

WRFN STRATEGIC PLAN

2023 - 2027



WRFN Chief and Council

Approved by Motion #06-17-24

A handwritten signature in black ink, appearing to read 'Rodney Nahwegahbow', written over a horizontal line.

Chief Rodney Nahwegahbow

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	2
VALUES	3
THE PURPOSE OF THIS PLAN	4
VISION STATEMENT	4
MISSION STATEMENT	5
STRATEGIC GOALS & THEMES	5
STRATEGIC THEME: Youth	5
Priority 1:	5
Priority 2:	5
Priority 3:	5
STRATEGIC THEME: Well-Being	6
Priority 1:	6
Priority 2:	6
Priority 3:	6
STRATEGIC THEME: Culture	6
Priority 1:	6
Priority 2:	6
Priority 3:	7
STRATEGIC THEME: Stewardship	7
Priority 1:	7
Priority 2:	7
Priority 3:	7
SWOT ANALYSIS	7
STRATEGIC INITIATIVES	20
Appendix 1: Survey Results	29

EXECUTIVE SUMMARY

This document introduces the strategic planning process undertaken by the Whitefish River First Nation (WRFN). The plan outlines the purpose, emphasizing the importance of creating a platform to achieve the community's vision while protecting its culture and identity. The plan is structured around four strategic priorities: Stewardship, Culture, Youth, and Well-being.

Under the Stewardship priority, it is recommended that the management and responsible stewardship of land, resources, and infrastructure be enhanced. This involves recruiting specialized staff, developing a comprehensive action plan through research and community consultations, and revitalizing environmental sustainability through updated assessments and environmental by-laws.

The Culture priority emphasizes preserving and promoting the community's cultural heritage. The plan suggests creating an Elders Committee, collaborating with external organizations, and establishing a Healing Lodge as a central hub for cultural and language activities.

The Youth priority focuses on empowering and engaging young individuals in the community. Recommendations include establishing a Youth Committee, recruiting dedicated youth workers, and enhancing the availability of resources and programs for youth.

Well-being is identified as a priority, with a specific focus on mental health and addiction issues. The plan suggests seeking additional resources for community awareness and education, optimizing training opportunities, and integrating traditional healing methods through employing a traditional healer.

The strategic plan is a reference document for ongoing planning, reporting, and accountability. By implementing the plan's strategic priorities and corresponding actions, the community aims to create a healthy, strong, and vibrant community where members can thrive.

INTRODUCTION

A strategic plan defines who you are as an organization and lists concrete actions to achieve your goals. When the unexpected occurs, a strategic plan helps your organization survive and find new opportunities while staying true to your values and mission (BDC, n.d.) Strategic planning is a process of defining: Where are we now?, Where do we want to be?, How are we going to get there? Who is going to do what? How will we monitor our progress? It is a continuous process involving defining your vision, assessing where you are, determining your priorities and objectives, defining responsibilities, and measuring & evaluating results.

The elected Chief and Council (2023-2027) are committed to collaborating with its members to help establish its priorities and provide an opportunity for members to voice their needs, wants, and concerns. In conjunction with consultants led by Dr Tullio Caputo, Dr. Tarah Hodgkinson, Sergeant Jean Maurice Cool and Sergeant Phil Ironstand, a formal community Engagement session was held on July 10, 2023. The community meeting focused on the Values and Vision of WRFN. The guiding statements forming the foundation for the strategic planning included the following:

1) Values

- a) Who we are?
- b) What do we love about our community?
- c) What is important to us and what do we believe in?

2) Vision

- a) What we would like our community to look like in 1, 3, 5, 10 years?
- b) What would we like to see more of?
- c) What are we trying to achieve for our community?

The initiation of community participation and engagement is vital to building trust, fostering communication and connections, and aligning priorities. It is also indicative of the Chief and Council's commitment to listening to all WRFN members, including those living on and off reserve, to get their view of the Values and Vision ideas identified at the community meeting. The survey asked community members to rank issues identified at the meeting. The focus of the survey was to confirm the Values and Vision of WRFN.

The Chief and Council considered other information during the development of this strategic plan, including other community engagement sessions from the Land Relationship Visioning Exercises, Community Conversations, and Robinson Huron Treaty (RHT) sessions.

Chief and Council also completed a Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis to determine how they will try to achieve the community's Vision by identifying possible actions. A cost-benefit analysis was then used to identify resources and possible actions to achieve the WRFN's vision. "The Values, Structures and Processes (VSP) Tool was used to

create a framework for enhancing the potential success and sustainability of WRFN's Strategic Plan" (Caputo, 2023) "Sustainable communities which have common values, workable governance structures and inclusive processes, whether coordination and communications or protocols are more likely to be safe, healthy communities." ((CACP), 2007)

Another important aspect of the strategic planning process is the development of baseline measures and key performance indicators. "Measure development is only the starting point for the improvement process. Once measures have been established, the Perform-Review-Adapt cycle gives the organization a chance to take improvement actions, assess impact and adapt. Adaptation can take the form of incremental reforecasting for the next quarter or more dramatic changes in strategic intent." (KPI.org, 1997-2024)

The Strategic Plan is a four-year time frame to coincide with the Chief and Council's custom election period of four years. The Strategic Plan will be shared with the administration, departments, committees, and affiliated organizations (i.e. WRDC) to align programs and services to the strategic plan. This is a shortened timeframe compared to the Indigenous Seven Generations principle. The Seventh Generation Principle is an Indigenous Concept to think of the 7th generation coming after you in your words, work and actions and to remember the seventh generation who came before you. (Haley, 2021)

VALUES

An underlying guiding principle is a concept of "Two-Eyed Seeing" which "refers to learning to see from one eye with the strengths of Indigenous knowledges and ways of knowing, and from the other eye with the strengths of Western knowledges and ways of knowing ... and to use both these eyes together, for the benefit of all" (Institute for Integrative Science & Health, n.d.) "Two-Eyed Seeing is hard to convey to academics as it does not fit into any particular subject area or discipline. Rather, it is about life: what you do, what kind of responsibilities you have, how you should live while on Earth ... i.e., The advantage of Two-Eyed Seeing is that you are always fine tuning your mind into different places at once, you are always looking for another perspective and better way of doing things." (Institute for Integrative Science & Health, n.d.)

The Chief and Council are committed to taking a more holistic approach to their leadership responsibilities and following the Seven Grandfather Teachings. The seven grandfather teachings have been passed from generation to generation and form the cultural foundation of our way of life. Living a good life in a good way and in harmony with all living things (seen and unseen) Holistic balance of body-mind-heart-spirit (physical, mental, emotional, spiritual) is essential to individual, family, and community health and well-being. (Seven Generations Educational Institute, 2024)

The Seven Grandfather Teachings are as follows:

Wisdom: To live with vision.

Love: Unconditional love between one another including all of Creation, humans, and non-humans.

Respect: To go easy on one another and all of Creation.

Bravery/Courage: To live with a solid, strong heart.

