



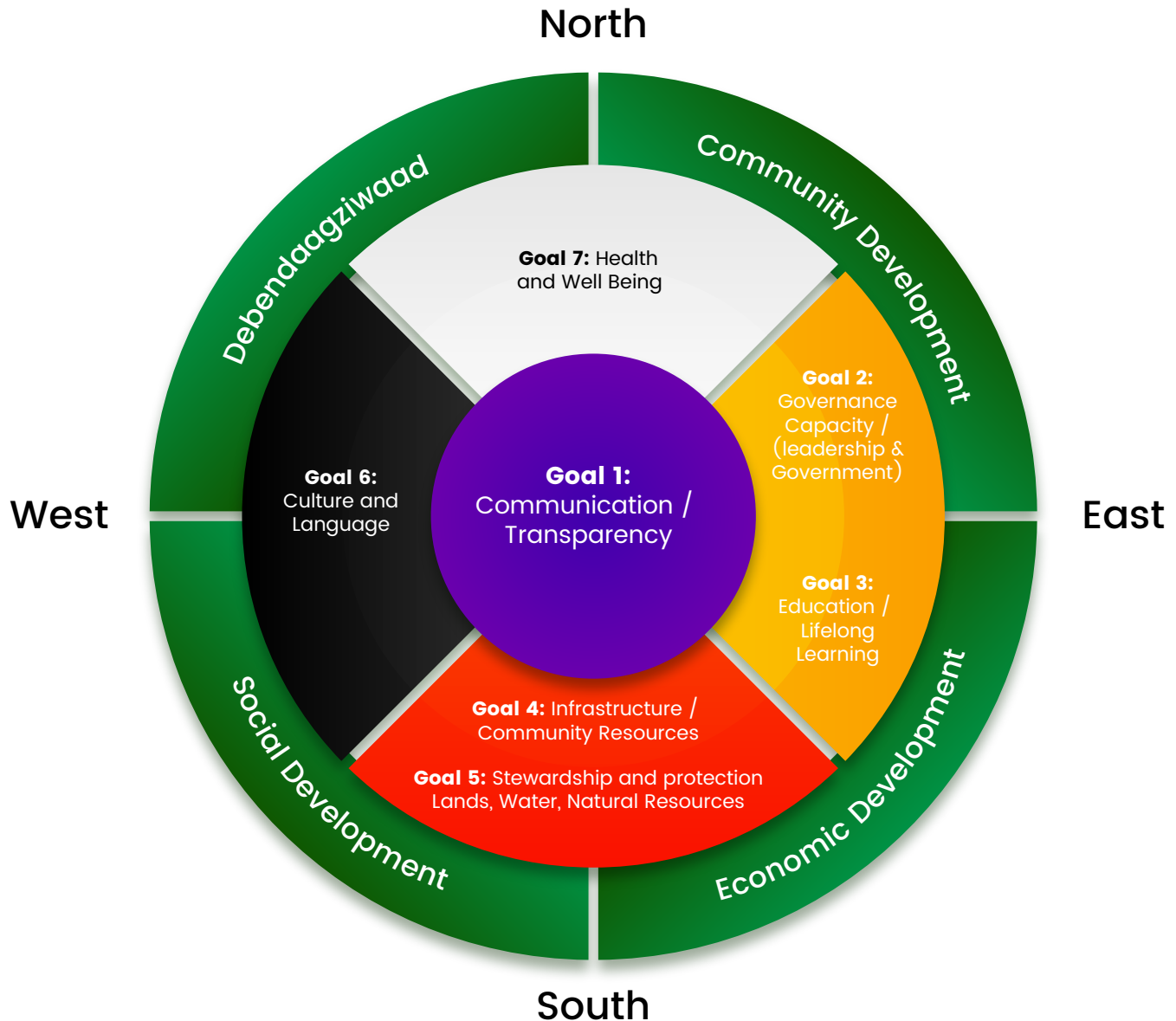
Strategic Plan

2025-2026





MEDICINE WHEEL OF GOALS



2025-26 Chief and Council Strategic Plan

Nipissing First Nation



Introduction

This strategic plan continues to propel Nipissing First Nation (NFN) toward a vibrant and prosperous future, built upon the strengths of our people, culture, and lands. Guided by our vision and grounded in our inherent rights to self-determination, this plan outlines seven interconnected goals: fostering transparent communication; strengthening governance and capacity; achieving excellence in education; developing sustainable infrastructure; ensuring responsible stewardship of our lands and natural resources; revitalizing our language and culture; and promoting the holistic health and well-being of every community member. Through collaborative effort and unwavering commitment to these goals, we will build a strong, resilient, and thriving Nation for generations to come.

This plan is an evergreen document – it is influenced and updated as Council meets with and listens to all Debendaagziwaad. It is strengthened through continued engagement with NFN members across Turtle Island, ensuring it reflects our collective aspirations and priorities. This strategic plan serves as a guide for our path forward while remaining adaptable to the evolving needs of our Nation.

Vision

Nipissing First Nation will be a well-balanced, healthy, politically and economically independent, culturally strong, and self-governing nation.

Mission

Nipissing First Nation will be a well-balanced, healthy, politically and economically independent, culturally strong, and self-governing nation. Our mission is to continue to protect our Nation's inherent rights and to empower the membership of Nipissing First Nation to work together in a positive, progressive manner to improve well-being and quality of life, to be socially and economically independent, culturally strong, and self-governing.

Goals

The goals in this plan have been developed over many years by successive Councils and are meant to help NFN reach its vision. The goals were shaped by talks with Debendaagziwaad, and even though some objectives and activities may change as they are achieved or as priorities evolve, these main goals remain important for the leadership and workers at NFN. They are strategically inserted within the Nishnaabe Medicine Wheel to reflect the teachings and values that help achieve them.

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Goal #1 – Foster Transparent Communication

This goal is about making sure that communication is open, honest, and accessible to all Debendaagziwaad, as well as outside groups.

Portfolio Holder: Councillor Priscilla Goulais

Objective 1.1 – Use Analytics to Support Engagement with Citizens

Rationale: Getting a better understanding of the concerns and issues raised by citizens, both on and off reserve, will help us tailor our communication and services.

Strategies and Initiatives:

- **Implement a system for tracking website and social media analytics** to identify trending topics and areas of interest.
- **Conduct regular surveys** (online and/or in person) to gather feedback on community priorities and satisfaction with services.
- **Use data from analytics and surveys** to inform the development of targeted communication materials.
- **Develop a dashboard to track key communication metrics** and report progress to Chief and Council.

Chief and Council Support:

- Allocate resources for analytics tools and training.
- Champion the use of data-driven decision-making in communication.
- Review analytics reports and provide feedback on communication strategies.

Objective 1.2 – Enhance NFN's Reputation by Reinforcing the NFN Vision and Mission

Rationale: By monitoring external and internal communications, we can learn how our efforts are being received and ensure they align with our stated vision and mission.

