a Task Force to develop a long-term plan, including a Heritage Centre. The Language/Culture Portfolio Councillor will spearhead the development of the Task Force and long-term planning.

Funeral and Life Ceremony Space

Council is aware of the challenges our members face when planning arrangements after the loss of a loved one. Our community has relatively few options, especially when Hillside School is in session or other events are happening.

This term, Council will investigate the feasibility of creating a dedicated space in the community for Life Ceremonies and funeral arrangements. While the form this priority takes will not be known until the feasibility study is complete, Council is committed to ensuring this space is available.

Education and Lifelong Learning

Educational opportunities are key to happy healthy members and thriving economies for our members in today's contemporary society. This priority is shared by all members of the community, as evidenced in the time and energy allocated to education and lifelong learning in the Comprehensive Community Plan.

Council is committed to enhancing the quality of education within our school system and will explore strategies that result in continuous improvement and better results for our students.

As recommended in the 2019 Comprehensive Community Plan, the Education Committee will undertake two reviews and report back to Council;

- Planning and funding of a comprehensive review of all facets of the current educational system, including Hillside School and
- An immediate review of tuition fee spending to gather baseline information and identify trends.

The Skilled Trades Centre referenced elsewhere in this report, will play a key role in linking employment and training programs with available and projected future community jobs.

Council recognizes the priceless contribution of our employees and will also continue to invest in our Staff team through enhanced Staff training and other strategies to promote staff retention.

Communications

Council has identified a need to enhance communications at all levels of the First Nation, including how Council disseminates information to our members. With the addition of new communications staff dedicated to messaging, Council is making communications a priority this term.



In addition to specific community engagement events (i.e. bylaws, constitution, codes etc) Council will create regular, multiple stream opportunities for community updates and governance education throughout the year. This will include coordination with the Anishinabek Nation, Chiefs of Ontario and Assembly of First Nations communications departments.

The 2019 Comprehensive Community Plan identified the need for specific strategies to make sure that members living away have access to current information. Council will take special care in developing a specific communications plan that will ensure that members living off-reserve do have regular access to updated information. This may include creation of a special Council portfolio to bring focus to these issues.

Kettle and Stony Point First Nation
2022-24 Strategic Priorities
Committee and Portfolio Assignments

Draft assignments based on Strategic Priorities document (Draft Final Report) accepted by Council.

Committee/Staff Responsible	Task
Council and Senior Administration	<ul style="list-style-type: none"> • Internal research and inventory of existing agreements • Detailed finance review with focus on capital or unrestricted funds • Implement standard reporting schedule for key programs and services • Go/NoGo decisions on Community Governance legislative suite • Detailed review of Stony Point final settlement agreement • Consider communications strategy and potential portfolio for members living away from the community.
Governance Committee	<ul style="list-style-type: none"> • Briefing note or status assessment of Community Governance documents (Constitution, Land Code, membership Code and custom election code) • Coordination with communications team over governance documents and PTO/AFN messaging • Plan and schedule Bylaw review with Council
Public Works Committee	<ul style="list-style-type: none"> • Water/wastewater immediate measures • Neegan Burnside Wastewater report response • Coordinate potable Water Use study 2023 • Water Tower plan • Emergency Response update • Day school and Residential school memorials planning
Financial Management Board	<ul style="list-style-type: none"> • Internal research and inventory of existing agreements • Prepare for detailed review with focus on Capital/unrestricted funds available

Education Committee	<ul style="list-style-type: none"> • Tuition fee spending review (2022-23 school year) • Comprehensive review planning
Ad Hoc Committee on Community Facilities	<ul style="list-style-type: none"> • Capital Facility Assessment (Heritage Centre, Skilled Trades Centre, new Community Centre, Healing Lodge)
Sports and Recreation Portfolio's	<ul style="list-style-type: none"> • Recreation engagement with community
Language and Culture Portfolio	<ul style="list-style-type: none"> • Development of Task Force to develop long-term plan
Personnel Committee	<ul style="list-style-type: none"> • Increased staff training and professional development • Policy amendment to reduce/eliminate CPIC standards in recruitment
CEO/First Nation Manager	<ul style="list-style-type: none"> • Coordinate CCP recommendation review • Treaty Research department feasibility • Environment Department feasibility • Legal services expansion feasibility • Coordinate initial Working Group on Autism Services • Coordinate feasibility and potential realignment of mental health services • Coordination of all First Nation food security operations • Concept paper on community and/or restorative justice • Assign staff support to Portfolio Councillors as appropriate • Implement standard reporting for key programs as defined by Council
Southwind/Indian Hills/Economic Development Portfolio	<ul style="list-style-type: none"> • Confirm long-term vision for Indian Hills development for Council approval • Indian Hills property ATR process – fast track

Health Committee	<ul style="list-style-type: none"> • Needs portion of expansion to health centre • New indigenous knowledge facilities to support mental health programming • Enhancement of mental health services
Housing Committee	<ul style="list-style-type: none"> • Emergency housing services • Alternative housing concepts
Child and Family Services Committee	<ul style="list-style-type: none"> • Coordinate with Health Committee regarding potential CFS funding for indigenous knowledge facilities