



Strategic Plan

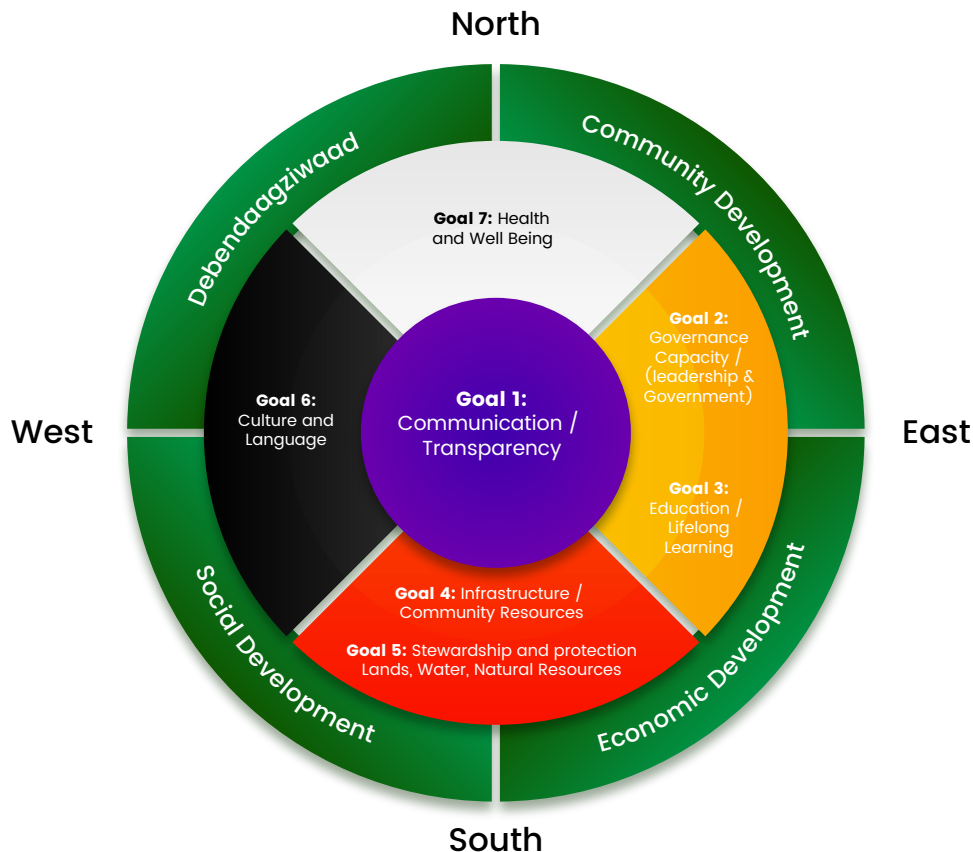


Last review date: October 2022



Strategic Focus Areas



1. Build and cultivate working relationships within our organization and community
2. Build capacity to ensure consistency in quality and scope of existing programs and services
3. Modernize policy/laws to better reflect our current environment and future state goals
4. Leverage data to inform policy decisions and future program/service improvements

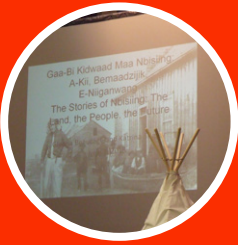

MEDICINE WHEEL OF GOALS





Strategic Plan



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
	Ensure communications is a core element of all the work we do.	Develop communications strategy to identify communication needs and how we should be communicating with our membership, including an evaluation of off-reserve communication gaps.
		Develop core messaging and simplified communication materials for all community engagement activities to support meaningful community input
Governance & Capacity 	Ensure Members understand the progress NFN has made in recent years	Include a communications component in all work plans - Directive to managers Staff communications training
		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)
	Improve information support for Council decision making	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
		Draft and distribute annual report of completed strategic objectives/actions
	Mobilize and align advisory committees with strategic direction	"State of the Nation" Update – Review of progress over the past 10 years (media / video)
		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
	Evaluate and Support human resource retention	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
	Pursue and conclude all Land Claims	Implement orientation plan and training for Chair, Committee Members and Resource staff
		Develop employee retention strategy (pay evaluation, pension & benefits incentive)
		Evaluate training/capacity needs and develop leadership and staff training plan.
		Develop succession plan
		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
		Provide bi-annual updates to Council on Land Claims