Strategies and Initiatives:

- **Develop key messages** that reflect the NFN vision and mission and consistently use them in all communication materials.
- **Monitor media coverage** (news, social media) to assess public perception of NFN.
- **Proactively share positive stories and successes** that demonstrate NFN's progress towards its vision.
- **Develop a crisis communication plan** to manage and communicate effectively during emergencies.
- **Engage and empower staff and leadership** to actively contribute to and champion NFN's messaging and brand.

Chief and Council Support:

- Lead by example when communicating the NFN vision and mission.
- Support the development and implementation of a strong brand identity.
- Allocate resources for public relations and media engagement.

Objective 1.3 – Make Investments in Internet Infrastructure to Support Communications

Rationale: Better internet infrastructure will allow us to address the service gaps caused by poor internet access, including the inability to fully participate in the community and receive important information.

Strategies and Initiatives:

- **Conduct a needs assessment** to identify areas with inadequate internet service.
- **Explore partnerships with internet service providers** to expand coverage and improve service quality.
- **Advocate for increased federal and provincial funding** for First Nations connectivity infrastructure.
- **Develop a digital literacy program** to help community members use online resources effectively.
- **Prioritize investments that support community access points** like community centres or the library.

Chief and Council Support:

- Allocate funding for connectivity infrastructure projects.
- Advocate for policy changes that support First Nations internet access.
- Support exploration of innovative solutions to address service gaps.

Goal #2 – Strengthen Governance and Capacity

By addressing citizenship through NFN's Chi-Naaknigewin and the Anishinabek Nation Governance Agreement (ANGA), NFN will be able to control its future and determine for itself the roles and responsibilities of its citizens. Taking on Appeals and Redress, as well as enforcement, will also make decision-making processes more robust and accountable for all involved. Furthermore, updating the NFN Financial Administration Law will improve accountability, transparency, and workflow while allowing NFN to become more effective and efficient as resources are deployed.

Portfolio Holder: Councillor Joan McLeod-Shabogesis

Objective 2.1 – Citizenship

Rationale: Defining citizenship is fundamental to self-governance and ensures that NFN has the authority to determine who belongs to the community and what rights and responsibilities this entails.

Strategies and Initiatives:

- **Continue support of citizenship** within Council and through ad hoc committee.
- **Develop Citizenship Law.**
- **Determine requirements and elements of citizenship from a Nishnaabe perspective**, incorporating traditional values and principles.
- **Develop processes and systems that align with NFN needs and wants**, ensuring fairness and transparency.
- **Engage legal expertise** to ensure Citizenship Law is legally sound and enforceable.
- **Review opportunities and challenges** with citizenship
- **Identify impacts and expectations** of Debendaagzid definition expansion on services, resources, and community dynamics.
- **Address non-member spouse entitlements.** Develop clear policies regarding the rights and access to services for non-member spouses.
- **Define citizen roles and responsibilities.** Outline the rights, privileges, and obligations of NFN citizens.

Chief and Council Support:

- Ad Hoc Citizenship Committee: Provide ongoing guidance and oversight for the development and implementation of the Citizenship Law.
- Allocate sufficient resources (financial, human, legal) to support the citizenship work.
- Engage in community consultations to ensure the Citizenship Law reflects the will of the people.

Objective 2.2 – Appeals and Redress

Rationale: A fair and transparent appeals process is essential for good governance, providing a mechanism for community members to challenge decisions and seek resolution.

Strategies and Initiatives:

- **Develop well-defined appeals process**, including a comprehensive policy that outlines the steps, timelines, and decision-making criteria for appeals.
- **Establish a clear point of contact and intake process for appeals** so that members may address issues without bringing them directly to Councillors.
- **Create a mitigation process that precedes the appeal process.** Implement early intervention and conflict resolution strategies to address concerns before they escalate.
- **Harmonize appeal processes within current NFN policies.** Review existing policies to identify inconsistencies and develop a unified appeals framework.
- **Train staff and decision-makers on the appeals process** to ensure consistent application.
- **Explore the establishment of an independent appeals body or ombudsperson.**

Chief and Council Support:

- Allocate resources for training and development related to appeals and redress.
- Ensure the appeals process is accessible to all community members.
- Support the creation of an independent oversight mechanism, if necessary.

Objective 2.3 – Enforce NFN Laws

Rationale: Effective enforcement that is aligned with our Nishnaabe values, traditions, and inherent right to self-determination, upholds NFN laws, ensures community safety and well-being, and nurtures a sense of collective responsibility that promotes accountability and strengthens our social fabric.

Strategies and Initiatives:

- **External Strategy:**
 - **Build an Advocacy Strategy** to advocate to outside organizations and government (federal and provincial) for recognition and support of NFN's enforcement authority.
- **Internal Strategies:**
 - **Develop a holistic and comprehensive enforcement strategy** involving all relevant departments, defining priorities, procedures, and resources, while establishing an independent governance structure with clear accountability, potentially through an oversight committee of respected community members, Elders, and legal experts.
 - **Explore options for engaging legal counsel** to support enforcement efforts support enforcement efforts, ensuring specialized expertise for the development and implementation of laws.

- **Conduct a stakeholder analysis** to identify roles, responsibilities, and potential areas for collaboration.
- **Build enforcement capacity by collaborating with other ANGA signatory First Nations** through B'Maakonigan to share resources, training, best practices, while gathering consensus to work towards a unified approach to enforcement across all ANGA Nations.
- **Create a vision for what enforcement of NFN laws will look like in 3-5 years.**
- **Establish a dedicated office or team** responsible for enforcement within NFN, while setting recruitment and training standards for qualified enforcement officers with a strong understanding of Nishnaabe culture, values, legal traditions, and expertise in law enforcement, including cultural competency, conflict resolution, and restorative justice practices.
- **Allocate adequate resources for enforcement** while maintaining process transparency for the community.
- **Create an adaptable enforcement model** that encompasses all governance areas (social services, lands, fisheries, governance, etc.) by developing clear and consistent procedures for investigations, evidence collection, charging, and prosecution, ensuring due process, fairness, and the integration of both Nishnaabe legal principles and contemporary best practices.
- **Integrate restorative justice principles into enforcement practices** to promote reconciliation, repair harm, and restore balance within the community.

Chief and Council Support:

- Consider establishing a committee to provide guidance and oversight for enforcement activities.
- Advocate for recognition of NFN's enforcement authority at the federal and provincial levels.
- Allocate sufficient resources for enforcement, including personnel, training, and legal support.

Objective 2.4 – Financial Governance and Administration

Rationale: Strong financial governance, rooted in our traditional values of sharing, reciprocity, and collective well-being, is essential for ensuring accountability, transparency, and the effective use of resources for the benefit of all community members. Focusing on internal accountability to Debendaagizwaad is an exercise of our inherent right to self-determination.