Honesty: To live correctly and with virtue.

Humility: To think lower of oneself in relation to all that sustains us.

Truth: To speak only to the extent, we have lived or experienced.

~ obtained from <https://www.7generations.org/seven-grandfather-teachings/>.

The WRFN Chief and Council are committed to creating a healthy, strong, and vibrant community through the delivery of programs and services that promote physical, mental, emotional, and spiritual well-being and healing. Helping WRFN's community members and their families establish and maintain healthy lifestyles will sustain positive changes in the community. Healthy families create a healthy community.

THE PURPOSE OF THIS PLAN

The Strategic Plan:

- provides a forward-looking, realistic and stable platform to achieve the vision of the WRFN.
- creates the foundation for strong, member-centered governance.
- helps protect and celebrate WRFN's identity, pride, and confidence, enabling us to move forward in harmony while maintaining our culture, traditions, and knowledge.
- supports the WRFN Chief and Council and administration in being effective by articulating realistic and achievable goals.
- is relevant to all Members, including those who live off-reserve; and,
- serves as a key tool and reference document for ongoing planning, reporting, and accountability.

This Strategic Plan begins with the Vision Statement and Mission Statement, followed by the strategic themes and their priorities.

VISION STATEMENT

The Anishinabek of WRFN will work in harmony while maintaining our culture, traditions, and knowledge to enrich and empower our people.

MISSION STATEMENT

The Anishinabek of WRFN will strive to improve community well-being by collectively protecting, strengthening, and developing its resources and culture through mutual cooperation.

STRATEGIC GOALS & THEMES

The overall strategic goal is to govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members. Therefore, the Chief and Council have identified specific objectives, activities, and outcomes to improve the governance structure, which is integral to the Values, Structures, & Processes framework.

Four strategic themes have been identified as follows:

- Youth
- Well-being
- Culture
- Stewardship

The strategic themes have been further developed into priorities as follows:

STRATEGIC THEME: Youth

Priority 1:

Establish a Youth Committee to govern and oversee activities relevant to this priority. Actively involve the youth in the community to identify their needs and interests and empower them to transform their ideas into tangible outcomes. Offer comprehensive support, guidance, and mentoring to enhance their capacity and foster leadership skills.

Priority 2:

Recruit dedicated youth workers, ensuring diversity with one male and one female, to effectively engage and mobilize young individuals in the community. Mentor these youth workers so that they can acquire the necessary leadership, planning, and implementation skills to facilitate the transformation of ideas into impactful actions. Additionally, leverage existing resources to maintain cost-effectiveness and enable "quick wins" that exemplify the community's commitment and genuine support for the youth.

Priority 3:

Enhance the availability of resources for youth, including those rejoining the community.

Involve young individuals in decision-making, allowing them to provide input on the required resources. For instance, prioritize initiatives such as roofing the rink or relocating it to a more convenient location closer to where the youth reside. Additionally, consider allocating resources to improve accessibility to programs and services, including purchasing a van to enable youth participation.

STRATEGIC THEME: Well-Being

Priority 1:

Seek additional resources to promote community awareness and education on mental health and addiction issues, encompassing prevention and treatment alternatives in a wholistic model. Allocate these funds towards organizing workshops and training sessions for local professionals, enabling them to stay updated with the latest advancements in treatment options.

Priority 2:

Optimize the use of existing training opportunities offered by organizations in the region, particularly in mental health and addictions. By actively participating in these programs, the community can strengthen its local capacity, enhance knowledge and expertise, and forge stronger partnerships and collaborations with service providers.

Priority 3:

Employ a traditional healer to expand the implementation of traditional knowledge and practices in addressing mental health and addiction concerns. This approach aims to integrate cultural healing methods and promote wholistic well-being within the community.

STRATEGIC THEME: Culture

Priority 1:

Create an Elders Committee responsible for overseeing cultural activities. The committee would consult with community members to develop a cultural events Calendar, identify specific needs, and mobilize the community to participate actively in and support these activities.

Priority 2:

Collaborate with organizations to address language and culture-related matters, incorporating advocacy and exchanging successful practices. Additionally, recruit a proposal writer who can capitalize on opportunities to acquire additional resources to support further efforts on this priority.

Priority 3:

Establish a Healing Lodge that can serve as a central hub in the community for cultural and language activities. This facility can also be a versatile space for the community, accommodating ceremonies like funerals and serving various other purposes.

STRATEGIC THEME: Stewardship

Priority 1:

It is advisable to recruit a team of specialized staff to enhance the management and responsible stewardship of land, resources, and infrastructure. This approach would empower the community to enforce regulations effectively and enable them to seek and utilize available resources for future development initiatives.

Priority 2:

Create a comprehensive action plan by conducting in-depth research and engaging in community consultations. This activity will enable the formulation of a detailed, step-by-step strategy to effectively manage, protect, and develop the land, resources, and infrastructure.

Priority 3:

Revitalize environmental sustainability by updating our environmental assessments and developing environmental by-laws. These will safeguard our land, promote sustainable practices, and ensure the protection of our ecosystem.

SWOT ANALYSIS

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a powerful tool for assessing the strengths, weaknesses, opportunities, and threats within an organization, community, or specific areas of focus. In the case of the WRFN, conducting a SWOT analysis for the areas identified by the community of stewardship, culture, youth, and well-being provides insights and informs strategic decision-making.

Overall, conducting a SWOT analysis in stewardship, culture, youth, and well-being for the WRFN can provide valuable insights into the current state, challenges, and opportunities within these areas. By understanding the strengths, weaknesses, opportunities, and threats, the community can develop informed strategies and action plans to enhance stewardship efforts, preserve and promote cultural heritage, empower youth, and improve overall well-being. The SWOT analysis is a foundation for effective decision-making and resource allocation, ultimately supporting the community's vision of a healthy, strong, and vibrant WRFN.

The following tables outline the process the Chief and Council enacted to conduct this analysis.

ANALYSIS

Youth – Engagement (mobilization and involvement)

- Housing for young people – affordable, alternative materials, energy efficient
- Emergency/transition housing
- Group home for children in care so they stay in the community

strengths

- Some youth are interested in the workings of the WRFN administration
- WRFN has a lot of youth are post-secondary students who can be of assistance/valuable resource for the First Nation

weaknesses

- Some of the off-reserve youth are not connected to the community – some have never physically been here and lack a connection to the community
- Not as many youth in the community anymore (families are having less and less children)
- Impact of COVID-19 -children and youth did not interact with one another and created a greater dependence on social media/electronics. Increase in social anxiety and decreased resiliency.

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- Establish a youth committee. The elections told us that the youth want change – what that is specifically is unknown – However, the percentage of youth (under 30) running for Council was around 17 – 20%.
- Access to the post-secondary students and encourage them to do hybrid (or remote) work for the First Nation.
- Youth bring fresh ideas, energy, and current knowledge to initiatives.
- Youth role models can inspire others.

