

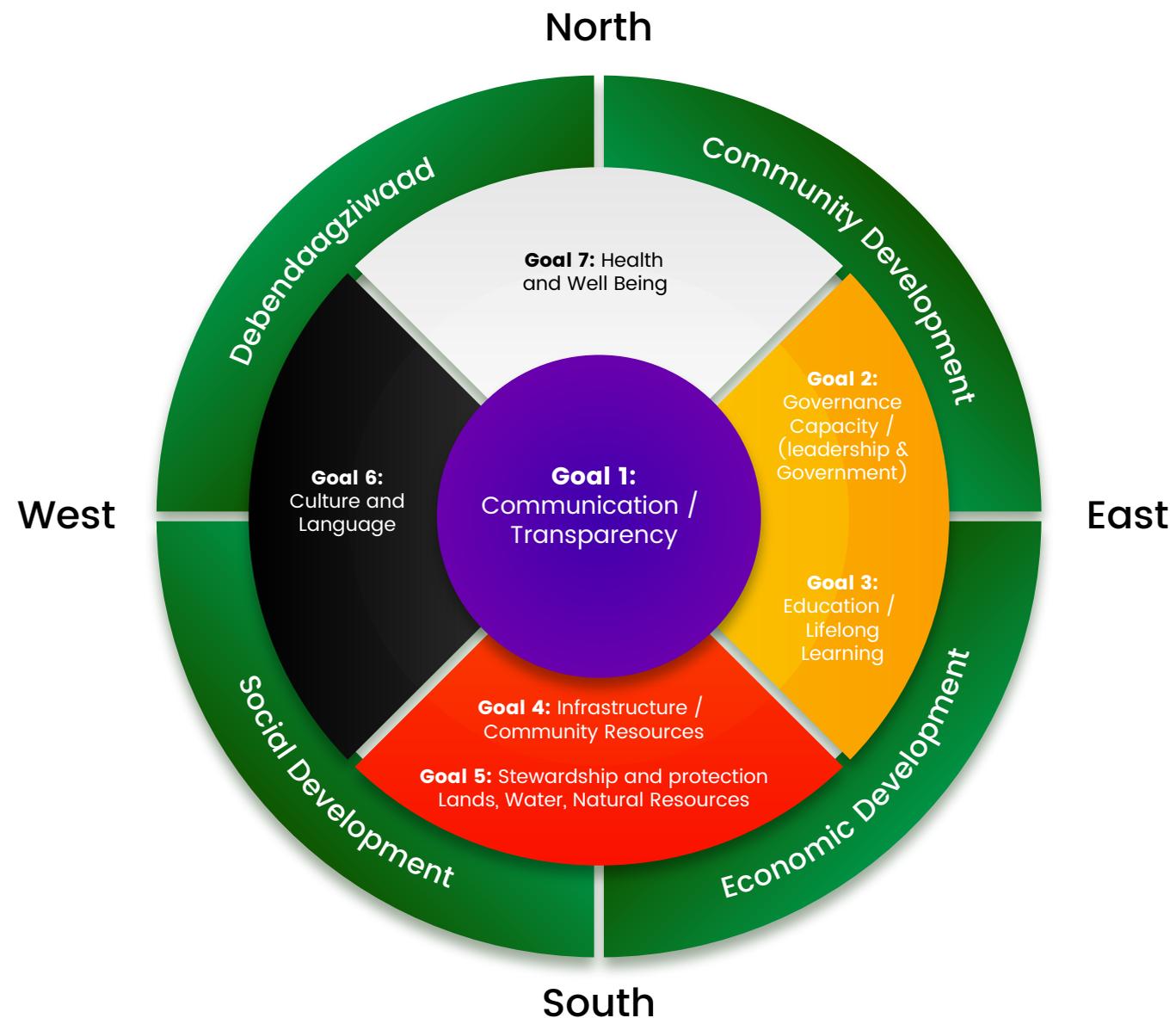


Strategic Plan

2021-2022



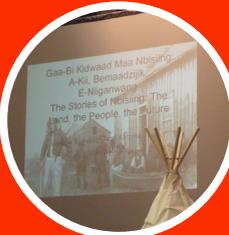
MEDICINE WHEEL OF GOALS



Strategic Plan 2021-2022



Goal	Objectives	Actions	
Communications & Transparency 	Improve Communications between Council and Staff and community members	Evaluate reporting templates to ensure regularity and consistency in quality and format	
		Identify key projects and develop communication specific campaigns for key projects	
		Draft Complaints policy	
		Coordinate annual off reserve engagement sessions to increase engagement and input of off-reserve membership	
		Expand leadership video updates to include key portfolio/committee updates	
		Action to address consistency and integrity of NFN information forum naming	
		Increase communication regarding band member concern/issue process to ensure consistency and to facilitate informed decision making	
		Develop members only portal	
		Develop communications strategy to identify communication needs and how we should be communicating with our membership, including an evaluation of off-reserve communication gaps	
		Ensure communications is a core element of all the work we do	Develop core messaging and simplified communication materials for all community engagement activities to support meaningful community input Include a communications component in all work plans - Directive to managers Staff communications training
Ensure Members understand the progress NFN has made in recent years	Draft and distribute annual report of completed strategic objectives/actions "State of the Nation" Update – Review of progress over the past 10 years (media / video)		
Governance & Capacity 	Improve information support for Council decision making	Assess and evaluate Council needs with respect to briefing materials through periodic evaluation mechanisms	
		Design Data Analytics Program to provide data analytics and quality assurance supports to NFN departments and leadership decision making	
		Standardize briefing templates and issues Tracking Chart	
		Mobilize and align advisory committees with strategic direction	Implement schedule of reporting for advisory committee updates at Chief and Council meetings Develop and implement workplans and terms of references for all advisory committees Confirm standardized committee reporting template Implement orientation plan and training for Chair, Committee Members and Resource staff
		Evaluate and Support human resource retention	Develop employee retention strategy (pay evaluation, pension & benefits incentive) Evaluate training/capacity needs and develop leadership and staff training plan. Develop succession plan
		Pursue and conclude all Land Claims	Complete inventory of future claims
			Purchase/obtain land and put it through ATR process
			Continue to lobby for return of unsold surrendered lands
			Assess capacity need to review Land Claims