Strategies and Initiatives:

- **Review the NFN Financial Administration Law (FAL)** within the next 3 years
- Strategic objectives that FAL would focus on include:
 - **Identify areas where the FAL needs to be updated or improved.**
 - **Ensure the FAL supports effective decision-making and resource allocation.**
 - **Assess resource implications** for proposed FAL changes.
 - **Review alignment with financial management standards** as determined by the First Nations Financial Management Board (FNFMB) to determine NFN's degree of flexibility regarding FAL modifications.
 - **Research recent and proposed changes to FAL standards** at the national level.

- **Develop a strategic advocacy plan** focused on stakeholders such as the FNFMB and Indigenous Services Canada (ISC) to allow for any possible deviation from the current FAL standards. Engage with these stakeholders to advocate for changes that meet NFN's specific needs.

Chief and Council Support:

- Finance and Audit Committee: Provide ongoing oversight of financial governance and administration.
- Allocate resources for review of FAL and implementation of necessary changes.
- Engage with FNFMB and ISC to advocate for NFN's interests.

Objective 2.5 – Increase Governance Capacity

Rationale: Building capacity among community members and staff is essential for effective self-governance.

Strategies and Initiatives:

- **Engage in ongoing discussions about governance principles**, drawing on both traditional knowledge and contemporary best practices to ensure everyone understands how decisions are made and how they can be involved.
- **Develop educational materials and workshops** to explain the principles and practices of self-governance in the NFN context.
- **Provide training** on topics such as the roles and responsibilities of Chief and Council, decision-making processes, and community engagement.
- **Create awareness of Nation-building**; promote understanding of long-term vision for NFN and role of individuals in achieving it.
- **Increase staffing**; conduct a needs assessment to identify areas requiring additional staff to support governance functions.
- **Develop a mentorship program** to support emerging community leaders.
- **Provide training and professional development opportunities for staff** in areas such as policy development, project management, and financial administration.

Chief and Council Support:

- Allocate resources for governance training and capacity-building initiatives.
- Support the development of a mentorship program.
- Advocate for increased funding for governance capacity-building.
- Ensure equitable access to training and development opportunities for all community members.
- Consider forming a governance capacity committee.

Goal #3 – Excellence in Education and Lifelong Learning

We believe that everyone is born with inherent gifts and talents. Our goal is to foster excellence in education and lifelong learning by creating a supportive environment where these gifts can flourish. By strengthening our knowledge – both traditional and contemporary – we build a stronger, more resilient community, grounded in our Nishnaabe identity.

Portfolio Holder: Deputy Chief Brian Couchie

Objective 3.1 – Decide Between a Special Needs School and an Elementary School

Rationale: Council will make a decision to create the learning environment that is most supportive and inclusive for our children, either through a dedicated program for those with unique learning needs or the development of an elementary school. Recognizing that each child possesses inherent gifts, Council will, in consultation with the community, determine the approach that best fosters the growth and development of all learners, respects our Nishnaabe values, maximizes available resources, and builds a sustainable foundation for education on NFN.

Strategies and Initiatives:

- **Conduct a comprehensive needs assessment** to determine the level of demand for each type of school.
- **Engage with parents, educators, and community members** to gather input on the preferred option.
- Develop detailed feasibility studies for each type of school, including cost projections, staffing requirements, and potential funding sources.
- **Explore partnership opportunities** with other First Nations or educational organizations.
- **Develop a transition plan** to ensure a smooth transition for students currently receiving special needs services or attending off-reserve elementary schools.

Chief and Council Support:

- Prioritize this decision and allocate sufficient time for discussion and deliberation.
- Engage with the community and stakeholders throughout the decision-making process.
- Make a decision based on evidence, community input, and long-term sustainability.
- Allocate the necessary resources to implement the chosen option.

Objective 3.2 – Education Governance

Rationale: Establishing a strong governance framework for education will ensure accountability, transparency, and effective decision-making.

Strategies and Initiatives:

- **Review existing education policies and procedures** to identify areas for improvement.
- **Develop or update an education act or law** that outlines the roles and responsibilities of NFN, Chief and Council, the Education Department, and NFN schools.
- **Establish an education committee or board** composed of community members, educators, and Elders to provide guidance on education matters.
- **Develop a clear mandate and terms of reference** for the education committee or board.
- **Ensure that the governance framework aligns with Anishinabek principles and values.**

Chief and Council Support:

- Through consultation with Debendaagziwaad, NFN will review and consider updates to its education law to ensure it continues to align with NFN values and governance needs.
- Empower the education committee or board to make informed recommendations.
- Ensure that education governance is adequately resourced and supported.

Objective 3.3 – Funding Supports

Rationale: Securing adequate and sustainable funding, as an exercise of our inherent right to self-determination in education, is crucial for providing high-quality, culturally relevant education programs and services that empower our children and build a strong future for our Nation. We will assert our right to equitable and sustainable funding to ensure we can meet the unique needs of our learners and uphold our Nishnaabe values.

Strategies and Initiatives:

- **Advocate for increased federal and provincial funding** for First Nations education with the support of our partners (the Anishinabek Education System and Kinoomaadziwin Education Body) as well as other education stakeholders.
- **Explore alternative funding sources**, such as grants, partnerships, and revenue-generating activities.
- **Develop a long-term financial plan** for education that ensures sustainability and program growth.
- **Ensure that funding is allocated** equitably and transparently to meet the needs of students.
- **Develop and implement a scholarship or bursary program** to support students.

Goal #4 – Develop Sustainable Infrastructure

This goal is dedicated to developing sustainable infrastructure that meets the essential needs of our people and strengthens our capacity for self-reliance. We will work to ensure that our infrastructure projects are community-driven, create local employment opportunities, and enhance our ability to provide essential services such as clean water, safe housing, and accessible recreational spaces. Our infrastructure development will be guided by Nishnaabe values and a commitment to long-term sustainability.

Portfolio Holder: Councillor Jason Laronde

Objective 4.1 – Duchesnay Water and Wastewater

Rationale: The Duchesnay water system is overdue for significant upgrades. While major improvements have been made on a temporary basis, a long-term solution to drinking water challenges is required for this community.

Strategies and Initiatives:

- **Finalize evaluation of NFN system** versus agreement with City of North Bay. Conduct a thorough cost-benefit analysis for each option, considering long-term operational costs, maintenance requirements, and environmental impacts.
- **Design (Class B) water and wastewater plant** and distribution system. Engage engineering expertise to develop detailed designs that meet regulatory standards and community needs.
- Identify potential funding sources (federal, provincial, grants) and develop a financing plan that outlines NFN's contribution.
- **Communicate final project design** to membership. Develop a communication plan to keep community members informed about the project's progress and address any concerns.
- **Develop an implementation plan** with clear timelines and milestones.
- **Establish a contingency fund** to address unexpected costs or delays.

Chief and Council Support:

- Advocate for funding from government and other sources.
- Ensure community engagement throughout the project.
- Approve the final project design and financing plan.

Objective 4.2 – Develop New Subdivision for Yellek and Garden Village

Rationale: We are committed to addressing the housing needs of our people through responsible and sustainable development. New subdivisions are essential to alleviate overcrowding, provide options for young families and returning members, and ensure that all community members have access to housing that meets their needs and allows them to thrive. This development will be guided by community input and a commitment to creating affordable housing options, including exploring innovative models such as rent-to-own and expanded mortgage programs.