- Families have less and less children.
- Increased disconnection between the youth and community and the youth and leadership

opportunities

threats

ANALYSIS

Youth – Recreation including sports and cultural interests (music, dance)

- repair dock for swimming.
- transportation so youth can participate.
- maintain and expand facilities.
- Increased access to youth centre

strengths

- Some programs within the WRFN administration transport children to events.
- Recreational needs assessment for the community.
- Use space and programming opportunities to prioritize vulnerable populations (youth and Elders/seniors)

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weaknesses

- Youth advocacy – they are not speaking out about their needs and leaving it to staff or others to advocate for them.
- Youth are disengaged and not participating at the same levels as in the past.

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- Establish a Youth Council or advocacy with a voice at the Chief and Council table.
- Incorporate whole family events that may appeal to multiple generations.

opportunities

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- Higher instances of suicides, youth engaging in riskier behaviours, access to drugs and alcohol, and lack of connection to family and community.
- Educational attainment decrease.

threats

ANALYSIS

Youth – Education and Employment

- Education system based on Anishinabek knowledge.
- Stable educators who are from WRFN

strengths

- Former principal willing to support educators in their educational pursuits.
- Kenjgwein Teg offers opportunities to attain secondary and post-secondary schooling.

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weaknesses

- Lack of investment in staff (training, salary enhancements for underpaid staff, recognition of educational attainments of staff).
- Some staff reaching retirement.

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- Setting hiring our own community members as a priority and providing support (financial or otherwise) to our members.
- Prioritize educating our own for professional positions.
- Hold employment fair of our graduates to showcase the various professions and educational attainments.
- Mentorship program to assist young employees enter/ achieve in workplace.
- Succession planning as working population is aging.
- Scholarships to encourage students/ community members in fields we need for the future.

opportunities

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- Members educated as Teachers/ Educators would work elsewhere due to the lack of supports and incentives.

threats

ANALYSIS

Community Well-Being – Mental Health and Addictions

- Increase support for those with mental health and addictions issues.

strengths

- Internal departments working together on a Harm Reduction Community Strategy.

weaknesses

- Need for more community-based services.
- Safe space for LGBTQ+ members

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- Collaborations with external partners.
- Training offered by external organizations to be capitalized on.
- Youth are more accepting of LGBTQ+ Changing social conventions can be transmitted throughout the community.

- Staff burnout.
- Addictions are negatively impacting community involvement and harming families. Substance use/ reliance is being “normalized” especially as a form of self-medication.
- Lack of accurate and current science-based information about marijuana use and long-term effects.

opportunities

threats

ANALYSIS

Community Well-Being – Housing and access to other necessities

- More affordable housing.
- Lend money to community members to develop housing.
- Build own home.

strengths

- Housing department working on accessing funding for additional homes.

weaknesses

- Requests for housing exceeds what is available.

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- Seek alternatives to social housing like supporting members in building their own homes.

- Funding availability.
- Financial support through the First Nation (CP)
- Is there sufficient infrastructure for more homes?
- High competition for funding as homelessness is a nation-wide crisis.

opportunities

threats

ANALYSIS

Community Well-Being – Safety and Security

- strangers in the community
- address lateral violence in the community.
- address the oppression of others in the community.

strengths

- Our traditional ways of being – using the 7 Grandfathers, etc.

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weaknesses

- Community members take things personally – asking questions, clarifying information, or disagreement is construed as lateral violence. (possibly due to historic unresolved trauma)
- No accountability for actions/words in how it impacts or harms others.

- Training in emotional intelligence, effective communication, conflict resolution, etc.
- Training in seven teachings and how to use in everyday life.
- Teaching effective communications/traditional ways with young people at elementary and secondary schools.

opportunities

- Lack of accountability for members negative actions or words

threats

ANALYSIS

Cultural - Language (retention, preservation, and use)

- Language and cultural revitalization i.e., language restoration.
- Education system based on Anishinabek knowledge.
- Long term care home for Elders (assisted living).

strengths

- Programs were being delivered through the Administration for language acquisition. Language is taught at the school.
- Cultural Coordinator is a position within the Administration.

weaknesses

- People/adults are not attending the language learning opportunities.
- Language/culture/ Indigenous knowledge learning is not taking place at the secondary school level.
- Teachers are not using language/ culture/ Indigenous knowledge in the classroom at the local school.
- Most parents are not using language in the home.

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- WRFN has access to funding for language and culture.
- Opportunities for partnerships internally and externally with OCF, or other Indigenous organizations.

- Although it's stated as something the community wants, there is no one leading the way or there is a general lack of commitment to either participate or lead activities. Lack of community member initiative and commitment.

opportunities

threats

ANALYSIS

Cultural – Practices (ceremonies, traditions)

- More ceremonies
- Tradition of supporting each other

strengths

- Opportunities for ceremonies and cultural knowledge acquisition are present in the community.
- More community members are learning and willing to share what they learned.

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- Knowledge Keepers will come to the community to teach ceremonies, etc.
- Information can be incorporated into the schools or workshops within the community.

opportunities

weaknesses

- Knowledge hoarding
- Lack of trust (gossip or fear of judgment).
- Lack of follow-through with instructions from ceremonies.

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- Intellectual property rights.
- What information can be shared? Cultural appropriation with non-Indigenous/non-Anishinabek peoples used for personal gain.

threats

ANALYSIS

Cultural – Elders (role, status, needs)

- More home care support for Elders and cleaners (Homemakers) need to be compensated.
- Long term care home for Elders (assisted living).

strengths

- Some Elders and seniors are interested in attending various functions in the community and in other communities.
- Senior Navigation Worker

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weaknesses

- The ability of Elders and seniors to travel (get to) to various events. There is no Elder/ Senior helper to assist them.
- The cost of building an Assisted living centre, ongoing maintenance, and a dedicated person to work with the seniors and elders and manage this type of living.

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- Advocacy from leadership on the needs of Elders and Seniors in the community.

- The perception is that it will still be insufficient. Families are increasingly shifting a sense of helping their aging family members to relying on the First Nation – creating a disconnect within the generations resulting in loss of cultural/ historical knowledge and social isolation among all community members.

opportunities

threats

ANALYSIS

Stewardship – land (and related issues)

- Lands department - environment conservation, protection /enforcement /monitoring.
- land returns to be completed in Addition to Reserves (ATRs), identity, next land claims.
- local community food system - ongoing and sustainable i.e., greenhouse, gardens.
- office space - expanding band office.

strengths

- Staff – dedicated, knowledgeable, and passionate about the work.
- Flexibility – as our rights/ responsibilities stem from the land, everything can be tied back to it.
- Our community's history and rights are tied to our land.
- There are currently community and family raised garden beds in the community.
- Community members continue in ongoing engagement in land-based and traditional activities.
- Some community programming encourages youth to learn about the land.
- Source Water Protection Plan (2016)
- Energy Champion

weaknesses

- No dedicated funding or EA processes.
- No EA policies and guidelines.
- Issues are too vast for limited staff, ie., mining and mineral exploration impacts and lakebed staking.
- Identify space/land for community gardens & greenhouse and someone to run it.
- Lack of expertise.
- The community needs buy in to follow guidelines and policies put in place to protect environment (i.e., filling in shorelines, dumping waste on our shorelines, etc.)
- Follow through with recommendations from the Source Water Protection Plan.
- Non-interest by community members for water/land stewardship initiatives.
- Some members are not connected to the land – some loss of traditional land-based connections/use.