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<p>Governance & Capacity</p> 	Develop laws/policies and a strategy to enforce the laws	<ul style="list-style-type: none"> Inventory and prioritize the required laws & policies in context of Constitution Develop appeals policy and establish body to address appeals Develop an enforcement strategy with input from APS & administration. Include options for incentive systems, enforcement mechanisms and communication campaigns 	<p>Education & Life Long Learning</p> 		<ul style="list-style-type: none"> Develop communication campaign to support promotion of post-secondary education and highlight student success Support post-secondary funding gaps with trust income as required 	
	Address NFN definition of “Debendaagziwaad”	<ul style="list-style-type: none"> Develop “Debendaagziwaad Naaknigewin” (Citizenship Law) Develop process to address the needs of non-registered children with an evaluation of traditional processes (i.e.: Custom Adoptions) Determine what rights and responsibilities are affirmed with NFN Citizenship 		Implement the Anishinabek Education System and NFN Education Law	Implement Anishinabek Education System multi-year action plan projects	
	Implement Anishinabek Nation Governance Agreement (ANGA)	<ul style="list-style-type: none"> Assess capacity needs to support implementation of ANGA Develop implementation plan for Anishinabek Nation Governance Agreement 		Develop Culture and Language work plan for Nbisiing Secondary School	<ul style="list-style-type: none"> Implement Elder resource group to support programs at Nbisiing school – consult with Elders Develop monthly Calendar to identify cultural activity/celebrations/moon teachings/resources for school curriculum Increase Literacy cultural resources to support courses Develop courses with inclusion of cultural/language resources and Elder supports 	
	Ensure long-term financial growth and sustainability	<ul style="list-style-type: none"> Develop a wealth management strategy for own source revenues Develop a long term plan for sovereignty 		Assess infrastructure needs for NFN education system	<ul style="list-style-type: none"> Complete feasibility study for elementary school Develop capital plan for school building 	
	Pursue revenue generation, capacity building and economic diversification through business partnership development	Implement Nbisiing Power (NFN-Composite Power) business model to pursue Indigenous procurement opportunities in the energy sector		Improve alignment and collaboration of Nbisiing with NFN administration	<ul style="list-style-type: none"> Develop IT plan for school to integrate school with administration IT infrastructure Develop policy needs plan and inventory to align Nbisiing Secondary School with Administration 	
		Expand infrastructure and lot development in Bineshii Park to support NFN member businesses and create conditions for sustainable economic activity.		Improve core infrastructure and expand capacity to serve Debendaagziwaad and meet community needs	<ul style="list-style-type: none"> Develop plan to improve existing beach accessibility and access Develop recreational facilities at parks and beaches (tied to parks and rec) 	
		Secure key projects with NFN-Miller partnership to generate increased own source revenue and develop internal capacity: Yellek-Duchesnay, Niobium Projects, Hwy 17 improvements, etc.			<ul style="list-style-type: none"> Determine feasibility of having a community building in Yellek Develop feasibility study to evaluate options for beach areas in Yellek and Duchesnay 	
		Implement Cold Climate Greenhouse project to support revenue generation and food sustainability			<ul style="list-style-type: none"> Create parkland and cemetery space in Yellek following niobium remediation project 	
		Ensure active management and maintenance of Renewable Energy Projects	<ul style="list-style-type: none"> Assess emergency planning and response needs with respect to administration buildings and infrastructure upgrades 			
		Evaluate procurement policies to maximize NFN business participation	<ul style="list-style-type: none"> Evaluate space needs to accommodate growth in health services, social services, cultural centre and infrastructure. Identify plan to address space needs. 			
		Develop options paper on NFN economic development governance framework	<ul style="list-style-type: none"> Develop fitness facilities on both east and west end of NFN Expand and develop new recreational space in Duchesnay and Yellek 			
	<ul style="list-style-type: none"> Review and expand small business loan program Create business planning framework and tool kit to support new NFN businesses Complete needs assessment to address gaps in existing ec dev programs/services Establish NFN Chamber of Commerce to provide mentorship, networking, benefits and recognition for NFN businesses Review business licensing process and law 	<ul style="list-style-type: none"> Complete Yellek to Duchesnay road extension and Hwy 17B connection project Develop plan to address emergency exit needs and improvements Identify immediate needs for emergency exits in NFN communities 				
	<p>Education & Life Long Learning</p> 	Adjust daycare policies to meet community needs	<ul style="list-style-type: none"> Consult with community to inform daycare program improvements and policy review Align daycare operations and branding to support program continuity across NFN communities Integrate NFN language and culture strategic plan into Daycare operations Design licensed afterschool program and identify dedicated space 	<p>Infrastructure & Nation Resources</p> 	Improve Water & Wastewater infrastructure and ensure all NFN members have access to safe drinking water	<ul style="list-style-type: none"> Address THM issue in Garden Village through upgrades to Garden Village Treatment Plant Support First Nation Drinking Water Class Action to address long-standing drinking water infrastructure issues and inequities through class action resolution Evaluate and Implement water and wastewater feasibility study recommendations to improve water wastewater capacity and treatment in NFN communities
		Expand life-long learning opportunities related to NFN Language and Culture	Create database of cultural and language resources and curriculum to support remote learning courses and non-traditional ways of learning		Plan for long term growth across NFN	Develop options for subdivision development in Duchesnay area following completion of Yellek to Duchesnay road extension and Hwy 17B connection
		Cultivate relationships with local school boards and post-secondary institutions	Evaluate and support cultural and language curriculum develop with a focus on consistency of quality and outcomes with local school boards and post secondary institutions			Complete Phase 4 & 5 of Yellek subdivision expansion and evaluate service capacity implications
			Evaluate reciprocal education agreements to maximize NFN student outcomes			Plan Semo subdivision expansion
Ensure post-secondary success for all students who wish to access college or university education		Evaluate post-secondary student needs, success rates and communication gaps on an annual basis to support continual improvement	Develop Asset Management Plan to support long term growth and maintenance of assets			
		Establish post-secondary mentorship program to support post-secondary student success and networking	Implement NFN Capital Plan and evaluate progress			
					Complete surveying across NFN	