Strategies and Initiatives:

- **Evaluate remaining lot availability** in Yellek and Garden Village in collaboration with the Lands Department and conduct a housing needs assessment to determine current and projected demand.
- **Determine future areas** for new subdivisions. Identify suitable locations based on environmental considerations, infrastructure availability, and community preferences.
- **Develop concept plans** for new subdivisions, including lot layouts, road designs, and green spaces.
- **Conduct environmental assessments** for proposed subdivision areas.
- **Secure funding** for subdivision development.
- **Develop a fair and transparent process** for allocating lots in new subdivisions.

Chief and Council Support:

- Approve the selection of new subdivision locations.
- Support the development of sustainable and culturally appropriate subdivision designs.
- Allocate resources for infrastructure development.

Objective 4.3 – Enhance Recreational Areas

Rationale: Enhancing recreational areas is essential for promoting the holistic health and well-being of our community members. Access to safe, well-maintained, and culturally relevant recreational spaces encourages physical activity, social interaction, connection to the land, and mental wellness – all vital components of Mino-Bimaadiziwin (the Good Life). These spaces will provide opportunities for recreation, relaxation, and cultural activities for people of all ages, strengthening our community bonds and fostering a healthier Nation.

Strategies and Initiatives:

- **Develop new recreational space** in Duchesnay and Yellek to meet demand and to compensate for loss of recreational infrastructure during construction of Elders' Lodge in Duchesnay. Conduct a needs assessment to identify desired recreational facilities and amenities.
- **Design recreational spaces** that encourage physical activity and social interaction.
- **Create safe and accessible walking trails** and pathways.
- **Develop detailed designs** for new recreational spaces, incorporating community input.
- **Secure funding** for the development of recreational areas.
- **Establish partnerships with community organizations** to offer programming in recreational spaces.

Chief and Council Support:

- Approve the designs for new recreational spaces.
- Allocate resources for the development and maintenance of recreational areas.
- Support the creation of partnerships to enhance recreational programming.

Objective 4.4 – Fund Infrastructure Development Through Property Taxation for Lessees

Rationale: To ensure the long-term sustainability and quality of infrastructure in the Jocko Point and Beaucage subdivisions, it is necessary to implement a fair and equitable system of property taxation for lessees. This approach recognizes that those who benefit from the use of our lands and infrastructure should contribute to their upkeep and improvement, guided by the Nishnaabe principle of reciprocity. The revenue generated through this system will be dedicated to addressing critical infrastructure needs, such as the much-needed reconstruction of Jocko Point Road, as well as other essential projects that benefit the entire community.

Strategies and Initiatives:

- **Implement a property taxation regime** for lessees and use these revenues to address critical infrastructure issues (e.g. state of Jocko Point Road). Develop a property taxation bylaw that is fair, transparent, and legally sound.
- **Identify priority infrastructure projects** that could be funded through property tax revenue.
- **Develop a communication plan** to explain the rationale for property taxation and how the revenue will be used.
- **Establish a mechanism** for collecting property taxes and managing the revenue.
- **Develop a long-term plan** for using property tax revenue to fund infrastructure improvements.

Chief and Council Support:

- Collaborate with Finance and Audit Committee.
- Approve property taxation bylaw.
- Ensure transparency in collection and use of property tax revenue.
- Engage with lessees to address concerns.

Objective 4.5 – Increase Affordable Housing

Rationale: Increasing access to affordable housing is essential for the well-being of our community members. Safe, secure, and affordable housing is a fundamental human right and a cornerstone for a healthy community. By prioritizing the development of affordable housing options, we are ensuring that all NFN members, particularly our most vulnerable, have the opportunity to live with dignity, raise their families in a stable environment, and contribute to the strength and vitality of our Nation. Housing security is essential to our people's well-being, and we recognize the urgent need to address the housing shortage affecting many of our members.

Strategies and Initiatives:

- **Review and update rent geared to income model** to expand opportunities. Assess the current model's effectiveness and identify areas for improvement to ensure it meets the needs of low-income families.
- **Ensure that low-cost rental units** are being rented by people with need. Develop a clear and transparent process for allocating affordable housing units based on need and eligibility criteria.
- **Explore innovative financing models** for affordable housing development.
- **Partner with other organizations** to leverage resources and expertise.
- **Develop a long-term plan** for increasing the supply of affordable housing on NFN.

Chief and Council Support:

- Advocate for increased funding for affordable housing.
- Support the development of innovative housing solutions.
- Ensure that affordable housing is a priority in community planning.

Objective 4.6 – Increase Mortgage Supports and Alternative Funding Models to Enhance Home Ownership

Rationale: Guided by our Nishnaabe values of self-reliance and collective responsibility, we recognize the importance of home ownership in building a strong and vibrant community. By increasing mortgage supports and exploring alternative funding models, we can empower our members to invest in their future and create lasting homes on our traditional territory. This will not only enhance individual well-being but also contribute to the overall economic and social fabric of our Nation. We recognize that home ownership is a powerful tool for building intergenerational wealth and creating a lasting legacy for our people.

Strategies and Initiatives:

- **Review banking relationships** and determine utility of these arrangements. Assess the effectiveness of current partnerships and explore alternative options.
- **Conduct a financial analysis** to determine the feasibility of increasing mortgage limits of NFN On-Reserve Housing Loan Program.
- **Develop alternative mortgage models** tailored to NFN members' needs.
- **Provide financial literacy training** to potential homeowners.

Chief and Council Support:

- Support the exploration of alternative mortgage models.
- Allocate resources for financial literacy training.
- Advocate for policies that support First Nations homeownership.

Objective 4.7 – Develop a Rent-to-Own Program

Rationale: A rent-to-own housing program is a valuable tool for building a stronger, more stable community by fostering long-term commitment and investment from our members. This program will provide an opportunity for those who may not qualify for traditional mortgages to establish roots in our community, contribute to its growth, and eventually become homeowners. By supporting our members on this path, we are strengthening the social and economic fabric of our Nation, guided by our Nishnaabe values of community and collective well-being.

Strategies and Initiatives:

- **Determine feasibility of rent-to-own model** or alternative that allows home ownership opportunities for those with limited financial means but who still have the ability to care for a home. Conduct a feasibility study to assess the potential benefits, risks, and costs of a rent-to-own program.
- **Develop a detailed program design**, including eligibility criteria, payment structures, and home maintenance responsibilities.
- **Secure funding** for rent-to-own program.
- **Develop a fair and transparent process** for selecting participants.
- **Provide ongoing support** to participants throughout the rent-to-own period.

Chief and Council Support:

- Approve the development of a rent-to-own program.
- Allocate resources for program implementation and support.
- Monitor the program's effectiveness and adjust as needed.