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- Summer students or casual staff can be hired to get them interested/inspired/connected in the lands department.
- Funding can be applied to various initiatives, including Species at Risk, Invasive species, water concerns, Climate change, etc.
- Partnerships and collaborations with external agencies like McGregor Bay, Georgian Bay, and Bay of Island Associations. Also, Manitoulin Streams.
- Local education/school can promote land based and traditional based learning integrated through the curriculum.
- Connect with off-reserve youth/students training in lands/ environment/science as future resources and collaborators.

- Overworked or overburdened staff.
- Ontario continues to allow mining on our territories or nearby lands that may impact our water.
- Possible change of federal government from Liberal to Conservative.
- Spend cuts by Indigenous Services Canada (see CBC article on Aug 25, 2023)
- Climate change and weather unpredictability

opportunities

threats

ANALYSIS

Stewardship – Resources (energy, recycling, and waste management)

- Ensuring water stays clean.
- Impacts.
- Stewardship.
- Green renewable energy.

strengths

- Manager dedicated to water.
- Community has solar panels on buildings.
- Community uses thermal energy (school).
- Opportunities for recycling.

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opportunities

- Applying for funding for various initiatives.
- Training and educating leadership, staff, and community.

weaknesses

- Insufficient staff.
- Lack of knowledge/ expertise.
- Limited community knowledge on recycling, stewardship, etc.)
- Insufficient funding.

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threats

- Change in federal government.
- Gaps in progress, no continuity.

ANALYSIS

Stewardship – Infrastructure (maintenance on existing and plans for new)

- more community facilities and upgrades (fitness, etc.).
- cedar lodge.
- designated bingo hall
- place for wakes / funerals.
- buy cottages on Old Village Road.
- prioritize public and recreational facilities (i.e., benches, parks, put roof on ice rink, ice making, and upkeep of ice.

strengths

- Birch Island has a lot of buildings that can be expanded.

weaknesses

- Cost of building infrastructure and maintaining it.
- Bingos as money generating operation is not making enough money to sustain itself.
- Cost of renovation for recreational spaces and maintenance and upkeep costs on-going.
- Buildings and infrastructure require upgrades. Aging of infrastructure.
- No long-term planning (i.e. Life of a building)
- Lack of asset mapping (buildings and infrastructure) to plan for future needs of the community.
- No business continuity plans or priorities are set in case of major emergency.
- No Emergency Plan that would include business continuity plans.
- No infrastructure planning or up-to-date capital plan.
- No comprehensive community plan or needs assessment addressing what our longer-term needs are.

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- Restructure public works and streamline programs and services.
- Encourage community volunteerism or a “helping one another” strategy rather than depend solely on the First Nation (i.e. snow shoveling, grass cutting, etc.)
- Solid waste diversion is now 100% funded.
- Modernize the administration, maybe a 3–4-day work week so that office space can be shared.

opportunities

- Proposed Indigenous Services spending cuts spark concern (CBC, Aug 25, 2023) -- reduced funding by the feds.

threats

STRATEGIC INITIATIVES

The following charts are strategic initiatives that the Chief and Council are undertaking after considerable analysis and consultation with the community.

The overall strategic goal is to govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members. They include the following:

- 1) Ensuring that decision-making processes are fair, transparent, and accountable. This objective includes promoting open dialogue, involving community members in decision-making, and providing clear communication about the reasons behind decisions.
- 2) Establishing and reinforcing strong governance structures that outline the roles, responsibilities, and mechanisms for decision-making within the Chief and Council. This objective may involve regular reviews of governance policies and practices to identify areas for improvement.
- 3) Investing in the development of council members' and staff's skills and knowledge to enhance governance practices. This objective can include providing training on topics such as leadership, conflict resolution, policy development, emotional intelligence, and strategic planning.

The Chief and Council have outlined key activities, outcomes, and key performance indicators.

Strategic Goal: To govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members.

Objectives	Activities	Outcomes	KPI
<p>1. Ensuring that decision-making processes are fair, transparent, and accountable. This objective includes promoting open dialogue, involving community members in decision-making, and providing clear communication about the reasons behind decisions.</p>	<p>A. Organize regular meetings (town halls or quarterly community updates) where community members can participate in discussions, express their concerns, and give feedback on decisions being made.</p> <p>B. Implement feedback mechanisms like surveys, or suggestion boxes, where community members can provide their opinions and suggestions regarding decision-making processes.</p> <p>C. Establish transparent channels of communication to disseminate information about decisions, including the reasons behind them. This activity can be done through newsletters, websites, social media platforms, or regular updates sent to community members.</p> <p>D. Formulate specialized committees consisting of vulnerable community members can ensure representation and inclusion in decision-making processes. These groups can review proposals or decisions, provide input, and offer recommendations to decision-makers.</p> <p>E. Conduct comprehensive impact assessments before making significant decisions. This activity can help identify potential risks, benefits, and consequences which then can be shared with the community, promoting accountability and transparency in decision-making.</p>	<ul style="list-style-type: none"> • Increase inclusivity and different community member perspectives. • Increase community participation through specialized committees. • Increase in community satisfaction with decision-making process. • Increase in positive feedback from community members on feeling heard and included. • Increase in community trust levels and belief in decision-makers' accountability. • Increase in positive feedback on the impact and effectiveness of committees. 	<p># of decisions made publicly accessible</p> <p># of decisions accompanied by detailed explanations</p> <p># of community members involved in decision-making</p>
<p>2. Establishing and reinforcing strong governance structures that outline the roles, responsibilities, and mechanisms for decision-making within the Chief and Council. This objective may involve regular reviews of governance policies and practices to identify areas for improvement.</p>	<p>A. Conduct a comprehensive review of existing governance policies and practices.</p> <p>B. Identify areas where the governance structure can be strengthened or improved.</p> <p>C. Engage with community members to gather feedback and input</p>	<ul style="list-style-type: none"> • A detailed report identifying strengths, weaknesses, and areas for improvement in the current governance policies and practices. • Improved governance policies 	<p># of specific areas for improvement identified.</p> <p># of governance policies updated and aligned with best practices.</p>

Strategic Goal: To govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members.