Goal	Objectives	Actions	
<div>Governance & Capacity</div> <div></div>	Develop laws/policies and a strategy to enforce the laws.	<div>Inventory and prioritize the required laws & policies in context of Constitution</div> <div>Develop appeals policy and establish body to address appeals</div> <div>Develop an enforcement strategy with input from APS & administration. Include options for incentive systems, enforcement mechanisms and communication campaigns</div>	
	Address NFN definition of “Debendaagziwaad”	<div>Develop “Debendaagziwaad Naaknigewin” (Citizenship Law)</div> <div>Develop process to address the needs of non-registered children with an evaluation of traditional processes (i.e.: Custom Adoptions)</div> <div>Determine what rights and responsibilities are affirmed with NFN Citizenship</div>	
	Implement Anishinabek Nation Governance Agreement (ANGA)	<div>Assess capacity needs to support implementation of ANGA</div> <div>Develop implementation plan for Anishinabek Nation Governance Agreement</div>	
	Ensure long-term financial growth and sustainability	<div>Develop a wealth management strategy for own source revenues</div> <div>Develop a long term plan for sovereignty</div>	
	Pursue revenue generation, capacity building and economic diversification through business partnership development	<div>Implement Nbisiing Power (NFN-Composite Power) business model to pursue Indigenous procurement opportunities in the energy sector</div> <div>Expand infrastructure and lot development in Bineshii Park to support NFN member businesses and create conditions for sustainable economic activity.</div> <div>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.</div> <div>Implement Cold Climate Greenhouse project to support revenue generation and food sustainability</div> <div>Ensure active management and maintenance of Renewable Energy Projects</div> <div>Evaluate procurement policies to maximize NFN business participation</div> <div>Develop options paper on NFN economic development governance framework</div>	
	Improve engagement and support of NFN Entrepreneurs	<div>Review and expand small business loan program</div> <div>Create business planning framework and tool kit to support new NFN businesses</div> <div>Complete needs assessment to address gaps in existing ec dev programs/services</div> <div>Establish NFN Chamber of Commerce to provide mentorship, networking, benefits and recognition for NFN businesses</div> <div>Review business licensing process and law</div>	
	<div>Education & Life Long Learning</div> <div></div>	Adjust daycare policies to meet community needs	<div>Consult with community to inform daycare program improvements and policy review</div> <div>Align daycare operations and branding to support program continuity across NFN communities</div> <div>Integrate NFN language and culture strategic plan into Daycare operations</div> <div>Design licensed afterschool program and identify dedicated space</div>
		Expand life-long learning opportunities related to NFN Language and Culture	<div>Create database of cultural and language resources and curriculum to support remote learning courses and non-traditional ways of learning</div>
		Cultivate relationships with local school boards and post-secondary institutions	<div>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</div> <div>Evaluate reciprocal education agreements to maximize NFN student outcomes</div>
		Ensure post-secondary success for all students who wish to access college or university education	<div>Evaluate post-secondary student needs, success rates and communication gaps on an annual basis to support continual improvement</div> <div>Establish post-secondary mentorship program to support post-secondary student success and networking</div>
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Goal	Objectives	Actions
Education & Life Long Learning <div>  </div>		Develop communication campaign to support promotion of post-secondary education and highlight student success Support post-secondary funding gaps with trust income as required
	Implement the Anishinabek Education System and NFN Education Law	Implement Anishinabek Education System multi-year action plan projects
	Develop Culture and Language work plan for Nbisiing Secondary School	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
	Assess infrastructure needs for NFN education system	Develop courses with inclusion of cultural/language resources and Elder supports
		Complete feasibility study for elementary school
	Improve alignment and collaboration of Nbisiing with NFN administration	Develop capital plan for school building
		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
Infrastructure & Nation Resources <div>  </div>	Improve core infrastructure and expand capacity to serve Debendaagziwaad and meet community needs	Develop plan to improve existing beach accessibility and access
		Develop recreational facilities at parks and beaches (tied to parks and rec)
		Determine feasibility of having a community building in Yellek
		Develop feasibility study to evaluate options for beach areas in Yellek and Duchesnay
		Create parkland and cemetery space in Yellek following niobium remediation project
		Assess emergency planning and response needs with respect to administration buildings and infrastructure upgrades
		Evaluate space needs to accommodate growth in health services, social services, cultural centre and infrastructure. Identify plan to address space needs.
		Develop fitness facilities on both east and west end of NFN
		Expand and develop new recreational space in Duchesnay and Yellek
		Complete Yellek to Duchesnay road extension and Hwy 17B connection project
	Establish adequate emergency exits in all NFN communities	Develop plan to address emergency exit needs and improvements
		Identify immediate needs for emergency exits in NFN communities
	Improve Water & Wastewater infrastructure and ensure all NFN members have access to safe drinking water	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
	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
		Complete Phase 4 & 5 of Yellek subdivision expansion and evaluate service capacity implications
		Plan Semo subdivision expansion
		Develop Asset Management Plan to support long term growth and maintenance of assets
		Implement NFN Capital Plan and evaluate progress
		Complete surveying across NFN