Goal #5 – Responsible Stewardship of Lands and Natural Resources

As Nishnaabe, we understand that we are interconnected with all living things and that our well-being is intrinsically linked to the health of our lands and natural resources. NFN is committed to fulfilling our responsibility to care for these gifts, guided by the principle of reciprocity, ensuring that we take only what we need, give back in equal measure, and protect the delicate balance of the natural world for the benefit of all creation, now and in the future.

Portfolio Holder: Councillor Ric Stevens

Objective 5.1 - Create Land-Based Camps for Membership

Rationale: Membership and leadership have identified the desire for the creation of regular land-based camps (e.g. moose camps, fish camps, gathering and other forms of harvest) to pass along traditional knowledge and provide structured opportunities for the youth to engage in traditional practices. The most recent iteration of the Cultural Strategic Plan gives the responsibility of organizing and executing such camps to the Lands, Natural Resources and Environment Departments.

We suggest starting with a moose camp this fall and adding additional seasonal camps in the following years. The recent purchase of a hunt camp by the Nation provides at least one location where this activity may be hosted. Additionally, certain necessary items, such as a large tent and other equipment, have already been secured. It is possible that summer field school students could assist with camp preparation in the fall.

Strategies and Initiatives:

• **Moose Camp (Fall - Year 1)**

- Secure moose camp location and logistics.
- Develop moose camp curriculum and activities.
- Engage community and recruit participants.
- Implement and evaluate moose camp.

• **Expansion to Other Seasonal Camps (Year 2 and Beyond)**

- Plan and implement additional seasonal camps.
- Ensure long-term program sustainability.
- Develop a plan for additional seasonal camps, based on the evaluation of the moose camp and community input. Additional seasonal camps could include:
 - Winter: Ice fishing, snowshoeing, winter survival skills, storytelling.
 - Spring: Maple syrup tapping, plant gathering, medicine-making.
 - Summer: Fishing, canoeing, berry picking, traditional crafts.

- **Collaboration and Partnerships**

- The Lands, Natural Resources, and Environment Departments will work closely with the Culture and Language Department to ensure camps are culturally appropriate and effective.
- Explore partnerships with other First Nations, educational institutions, and organizations to share resources, expertise, and best practices.
- Engage local businesses and organizations to provide support for camps, such as donations of materials or services.

Objective 5.2 - Develop Beaucage Park

Rationale: The revitalization of Beaucage Park is guided by the principle of Mino-Bimaadiziwin (the Good Life) and our commitment to creating spaces that nurture the well-being of our families and the continuation of our Nishnaabe culture. Building upon recent improvements, including hazard removal, dock area dredging, and general upkeep, the park will be further developed as a vibrant centre for family gatherings, cultural activities, and the transmission of traditional knowledge. The installation of a gate provides a dedicated space for ceremonies and land-based teaching, respecting the sacredness of these practices. A recently completed park use study – conducted with the community – will provide valuable insights and options to ensure the park’s development aligns with the needs and aspirations of our people, providing a welcoming and enriching environment for generations to come.

Strategies and Initiatives:

- **Prioritize Family-Oriented Development:** Design and develop park amenities that cater to the needs of families with children of all ages, creating a welcoming and inclusive environment.
- **Integrate Cultural Elements into Park Design:** Incorporate Nishnaabe designs, symbols, language, and traditional knowledge into the park’s infrastructure, signage, and programming to foster cultural revitalization and create a sense of belonging.
- **Create Dedicated Spaces for Cultural Activities:** Develop specific areas within the park that are designed for cultural practices, such as a teaching lodge, a ceremonial fire pit, a medicine garden, and an area for storytelling and performances.
- **Enhance Accessibility and Safety:** Ensure the park is accessible to people of all abilities and ages, with features such as accessible pathways, ramps, and restrooms. Implement safety measures such as proper lighting, clear signage, and regular maintenance.
- **Promote Environmental Stewardship:** Develop the park in an environmentally responsible manner, using sustainable materials and practices, minimizing the impact on the natural ecosystem, and incorporating educational elements that promote environmental awareness.
- **Develop a Comprehensive Park Management Plan:** Create a detailed plan that outlines the park’s vision, goals, objectives, management practices, and maintenance schedules, ensuring its long-term sustainability and alignment with community values.
- **Establish Partnerships for Park Programming:** Collaborate with NFN departments, community organizations, and external partners to offer a diverse range of programs and events at the park, such as cultural workshops, language classes, recreational activities, and educational programs.

- **Secure Sustainable Funding:** Explore diverse funding sources, including grants, sponsorships, and partnerships, to support the ongoing development, maintenance, and programming of Beaucage Park.
- **Incorporate Community Input into Decision-Making:** Establish mechanisms for ongoing community engagement throughout the development process, ensuring that the park reflects the needs and desires of NFN members. This could include, for example, forming a park advisory committee.
- **Develop a Communication Plan:** Keep the community informed about the park's development through regular updates, using various channels such as the NFN website, social media, newsletter, and community meetings.

Objective 5.3 - Explore Opportunities to Develop Wind Power in NFN's Traditional Territory

Rationale: The Government of Ontario has announced a series of requests for proposals for the development of wind and solar projects on Treaty lands over the next four years. This provides generational opportunities for NFN to become involved in wind power projects through equity ownership. This equally presents a unique chance for NFN to take advantage of incentives provided through the tender process for these projects.

Strategies and Initiatives:

- **Prioritize Indigenous-Led Development:** Explore models for wind power partnership development that prioritize NFN ownership, control, and decision-making authority, ensuring that projects align with community values and maximize benefits for the Nation.
- **Establish Guiding Principles Based on Nishinaabe Values:** Develop a clear set of principles, grounded in Nishinaabe teachings – such as the Seven Grandfather Teachings and the concept of Mino-Bimaadiziwin – to guide all decisions related to wind power development. These principles should address issues such as environmental protection, social responsibility, economic benefit, and cultural preservation.
- **Conduct Thorough Due Diligence on Potential Partners:** Rigorously assess potential private sector partners based on their experience, financial stability, commitment to Indigenous partnerships, environmental track record, and alignment with NFN's values and guiding principles. This should include requiring disclosure of past and present relationships with First Nations, environmental impact assessments, and compliance with Free, Prior, and Informed Consent (FPIC) practices.
- **Develop a Comprehensive Community Engagement Plan:** Implement a robust and transparent process for engaging with NFN members on all aspects of wind power development, including project proposals, potential impacts, benefit sharing, and decision-making processes. This should involve diverse methods of engagement, such as community meetings, workshops, surveys, and the use of online platforms, ensuring accessibility for all members, particularly Elders and youth.
- **Conduct Thorough Environmental and Cultural Impact Assessments:** Undertake comprehensive environmental and cultural impact assessments for any proposed wind power projects, going beyond regulatory requirements to fully understand the potential impacts on the land, water, wildlife, cultural sites, and traditional practices. These assessments will incorporate both scientific methods and traditional ecological knowledge, involving Elders and Knowledge Keepers in the process.