Objectives	Activities	Outcomes	KPI
	<p>on governance policies.</p> <p>D. Establish a committee or working group to oversee the development and implementation of governance structures.</p> <p>E. Develop and document clear roles and responsibilities for Chief and Council members.</p> <p>F. Regularly review and assess the effectiveness of governance policies and practices.</p> <p>G. Identify and address any gaps or areas for improvement through ongoing evaluation.</p> <p>H. Provide training and development opportunities for Chief and Council members to enhance their governance skills.</p> <p>I. Create a feedback mechanism for community members to voice their concerns and suggestions regarding governance.</p>	<p>that are aligned with best practices and meet the needs of the community.</p> <ul style="list-style-type: none"> • Strengthened governance structure that facilitates more efficient decision-making processes and accountability. • Increased community engagement leading to a more inclusive and representative governance system. • Effective oversight ensures decisions are made collaboratively and in accordance with the community's interests. • Increased clarity in roles and responsibilities enabling efficient decision-making and reducing potential conflicts. • Enhanced governance skills resulting in improved decision-making and leadership capabilities. • Increased communication and feedback that allows for the identification and resolution of issues before they escalate. 	<p># of policies modified based on community feedback.</p> <p># of accountability measures implemented.</p> <p># of community members engaged in the feedback gathering process.</p> <p># of community members participating in governance-related activities.</p> <p># of training sessions conducted for Chief and Council members.</p> <p># of community concerns and suggestions received through the feedback mechanism.</p>

Strategic Goal: To govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members.

Objectives	Activities	Outcomes	KPI
<p>3. Investing in the development of council members' and staff's skills and knowledge to enhance governance practices. This objective can include providing training on topics such as leadership, conflict resolution, policy development, emotional intelligence, and strategic planning.</p>	<p>A. Host leadership and governance training workshops where council members and staff can learn about effective leadership strategies, governance principles, and decision-making processes. These workshops can cover topics such as ethical governance, board roles and responsibilities, effective communication, and accountability.</p> <p>B. Participate in conflict resolution and mediation training sessions to equip council members and staff with skills to effectively manage and resolve conflicts.</p> <p>C. Offer training programs focused on policy development. These workshops can include sessions on policy analysis, designing effective policies, and understanding the importance of strategic planning in achieving long-term goals.</p>	<ul style="list-style-type: none"> • Increased knowledge of ethical governance principles and the ability to apply them in decision-making processes. • Enhanced understanding of Chief and Council roles and responsibilities, leading to more effective governance. • Improved communication skills among council members and staff, facilitating better collaboration and understanding. • Increased understanding of different conflict resolution techniques, allowing for a more tailored approach to specific situations. • Strengthened relationships among council members and staff, promoting a more harmonious and productive work environment. • Improved understanding of policy analysis, enabling council members and staff to make informed decisions when developing policies. 	<p># of training sessions or workshops attended by council members and staff on ethical governance principles.</p> <p># of reduced conflicts or misunderstandings related to role clarity.</p> <p># of conflict resolution training sessions attended by council members and staff.</p>

Strategic Goal: To govern our community effectively and fairly by making informed decisions, updating policies, and representing and acting on the interests of our community members.

Objectives	Activities	Outcomes	KPI
		<ul style="list-style-type: none">• Increased trust and credibility of the council among community members• Increased transparency in decision-making processes and actions taken.• Increased knowledge and understanding of governance principles, processes, and policies within the community	

Youth		
Priority	Activities	Outcome
<p>Establish a Youth Committee to govern and oversee activities relevant to this priority. Actively involve the youth in the community to identify their needs and interests and empower them to transform their ideas into tangible outcomes. Offer comprehensive support, guidance, and mentoring to enhance their capacity and foster their leadership skills.</p>	<ul style="list-style-type: none"> ✓ Establish youth committee. ✓ Work with youth to identify their needs and how youth programming should work. ✓ Fundraising/field trips ✓ Youth gatherings 	<ul style="list-style-type: none"> ➤ Increased youth engagement ➤ Increased skills and knowledge ➤ Increased awareness on youth matters ➤ More interaction with the youth with regards to socialization skills ➤ Team building
<p>Recruit dedicated youth workers, ensuring diversity with one male and one female, to effectively engage and mobilize young individuals in the community. Mentor these youth workers so that they can acquire the necessary leadership, planning, and implementation skills to facilitate the transformation of ideas into impactful actions. Additionally, leverage existing resources to maintain cost-effectiveness and enable "quick wins" that exemplify the community's commitment and genuine support for the youth in the community.</p>	<ul style="list-style-type: none"> ✓ Focus on cultural and recreational activities. ✓ provide support services for other programs that work with youth. 	<ul style="list-style-type: none"> ➤ Employment opportunity ➤ Skills development ➤ Professional development ➤ Increased socialization of community youth
<p>Enhance the availability of resources for youth, including those rejoining the community. Involve young individuals in the decision-making process, allowing them to provide input on the required resources. For instance, prioritize initiatives such as roofing the rink or relocating it to a more convenient location</p>	<ul style="list-style-type: none"> ✓ provide a space for the youth to gather regularly. ✓ Provide access to facilities at a low cost or discounted rate. 	

Youth		
Priority	Activities	Outcome
closer to where the youth reside. Additionally, consider allocating resources to improve accessibility to programs and services, including the purchase of a van to enable youth participation		

Well-Being		
Priority	Activities	Outcome
Seek additional resources to promote community awareness and education on mental health and addiction issues, encompassing prevention and treatment alternatives in a wholistic model. Allocate these funds towards organizing workshops and training sessions for local professionals, enabling them to stay up to date with the latest advancements in treatment options	<ul style="list-style-type: none"> ✓ Identify external partners and training providers that specialize in addictions and mental health. ✓ Promote opportunities through various social media channels. ✓ Evaluate the existing infrastructure, resources, and services related to addictions, treatment and overdose prevention including gap identification or limitations in access to care. ✓ Increase public awareness campaigns. ✓ Established a data management system where the system collects and analyzes data related to addiction treatment outcomes, access to care and overdose incidents allowing for ongoing monitoring and evaluation of the program's effectiveness 	<ul style="list-style-type: none"> ➤ Improved access to care by assessing the current healthcare system and identifying gaps or limitations. ➤ Individuals struggling with addiction have better access to treatment and support services. ➤ Increase chances of recovery from addictions ➤ Enhanced addiction treatment resources ➤ Creation of a support network through partnerships with local treatment centers, healthcare professionals, community organizations ➤ Collaboration would ensure a coordinated and wholistic approach to addiction treatment and overdose prevention. ➤ Increased public awareness, educational campaigns, and targeted messaging.