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<p>Infrastructure & Nation Resources</p> 	<p>Enhance service delivery in public works programs</p>	<p>Develop and implement waste management plan to enhance recycling/waste management program</p> <p>Evaluate equipment needs for public works programs and develop plan for equipment replacement/acquisition to meet community needs</p> <p>Identify gaps in public works service standards and by-laws and develop plan to address gaps</p> <p>Assess funding gaps in O&M funding and develop options to support adequate funding of public works.</p>	<p>Culture & Language</p> 	<p>Implement and evaluate language and cultural strategy for the nation</p>	<p>Evaluate and update Language and Culture Strategy</p> <p>Develop implementation plan for culture and language components outlined in strategy</p> <p>Identify language and culture law/policies needs and develop plan to address these needs</p> <p>Evaluate progress on implementation of strategy through performance indicators and outcomes (i.e.. increase in language speakers/fluency)</p>		
	<p>Ensure adequate levels of accessible housing for all Debendaagziwaad</p>	<p>Develop standardized building code and policy to support quality housing</p> <p>Review NFN housing purchase and new build loan capacity and expand as feasible.</p> <p>Complete housing needs analysis with a focus on diversification and inventory needs.</p> <p>Review and expand home renovation loan policy and process</p> <p>Update & affirm Social Housing Strategy and develop implementation plan.</p> <p>Develop low income earner housing ownership strategy</p>		<p>Develop cultural/traditional sites and spaces</p>	<p>Identify long term site for Pow Wow grounds</p> <p>Develop Roundhouse to support communal space for ceremony, programs and community meetings.</p> <p>Assess cultural space needs across NFN community through consultation and develop plan to address space needs</p>		
	<p>Develop alternative approaches to energy use and explore opportunities for energy development at NFN</p>	<p>Proceed with small scale solar developments where feasible</p> <p>Evaluate feasibility of natural gas supply for communities without natural gas</p> <p>Upgrade infrastructure to support green energy transportation</p>		<p>Support historical research and implement archeological plan for NFN</p>	<p>Develop partnerships with Nipissing University and other historical researchers to pull together NFN history</p> <p>Identify resource requirements for archeological plan & implement plan</p> <p>Identify options for space needs with respect to artifacts</p> <p>Identify opportunities to share information, e.g. incorporate into curriculum</p> <p>Determine feasibility of building a native village/historical site</p>		
	<p>Stewardship & Protection of Natural Resources</p> 	<p>Promote safe and responsible harvesting of animals of the land and water</p>		<p>Continue implementation of MOU with MNRF for fisheries. Expand scope of MOU to include comprehensive seasonal activities and data capture to better understand and manage our fisheries</p> <p>Develop large game awareness and monitoring campaign to promote sustainable harvesting and promotion of recreational harvesting within the broader NFN treaty lands</p> <p>Address trespassing and illegal harvesting by non-members. Develop comprehensive strategy to address trespassing and illegal harvesting</p> <p>Identify options to actively manage moose population based on holistic data collection</p> <p>Advocate for equitable representation and involvement in decisions regarding game management with our Treaty partners to protect our inherent rights</p> <p>Identify models to expand enforcement and adjudication capacity</p> <p>Develop youth education program on natural resource harvesting</p> <p>Access to government recreational harvesting licenses funding. Advocate for the establishment of equitable resource revenue sharing agreements with Treaty partners</p>	<p>Health & Well-Being</p> 	<p>Implement Wiidooktaadyang (overarching health and social services strategy that supports health and well-being, and coordinates the delivery of services)</p>	<p>Implement Wiidooktaadyang Strategy</p> <p>Develop training plan for Wiidooktaadyang Strategy and integrate into NFN administration</p> <p>Evaluate the model (surveys, program evaluations, etc.) to support necessary improvements</p>