- **Negotiate Partnership Agreements and/or Impact and Benefit Agreements (IBAs):** Develop and negotiate strong IBAs with project proponents that outline clear commitments to environmental protection, community benefits (e.g., employment, training, revenue sharing), and mechanisms for ongoing monitoring and dispute resolution.
- **Explore Funding and Financing Options:** Investigate diverse funding sources to support NFN's involvement in wind power projects, including federal and provincial grants, clean energy funds, impact investment opportunities, and partnerships with financial institutions that specialize in Indigenous economic development. Develop a financial strategy that aligns with the chosen development model.
- **Build Capacity Within NFN:** Invest in training and development opportunities for NFN members in areas such as renewable energy technology, project management, environmental monitoring, and business administration to ensure that the community has the skills and knowledge to fully participate in and benefit from wind power development. Support the new NFN Energy Champion to help lead this effort.
- **Advocate for Policy Changes:** Engage with the Government of Ontario and other relevant stakeholders to advocate for policies that support Indigenous-led renewable energy development, including increased funds set aside for First Nations projects, streamlined permission processes, and enhanced access to financing.
- **Monitor and Evaluate Project Performance:** Establish clear metrics for measuring the success of wind power projects, including environmental, social, economic, and cultural indicators. Regularly monitor project performance against these metrics and adapt management strategies as needed to ensure that projects are meeting their objectives and upholding NFN's values.

Objective 5.4 – Develop a Comprehensive Environmental Monitoring Program

Rationale: As stewards of our ancestral lands and waters, NFN recognizes the critical importance of understanding the health of our environment. A comprehensive environmental monitoring program, guided by both traditional Nishnaabe knowledge and contemporary scientific methods, will allow us to track changes in our ecosystem, identify potential threats, and make informed decisions about how to best protect and manage our natural resources. This program will be guided by Nishnaabe seven generations thinking and foresight, ensuring that we are well-prepared for potential challenges.

Strategies and Initiatives:

- **Develop and implement a comprehensive Lands and Resources management plan** that integrates traditional knowledge and scientific expertise, informed by community input.
- **Establish clear policies and procedures** for resource development, ensuring environmental protection and community benefit.
- **Monitor environmental indicators** (e.g., water quality, air quality, wildlife populations) to assess the health of the ecosystem and identify potential threats.
- **Develop and implement** a climate change adaptation and mitigation strategy.

Chief and Council Support:

- Allocate resources for the development and implementation of the Lands and Resources management plan.
- Advocate for the recognition of NFN's rights and interests in external decision-making processes related to lands and resources.
- Support the development of sustainable economic opportunities.
- Ensure that environmental protection is a priority in all community planning and development.

Goal #6 – Reclaim Nishnaabe Identity by Revitalizing Language and Culture

We hold a sacred responsibility to ensure that Nbisiing Nishnaabemwin and our rich cultural heritage are passed down to our children and grandchildren. We will act decisively to revitalize our language, making our archived resources readily available and creating dynamic new opportunities for learning and engagement. By strengthening our language and cultural practices today, we are building a vibrant and resilient future for our Nation, where our Nishnaabe identity flourishes for generations to come.

Portfolio Holder: Councillor Samantha Stevens

Objective 6.1 - Develop Digital Strategy for Nbisiing Nishnaabemwin Resources

Rationale: As part of our commitment to revitalizing Nbisiing Nishnaabemwin – a critical component of our cultural identity – we will develop a comprehensive digital strategy to make language resources more accessible to all community members, both on and off reserve. Recognizing that our language carries the wisdom of our ancestors and is essential for the well-being of future generations, this initiative will create a dynamic online platform to house digitized audio recordings, videos, dictionaries, lesson plans, and interactive learning tools. By embracing technology, we are ensuring that our language thrives in the 21st century and remains a living connection to our heritage, empowering learners of all ages to engage with Nbisiing Nishnaabemwin in new and meaningful ways.

Strategies and Initiatives

- **Develop User-Friendly Online Platform:** Create an accessible website and/or app to host a wide range of digitized Nbisiing Nishnaabemwin resources, including audio/video recordings, dictionaries, grammar guides, and lesson plans. Ensure the platform is visually engaging, culturally relevant, and easy to navigate.
- **Create Interactive Learning Tools:** Develop engaging games, quizzes, and exercises that utilize technology like virtual reality (VR) or augmented reality (AR) and speech recognition to make learning Nbisiing Nishnaabemwin fun and effective.
- **Ensure Digital Equity and Accessibility:** Design the platform to be accessible to users with disabilities and offer offline access to resources. Promote digital literacy through community events and explore partnerships to improve internet access.
- **Provide Training and Support:** Offer comprehensive training on using the platform, delivered through workshops, online tutorials, and one-on-one support. Train local “Language Technology Champions” to assist community members.
- **Foster Community and Collaboration:** Build social features into the platform to connect learners, encourage interaction, and facilitate language practice. Showcase learner achievements to inspire others.
- **Continuously Evaluate and Adapt:** Regularly assess platform usage, gather user feedback, and track learner progress to make ongoing improvements to the platform, content, and training.

Objective 6.2 - Prioritize Language and Culture with Resources to Build Capacity

Rationale: To ensure that Nishnaabemwin thrives for future generations, we must prioritize language and culture by providing the necessary resources, support, and training to build capacity within our community. This requires a sustained commitment to building capacity through mentorship programs, the development of new learning materials, and the integration of language and culture into all aspects of community life.

Strategies and Initiatives:

- **Increase Financial Investment:** Advocate for and secure increased, sustainable funding for language and culture programs, recognizing their vital importance to community well-being and cultural survival.
- **Expand the Team of Language and Culture Educators:** Hire and train additional qualified Nishnaabemwin teachers and cultural instructors, ensuring they possess both language proficiency and cultural knowledge.
- **Establish a Mentorship Program:** Create a structured program that connects fluent speakers (Elders and proficient speakers) with language learners of all ages, fostering intergenerational knowledge transfer and creating a supportive learning environment.
- **Develop New and Relevant Learning Materials:** Support the creation of engaging and culturally relevant language learning materials, such as books, videos, audio recordings, and digital resources, that reflect the lived experiences and interests of the community and incorporate Nishnaabe pedagogical approaches.
- **Promote Nishnaabe Pedagogical Approaches:** Incorporate traditional teaching methods such as storytelling, experiential learning, and land-based activities into language and culture programs.
- **Integrate Language and Culture into Community Life:** Embed Nishnaabemwin and cultural practices into all aspects of community life, including education (from early childhood to adult learning), health services, social programs, community events, and governance, creating a holistic environment that supports language and cultural revitalization.

Objective 6.3 - Explore Creation of Law to Reinforce Use of Nishnaabemwin in Nipissing

Rationale: Nbisiiing Nishnaabemwin is a living system of knowledge, intricately connected to our land, culture, and spirituality. To ensure its survival and revitalization, we must explore all avenues, including the development of a language law. This law would serve as a powerful tool to promote and protect our language, creating an environment where it can flourish in all domains of community life. By establishing clear standards and guidelines for language use, informed by extensive community consultations, we can create a supportive framework that empowers our people to embrace and utilize Nbisiiing Nishnaabemwin in their daily lives.