Well-Being		
Priority	Activities	Outcome
		<ul style="list-style-type: none"> ➤ Enhanced training ➤ Ensures a long-term commitment to addressing addiction and overdose prevention
Optimize the use of existing training opportunities offered by organizations in the region, particularly in the field of mental health and addictions. By actively participating in these programs, the community can strengthen its local capacity, enhance knowledge and expertise, and forge stronger partnerships and collaborations with service providers	<ul style="list-style-type: none"> ✓ Promote training in emotional intelligence, effective communication, conflict resolution, etc. ✓ Enhance treatment resources by allocating monies to improving treatment services or private facilities. ✓ Develop partnerships with local treatment services to establish a support network 	<ul style="list-style-type: none"> ➤
Employ a traditional healer to expand the implementation of traditional knowledge and practices in addressing mental health and addiction concerns. This approach aims to integrate cultural healing methods and promote wholistic well-being within the community.	<ul style="list-style-type: none"> ✓ Promote training in seven teachings and how to use in everyday life 	<ul style="list-style-type: none"> ➤ Knowledge transfer

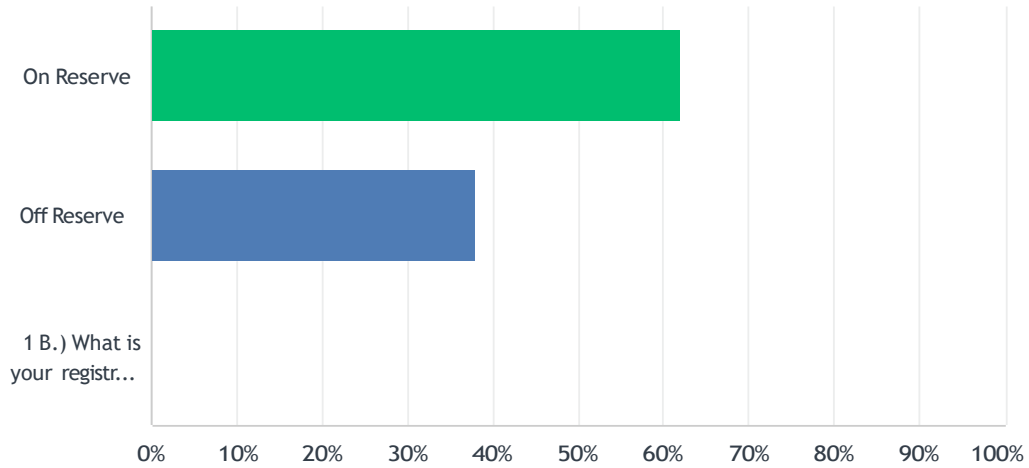
Culture		
Priority	Activities	Outcome
Create an Elders Committee responsible for overseeing and governing activities related to culture. The committee would engage in	<ul style="list-style-type: none"> ✓ Establish Terms of Reference ✓ Recruit Elders Committee 	<ul style="list-style-type: none"> ➤ Increased community participation ➤ Knowledge transfer

Culture		
Priority	Activities	Outcome
<p>consultations with community members to develop a cultural events Calendar, identify specific needs, and mobilize the community to actively participate and support these activities. It is essential to leverage existing resources and invite local individuals with valuable knowledge and experience to contribute and facilitate progress on this priority.</p>	<ul style="list-style-type: none"> ✓ Establish Elders Committee ✓ Hire a proposal writer. ✓ Take care of ceremonial grounds or sacred grounds ✓ Improve sacred spaces (arbours) ✓ Elders committee collaborate with educators 	<ul style="list-style-type: none"> ➤ Community-oriented Ceremonies ✓ Community embraces cultural practices. ✓ Improved understanding of cultural practices
<p>Collaborate with OTC organizations to address language and culture-related matters, incorporating advocacy and the exchange of successful practices. Additionally, recruit a proposal writer who can capitalize on opportunities for acquiring additional resources to support further efforts on this priority.</p>	<ul style="list-style-type: none"> ✓ Partner with other First Nations, OCF and others ✓ Hire a proposal writer. ✓ Research success stories or examples 	<ul style="list-style-type: none"> ➤ Members take lead in community events
<p>Establish a Healing Lodge that can serve as a central hub in the community for cultural and language activities. This facility can also be utilized as a versatile space for the community, accommodating ceremonies like funerals and serving various other purposes.</p>	<ul style="list-style-type: none"> ✓ Develop a cultural or learning centre ✓ Hire an additional language instructor to implement an immersion program. 	

Appendix 1: Survey Results

Q1 A.) Do you live on or off reserve?

Answered: 50 Skipped: 0

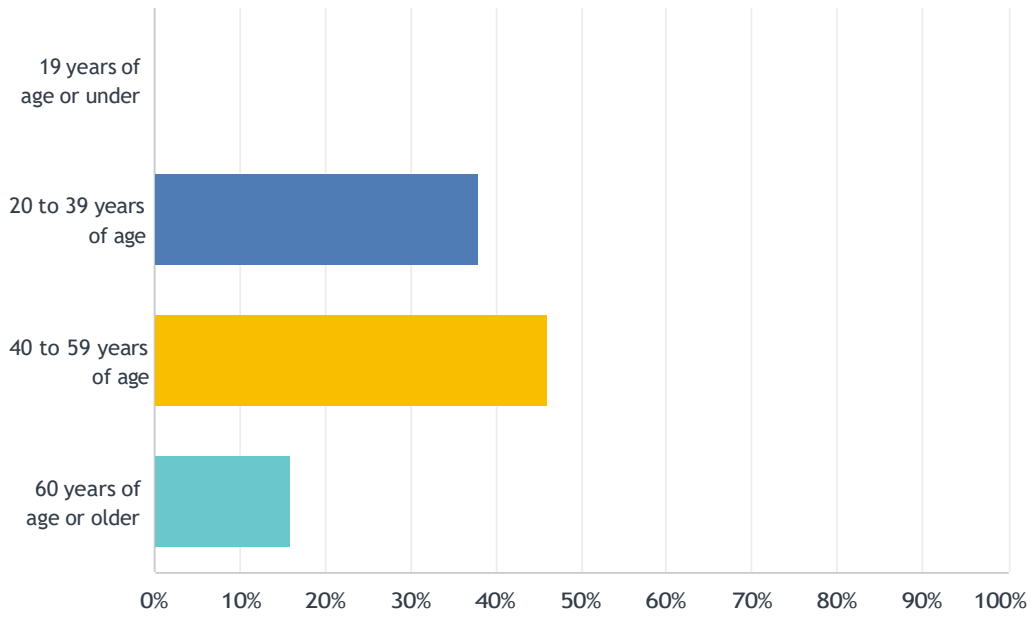


ANSWER CHOICES	RESPONSES	
On Reserve	62.00%	31
Off Reserve	38.00%	19
1 B.) What is your registry number on your status number? (please specify)	0.00%	0
TOTAL		50

#	1 B.) WHAT IS YOUR REGISTRY NUMBER ON YOUR STATUS NUMBER? (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 What age category are you in? Select the one that applies to you.