Goal	Objectives	Actions
<div>Infrastructure & Nation Resources</div> <div></div>	Enhance service delivery in public works programs.	Develop and implement waste management plan to enhance recycling/waste management program
		Evaluate equipment needs for public works programs and develop plan for equipment replacement/acquisition to meet community needs
		Identify gaps in public works service standards and by-laws and develop plan to address gaps
		Assess funding gaps in O&M funding and develop options to support adequate funding of public works.
	Ensure adequate levels of accessible housing for all Debendaagziwaad	Develop standardized building code and policy to support quality housing
		Review NFN housing purchase and new build loan capacity and expand as feasible.
		Complete housing needs analysis with a focus on diversification and inventory needs.
		Review and expand home renovation loan policy and process
		Update & affirm Social Housing Strategy and develop implementation plan.
		Develop low income earner housing ownership strategy
	Develop alternative approaches to energy use and explore opportunities for energy development at NFN	Proceed with small scale solar developments where feasible
		Evaluate feasibility of natural gas supply for communities without natural gas
		Upgrade infrastructure to support green energy transportation
<div>Stewardship & Protection of Natural Resources</div> <div></div>	Promote safe and responsible harvesting of animals of the land and water	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
		Develop large game awareness and monitoring campaign to promote sustainable harvesting and promotion of recreational harvesting within the broader NFN treaty lands
		Address trespassing and illegal harvesting by non-members. Develop comprehensive strategy to address trespassing and illegal harvesting
		Identify options to actively manage moose population based on holistic data collection
		Advocate for equitable representation and involvement in decisions regarding game management with our Treaty partners to protect our inherent rights
		Identify models to expand enforcement and adjudication capacity
		Develop youth education program on natural resource harvesting
		Access to government recreational harvesting licenses funding. Advocate for the establishment of equitable resource revenue sharing agreements with Treaty partners
		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
	Establish reporting mechanisms to ensure regular project updates	
	Establish working groups with proponents to guide engagement activities and project participation	
	Ensure effective and equitable stewardship of NFN Lands	Develop and implement Land Use Plan and Zoning by-law
		Develop a monitoring plan for residential and commercial land use
		Review and propose amendments to the land code to harmonize with chi-naaknigewin and efficiency of land law development
		Develop Additions to Reserve (ATR) policy
	Ensure the protection, rehabilitation and sustainability of NFN Forests	Develop forest management plan to support rehabilitation of NFN forests and regulation of commercial and non-commercial forestry activities
	Support environmental planning and protection	Develop Environmental Plan with inclusion of medicine mapping and associated law/policy
		Design environmental management departmental program to support implementation of environmental plan

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Goal	Objectives	Actions
<div>Culture & Language</div> <div></div>	Implement and evaluate language and cultural strategy for the nation.	Evaluate and update Language and Culture Strategy
		Develop implementation plan for culture and language components outlined in strategy
		Identify language and culture law/policies needs and develop plan to address these needs
		Evaluate progress on implementation of strategy through performance indicators and outcomes (i.e.. increase in language speakers/fluency).
	Develop cultural/traditional sites and spaces	Identify long term site for Pow Wow grounds
		Develop Roundhouse to support communal space for ceremony, programs and community meetings.
		Assess cultural space needs across NFN community through consultation and develop plan to address space needs
	Support historical research and implement archeological plan for NFN.	Develop partnerships with Nipissing University and other historical researchers to pull together NFN history
		Identify resource requirements for archeological plan & implement plan
		Identify options for space needs with respect to artifacts
		Identify opportunities to share information, e.g. incorporate into curriculum
		Determine feasibility of building a native village/historical site
<div>Health & Well-Being</div> <div></div>	Implement Wiidooktaadyang (overarching health and social services strategy that supports health and well-being, and coordinates the delivery of services).	Implement Wiidooktaadyang Strategy
		Develop training plan for Wiidooktaadyang Strategy and integrate into NFN administration
		Evaluate the model (surveys, program evaluations, etc.) to support necessary improvements
	Debendaagziwaad direct benefits	Evaluate recreation supports and provide recommendations with respect to enhancing supports and scope.
	Approve and implement continuum of care model for Elders to link with housing strategy.	Review and finalize Elders Housing strategy for implementation
		Develop plan for assisted living and long term care options for NFN Elders.
	Provide support for youth	Design youth engagement and support program
		Develop infrastructure across NFN communities to support youth targeted programming (drop-in centre)
		Develop overarching youth strategy
	Address wellness challenges with a focus on social determinants of health across lifespan	Develop wellness strategy that encompasses current context of NFN social and wellness programs/services including integration of culture & language
		Implement Outreach Program
		Enhance coordination and integration of prevention based programs
		Implement First Nation Mental Wellness Continuum framework
	Develop an NFN position with regard to child protection	Develop options paper on child welfare and protection models
		Develop implementation plan for affirmed child welfare and protection model
		Evaluate Anishinabek Nation Child Well Being Law and determine NFN policy/law needs with respect to child welfare and protection
	Support community response to COVID-19 and plan for recovery	Develop COVID-19 recovery plan
		Evaluate areas of success and opportunities for improvement with respect to pandemic response and update pandemic and business continuity plans.

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NIPISSING
FIRST NATION

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