Strategies and Initiatives:

- **Learn from Other First Nations' Experiences:** Research and document successful language laws implemented by other First Nations, focusing on their legal foundations, implementation strategies, and impacts on language revitalization. Adapt relevant elements to NFN's context.

- **Develop a Comprehensive and Forward-Looking Language Law:** Draft a Nishnaabemwin language law that reflects NFN's specific needs and aspirations, with a strong emphasis on intergenerational transmission and ensuring the language thrives for future generations. The law should establish clear goals and outline concrete measures to support language use in various domains.
- **Facilitate a Community-Driven Law-Making Process:** Organize extensive community consultations to gather input, address concerns, and build consensus around the proposed language law. Ensure the process is inclusive, accessible, and empowers community members to shape the future of their language.
- **Develop a Practical and Sustainable Implementation Plan:** Explore and define effective mechanisms for implementing and enforcing the language law, focusing on education, awareness-raising, and community-based solutions while considering options for addressing non-compliance in a culturally appropriate manner.

Objective 6.4 - Implement the NFN Culture and Language Strategic Plan

Rationale: The NFN Culture and Language Strategic Plan was developed with the input and guidance of our community, reflecting our collective aspirations for the future of our language and culture. Committing to the implementation of this plan is paramount because it demonstrates our respect for the community's voice and empowers our people to take ownership of their cultural revitalization journey. Through dedicated resources, a clear action plan, and ongoing community engagement, we will collectively bring the strategic plan to life, ensuring it has a lasting and meaningful impact on the lives of our members.

Strategies and Initiatives:

- **Establish a Team and Oversight:** Create a dedicated culture and language implementation team with diverse representation, supported by an advisory council of Elders and Knowledge Keepers. Secure staff to support the team.
- **Develop a Detailed Action Plan:** Transform the Culture and Language Strategic Plan into a concrete action plan with clear timelines, responsibilities, and a budget. Secure funding and develop a communication plan to keep the community informed.
- **Monitor, Evaluate, and Report:** Regularly track progress towards achieving the plan's goals, using both quantitative and qualitative data. Conduct annual reviews and share findings with the community.
- **Adapt and Refine:** Continuously gather community feedback and adapt the plan based on input, evaluation findings, and changing circumstances.
- **Build Partnerships:** Collaborate with other First Nations, organizations, and government agencies to share resources, expertise, and advocate for support.

Chief and Council Support:

- Provide NFN Administration with support and resources to implement new laws and the Culture and Language Strategy.
- Support the Maadziwin Guidance Committee, overseen by the Culture and Language Manager, which will focus on cultural guidance items within all committees, as well as Chief and Council.
- Support Maadziwin minna Nishnaabemwin Committee, which will work towards advising the Culture and Language Department on grassroots pieces to add to the strategic plan and direction of the culture and language here at Nipissing.
- Advocate for increased funding for language and culture revitalization.
- Lead by example by using and promoting Nishnaabemwin.
- Support the development of language law.
- Ensure that language and culture are integrated into all aspects of governance and decision-making.
- Value and respect Elders and Knowledge Keepers, recognizing and honouring the vital role they play as the primary source of language and cultural knowledge, and ensure their involvement in all aspects of program development and delivery.
- Foster a holistic approach, recognizing the interconnectedness of language, culture, land, and well-being; ensure that programs reflect this holistic perspective.
- Encourage community ownership by empowering community members to take an active role in language and cultural revitalization efforts, and ensuring that programs are community-driven and responsive to their needs.

Expected Outcomes:

- Expanded pool of language teachers and resources to draw upon.
- Official political commitment to promote Nishnaabemwin and maadziwin at NFN.
- Increased fluency and use of Nishnaabemwin among community members.
- Greater awareness and appreciation of NFN culture and traditions.
- Stronger cultural identity and pride among community members.

Goal #7 – Promote Holistic Health and Well-Being

Recognizing that the health and well-being of our community is interconnected across generations, this goal focuses on strengthening the circle of well-being for all NFN members, from our youngest children to our respected Elders. We will work to address the root causes of health disparities, promote healing from historical trauma, and build a strong foundation for the health of future generations. Our approach will be guided by Nishnaabe principles, emphasizing the importance of family, community, and connection to the land in fostering holistic well-being. We will prioritize accessible, culturally safe services that empower individuals and families to take control of their health journey.

Portfolio Holder: Councillor Yvette Bellefeuille

Objective 7.1 - Address Substance Use and Treatment in the Community

Rationale: In our pursuit of Mino-Bimaadiziwin (the Good Life) for all community members, NFN recognizes the need to address substance use disorders with a holistic and culturally grounded approach. We understand that substance use is often a symptom of underlying issues, and that true healing requires addressing the physical, mental, emotional, and spiritual well-being of individuals and families. We are committed to providing comprehensive support services that integrate Nishnaabe healing practices, promote harm reduction, and empower individuals on their path to recovery.

Strategies and Initiatives:

- **Establish a comprehensive support system** for community members struggling with substance use to foster healthier lifestyles. Develop a continuum of care that includes prevention, early intervention, treatment, and aftercare.
- **Launch wellness centre in Jocko Point** to deliver essential substance use and wellness services. Ensure the wellness centre is adequately staffed and equipped to meet the community's needs.
- **Establish a transitional space** in Garden Village, using the Garden Village True Self Debwewendizwin Peer Outreach Support Team (POST) office as a hub for daytime and evening support. Provide a safe and supportive environment for individuals in recovery.
- **Collaborate with Health Services and Giyak Moseng – The Right Path Counselling and Prevention Services** to deliver integrated wraparound care. Ensure seamless coordination of services between different providers.
- **Develop and implement culturally specific treatment programs** that incorporate traditional healing practices.
- **Train staff on trauma-informed care** and harm reduction principles.
- **Improve community communication about peer support programs and increased NFN program referrals** to provide ongoing support to individuals in recovery.

Chief and Council Support:

- Provide guidance and oversight to an ad hoc community wellness committee for the development and implementation of substance use and wellness services.
- Advocate for increased funding for substance use treatment and support services.
- Support the development of partnerships with other organizations to enhance service delivery.
- Promote awareness and reduce stigma associated with substance use.

Objective 7.2 - Establish Community-Based Child Protection Services

Rationale: Ensuring the safety and well-being of our children is a sacred trust and a fundamental responsibility that we hold for future generations. NFN is committed to establishing community-based child protection services that not only protect our children from harm, but also nurture their connection to their Nishnaabe identity, language, and culture. By developing a system that is aligned with our values and traditions, we are investing in the strength and resilience of our community and ensuring that our children grow up with a strong sense of belonging and cultural pride.