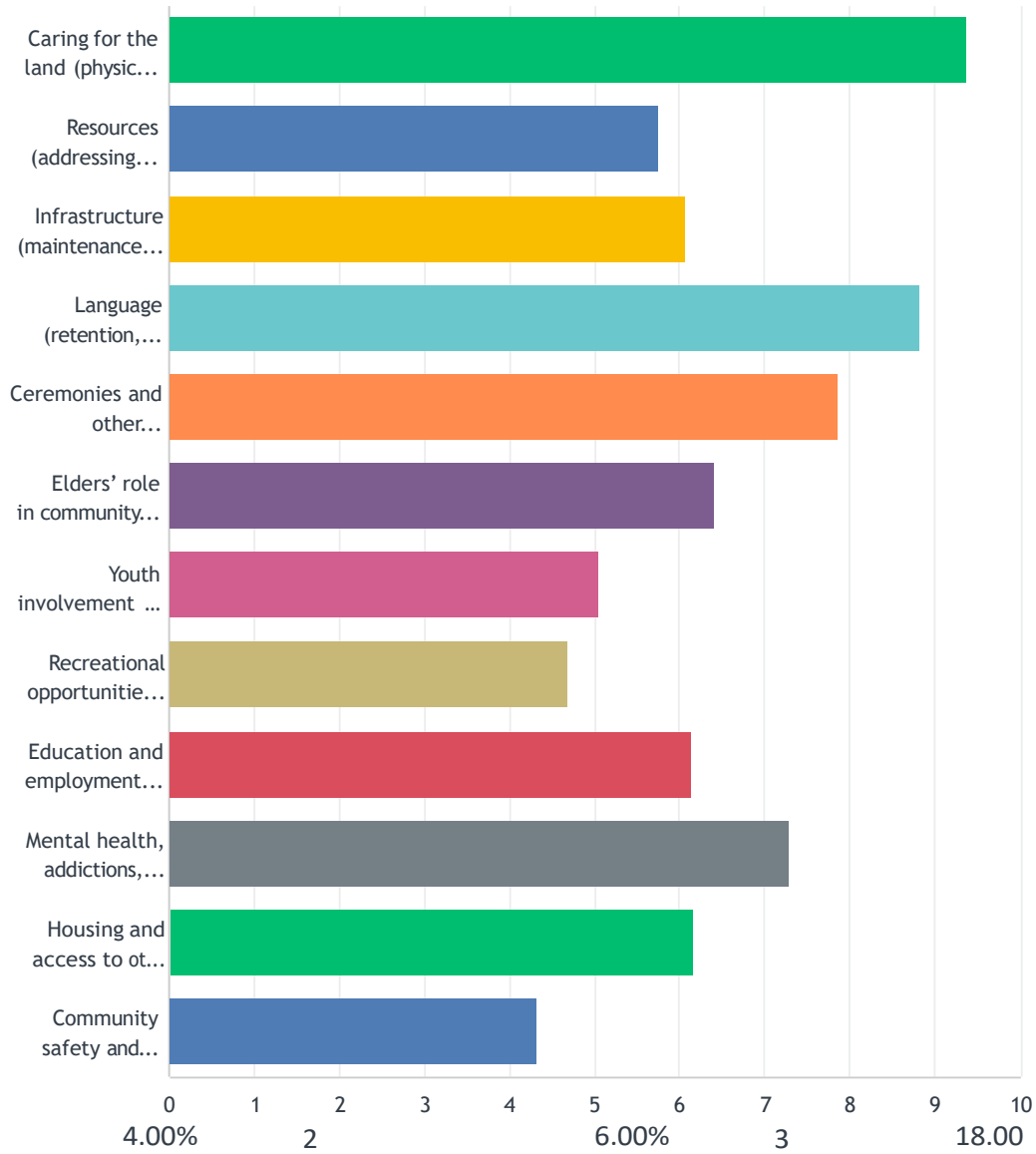
Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
19 years of age or under	0.00%	0
20 to 39 years of age	38.00%	19
40 to 59 years of age	46.00%	23
60 years of age or older	16.00%	8
TOTAL		50

Q3 Rank the following issues from 1 to 12 with 1 being what you consider to be the most important issue, 2 being the next most important issue, 3 being the third most important issue, and so on.

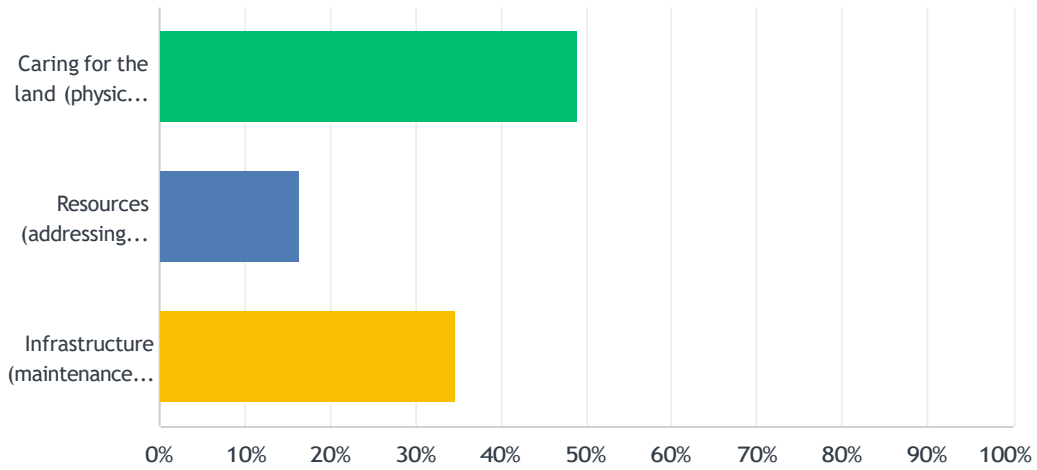
Answered: 50 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	11
Caring for the land (physical environment, securing community rights, etc.).	24.00% 12	22.00% 11	10.00% 5	12.00% 6	12.00% 6	8.00% 4	4.00% 2	0.00% 0	4.00% 2	2.00% 1	0.00% 0
Resources (addressing energy needs, recycling, waste management, etc.).	2.00% 1	8.00% 4	8.00% 4	6.00% 3	6.00% 3	10.00% 5	10.00% 5	10.00% 5	6.00% 3	16.00% 8	12.00% 6
Infrastructure (maintenance of existing and plans for new infrastructure).	6.00% 3	12.00% 6	4.00% 2	4.00% 2	10.00% 5	6.00% 3	8.00% 4	14.00% 7	12.00% 6	4.00% 2	8.00% 4
Language (retention, preservation, and use).	24.00% 12	8.00% 4	24.00% 12	6.00% 3	8.00% 4	6.00% 3	10.00% 5	2.00% 1	6.00% 3	2.00% 1	2.00% 1
Ceremonies and other traditional practices.	4.00% 2	16.00% 8	14.00% 7	10.00% 5	10.00% 5	18.00% 9	4.00% 2	12.00% 6	8.00% 4	2.00% 1	2.00% 1
Elders' role in community activities.	4.00% 2	2.00% 1	6.00% 3	14.00% 7	12.00% 6	12.00% 6	16.00% 8	8.00% 4	6.00% 3	10.00% 5	6.00% 3
Youth involvement and engagement.	2.00% 1	2.00% 1	2.00% 1	8.00% 4	10.00% 5	6.00% 3	12.00% 6	8.00% 4	8.00% 4	22.00% 11	16.00% 8
Recreational opportunities for youth (sports, music, dance, etc.).	4.00% 2	2.00% 1	4.00% 2	0.00% 0	4.00% 2	10.00% 5	14.00% 7	12.00% 6	8.00% 4	12.00% 6	16.00% 8
Education and employment opportunities for youth.	8.00% 4	12.00% 6	2.00% 1	4.00% 2	10.00% 5	8.00% 4	8.00% 4	10.00% 5	6.00% 3	18.00% 9	4.00% 2
Mental health, addictions, etc.	4.00% 2	10.00% 5	10.00% 5	24.00% 12	6.00% 3	8.00% 4	4.00% 2	12.00% 6	12.00% 6	2.00% 1	6.00% 3
Housing and access to other necessities.	14.00% 7	4.00% 2	8.00% 4	8.00% 4	8.00% 4	6.00% 3	0.00% 0	8.00% 4	12.00% 6	4.00% 2	18.00% 9
Community safety and security.	4.00% 2	2.00% 1	8.00% 4	4.00% 2	4.00% 2	2.00% 1	10.00% 5	4.00% 2	12.00% 6	6.00% 3	10.00% 5