		<p>Engage Natural Resource and Mining Proponents to ensure protection of NFN values and equitable benefit and participation from projects with impacts to NFN's traditional lands</p>		<p>Address trespassing and illegal harvesting by non-members. Develop comprehensive strategy to address trespassing and illegal harvesting</p> <p>Identify options to actively manage moose population based on holistic data collection</p> <p>Advocate for equitable representation and involvement in decisions regarding game management with our Treaty partners to protect our inherent rights</p> <p>Identify models to expand enforcement and adjudication capacity</p> <p>Develop youth education program on natural resource harvesting</p> <p>Access to government recreational harvesting licenses funding. Advocate for the establishment of equitable resource revenue sharing agreements with Treaty partners</p>		<p>Debendaagziwaad direct benefits</p>	<p>Evaluate recreation supports and provide recommendations with respect to enhancing supports and scope.</p>
		<p>Ensure effective and equitable stewardship of NFN Lands</p>		<p>Develop engagement process and policy</p> <p>Establish reporting mechanisms to ensure regular project updates</p> <p>Establish working groups with proponents to guide engagement activities and project participation</p>		<p>Approve and implement continuum of care model for Elders to link with housing strategy.</p>	<p>Review and finalize Elders Housing strategy for implementation</p> <p>Develop plan for assisted living and long term care options for NFN Elders</p>
		<p>Ensure the protection, rehabilitation and sustainability of NFN Forests</p>		<p>Develop and implement Land Use Plan and Zoning by-law</p> <p>Develop a monitoring plan for residential and commercial land use</p> <p>Review and propose amendments to the land code to harmonize with chi-naaknigewin and efficiency of land law development</p> <p>Develop Additions to Reserve (ATR) policy</p>		<p>Provide support for youth</p>	<p>Design youth engagement and support program</p> <p>Develop infrastructure across NFN communities to support youth targeted programming (drop-in centre)</p> <p>Develop overarching youth strategy</p>
		<p>Support environmental planning and protection</p>		<p>Develop forest management plan to support rehabilitation of NFN forests and regulation of commercial and non-commercial forestry activities</p> <p>Develop Environmental Plan with inclusion of medicine mapping and associated law/policy</p> <p>Design environmental management departmental program to support implementation of environmental plan</p>		<p>Address wellness challenges with a focus on social determinants of health across lifespan</p>	<p>Develop wellness strategy that encompasses current context of NFN social and wellness programs/services including integration of culture & language</p> <p>Implement Outreach Program</p> <p>Enhance coordination and integration of prevention based programs</p> <p>Implement First Nation Mental Wellness Continuum framework</p>
		<p>Ensure effective and equitable stewardship of NFN Lands</p>		<p>Develop and implement Land Use Plan and Zoning by-law</p> <p>Develop a monitoring plan for residential and commercial land use</p> <p>Review and propose amendments to the land code to harmonize with chi-naaknigewin and efficiency of land law development</p> <p>Develop Additions to Reserve (ATR) policy</p>		<p>Develop an NFN position with regard to child protection</p>	<p>Develop options paper on child welfare and protection models</p> <p>Develop implementation plan for affirmed child welfare and protection model</p> <p>Evaluate Anishinabek Nation Child Well Being Law and determine NFN policy/law needs with respect to child welfare and protection</p>
		<p>Ensure the protection, rehabilitation and sustainability of NFN Forests</p>		<p>Develop forest management plan to support rehabilitation of NFN forests and regulation of commercial and non-commercial forestry activities</p>		<p>Support community response to COVID-19 and plan for recovery</p>	<p>Develop COVID-19 recovery plan</p> <p>Evaluate areas of success and opportunities for improvement with respect to pandemic response and update pandemic and business continuity plans.</p>



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