Strategies and Initiatives:

- **Create a culturally aligned child protection system** that prioritizes the safety and well-being of our children and families. Develop policies and procedures that reflect Nishnaabe values and principles.
- **Conduct community consultations** to gather input and develop policies aligned with our values. Engage with community members, Elders, and families to ensure the child protection system reflects their needs and perspectives.
- **Learn from and establish partnerships with other First Nations** to identify best practices and potential challenges. Research successful models of First Nations-led child protection services. Share resources and expertise.
- **Build capacity within the Nation** for sustainable service delivery through training and partnerships. Train staff on child protection best practices, trauma-informed care, and cultural competency.
- **Develop a comprehensive prevention strategy** to address the root causes of child maltreatment.

Chief and Council Support:

- Advocate for the recognition of NFN's jurisdiction over child welfare.
- Allocate resources for the development and implementation of a community-based child protection system.
- Support the development of partnerships with other organizations.
- Ensure that the child protection system is adequately staffed and resourced.

Objective 7.3 - Enhance Family Support and Prevention Services

Rationale: We recognize that strong, healthy families are the foundation of a thriving community and that supporting families is essential to ensuring the well-being of our children. By providing culturally relevant resources, programs, and services, we aim to empower families, promote positive parenting practices, and prevent challenges that can lead to family disruption.

Strategies and Initiatives:

- **Strengthen families** by addressing gaps in prevention services and expanding support systems. Conduct a needs assessment to identify gaps in existing services.
- **Expand and refine programs** like Walking Alongside Services, Post Majority, and the First Nation Representative Program. Ensure these programs are meeting the needs of families and are culturally relevant.
- **Develop standardized protocols** to ensure consistent service delivery. Create clear guidelines for program implementation and service provision.
- **Adapt programs** based on community feedback and emerging needs to ensure relevance and impact. Regularly evaluate program effectiveness and adjust as needed.
- **Develop and implement parenting programs** that incorporate traditional teachings and practices.
- **Provide support services for families** facing challenges such as poverty, housing instability, and mental health issues.

Chief and Council Support:

- Allocate resources for family support and prevention programs.
- Promote awareness of available services.
- Support the development of culturally appropriate programs.
- Advocate for increased funding for family support services.

Objective 7.4 – Elders Supports and Services

Rationale: NFN recognizes that Elders often face systemic barriers that can negatively impact their health and well-being, including social isolation, inadequate access to healthcare, and elder abuse. We are committed to addressing these challenges by strengthening our support systems, advocating for improved services, and raising awareness about the rights and needs of our Elders. We will work to create a community where Elders are valued, respected, and empowered to live healthy, fulfilling lives, guided by our Nishnaabe teachings.

Strategies and Initiatives:

- **Elders' Tea program:** Continue and expand the Elders' Tea program to provide opportunities for social interaction and connection.
- **Elder mobility programs:** Implement programs to help Elders maintain their mobility and independence.
- **Elders' Lodge programs:** Develop and deliver a range of programs at the Elders' Lodges to meet the social, recreational, and cultural needs of Elders.
- **Develop and implement** an elder abuse prevention strategy.
- **Provide transportation assistance** to Elders to access services and participate in community events.
- **Establish a visiting program** to connect Elders with community members.

Chief and Council Support:

- Attend programs with staff and community members: Elders' Tea, Seniors' Christmas Dinner, Diners' Club.
- Attend engagement sessions with Director of Health Services to facilitate discussion and promote engagement.
- Advocate for increased funding for Elders' services.
- Promote respect for and recognition of Elders within the community.
- Support the development of culturally appropriate programs and services for Elders.

Objective 7.5 - Harm Reduction

Rationale: Members who are struggling with substance use disorders or homelessness are faced with stigmatization, lack of access to healthcare, and a multitude of difficulties that can compound the problem. We would like to engage the community (through summits, programs) to help educate each other and provide support to our members in crisis.

Strategies and Initiatives:

- **Organize a wellness summit** to bring community members together to discuss harm reduction, substance use, and mental health.
- **Host a screening of the documentary *A Sobering Story*** by film director Ryan La Via to raise awareness about substance use and recovery.
- **Host engagement sessions and open houses with members** at the Lawrence Commanda Health Centre. Provide opportunities for community members to learn about harm reduction and available services.
- **Train staff** on harm reduction principles and practices.
- **Expand the Gwekwaadziwin program** to provide a wider range of harm reduction services such as needle exchange, safe injection supplies, and overdose prevention training.
- **Develop and implement** a community-based overdose prevention and response plan.
- **Establish partnerships** with organizations that provide harm reduction services.

Chief and Council Support:

- Establish an ad hoc committee (post wellness summit) to oversee the implementation of harm reduction initiatives.
 - Seek financial support for growth and expansion. Advocate for increased funding for harm reduction services.
 - Promote a nonjudgmental and compassionate approach to addressing substance use issues.
 - Support the development of a treatment centre on NFN lands.

Objective 7.6 – Autonomy and Sovereignty

Rationale: Autonomy is one of the most important social determinants of health to an Indigenous community on Turtle Island. It is time to give the community their voice and respect when it comes to health and wellness. We would like to begin providing space for community-driven wellness initiatives.

Strategies and Initiatives:

- **Advocate for a reduction in reporting requirements** to external funders, allowing for greater flexibility and community control over health programs.
- **Assert NFN's right** to determine where and how health services are provided to its members.
- **Advocate for the ability to offer competitive salaries** to attract and retain qualified health professionals.
- **Develop a comprehensive health plan** driven by community needs and priorities.
- **Establish a health authority** or board composed of community members to oversee health services.
- **Seek self-governance agreements** in health.

Chief and Council Support:

- Help facilitate and move discussions forward regarding service funding and expansion, extensive reporting requirements, and competitive salaries. Advocate for greater autonomy and self-determination in health.
- Accompany the Director of Health Services to meet and engage community members. Participate in community consultations on health and wellness.
- Support the development of a community-driven health plan.
- Empower the health authority or board to make decisions about health services.

Expected Outcomes

This strategic plan is a clear commitment to the future of NFN. It lays out a comprehensive path forward based on NFN's inherent strengths, rich culture, and its peoples' hope. By following this plan, we believe that NFN will make meaningful progress across all areas of community life.

We see a future where **communication** is open, and builds trust and unity among all members. NFN's **governance** will be stronger, empowering the nation to effectively chart its own course toward self-determination. **Education** will be key, creating a cycle of lifelong learning that empowers each generation with the knowledge and skills needed to succeed.

This plan envisions a future with **sustainable infrastructure** that meets the evolving needs of the community while respecting the delicate balance of the environment. By taking care of the **land and natural resources** that are central to NFN's identity, we ensure their existence for future generations. We also look forward to the revival of **NFN language and cultural practices**, strengthening our connection to our heritage and enriching the lives of all members.

Ultimately, this plan is about achieving **holistic well-being** for every Debendaagzid within the Nbisiing Nation. By embracing these strategic objectives, we will not only overcome present challenges but also create a vibrant, resilient, and prosperous future where our Debendaagziwaad can flourish, our culture can thrive, and our rightful place as stewards of our lands and destiny is fully realized. This is the promise of this strategic plan – a clear path to a stronger, self-determined, and flourishing NFN community.





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