Q4 Stewardship Theme Issue Please select one Stewardship Theme issue (presented below) that you think Chief and Council should pay special attention to during their term.

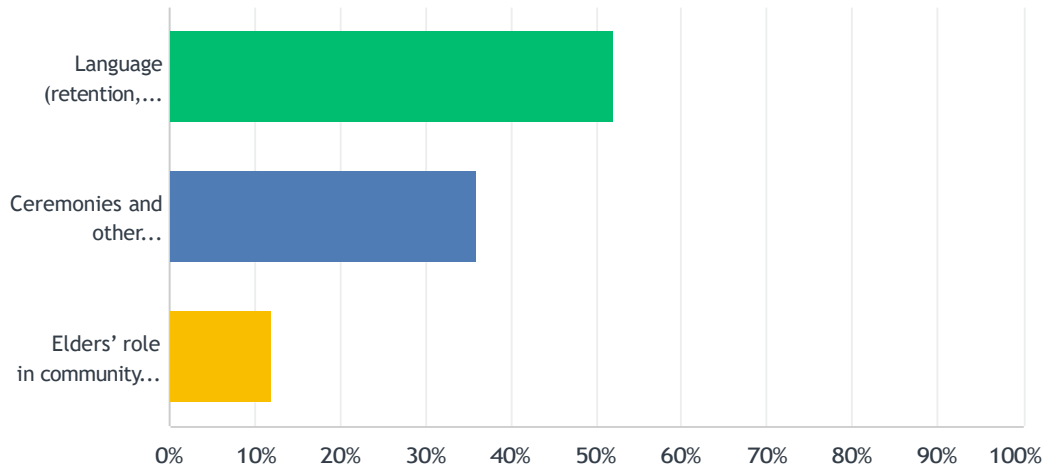
Answered: 49 Skipped: 1



ANSWER CHOICES	RESPONSES	
Caring for the land (physical environment, securing community rights, etc.).	48.98%	24
Resources (addressing energy needs, recycling, and waste management, etc.).	16.33%	8
Infrastructure (maintenance of existing and plans for new infrastructure).	34.69%	17
TOTAL		49

Q5 Culture Theme Issue Please select one Culture Theme issue (presented below) that you think Chief and Council should pay special attention to during their term.

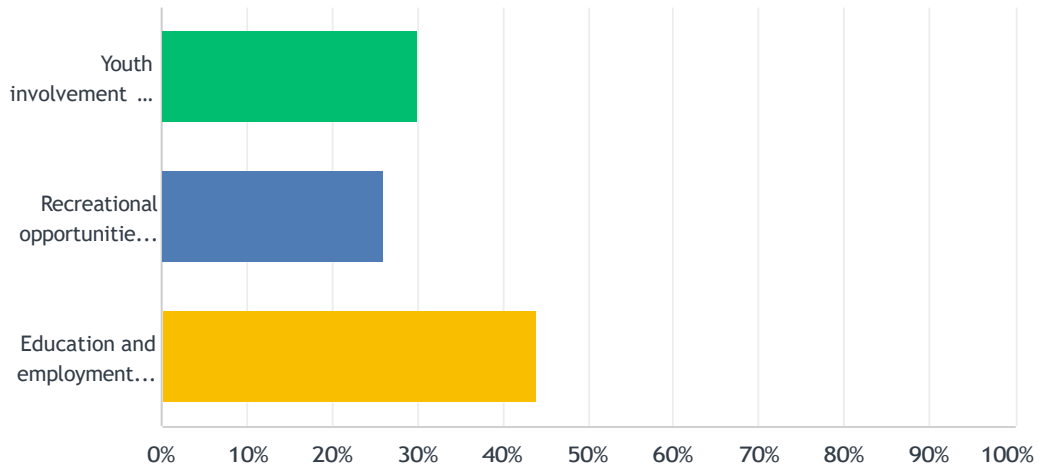
Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
Language (retention, preservation, and use).	52.00%	26
Ceremonies and other traditional practices.	36.00%	18
Elders' role in community activities.	12.00%	6
TOTAL		50

Q6 Youth Theme Issue Please select one Youth Theme issue (presented below) that you think Chief and Council should pay special attention to during their term.

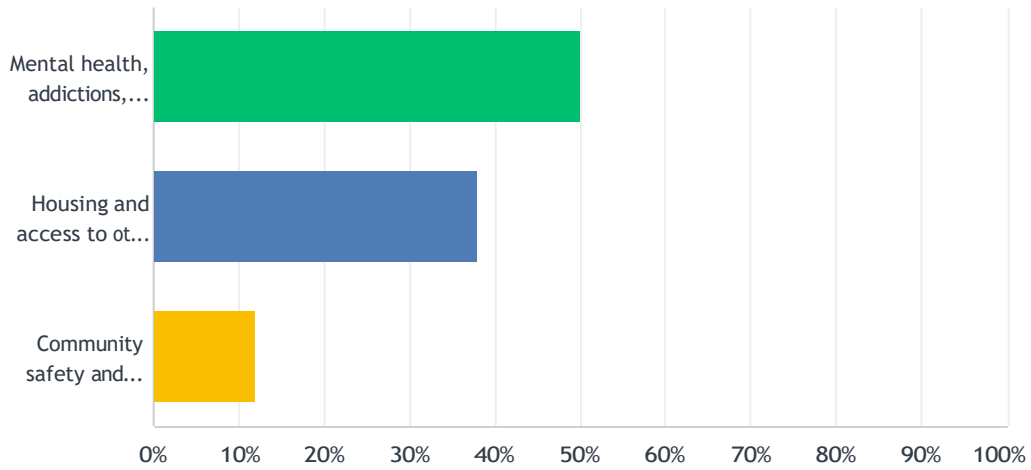
Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
Youth involvement and engagement.	30.00%	15
Recreational opportunities for youth (sports, music, dance, etc.).	26.00%	13
Education and employment opportunities for youth.	44.00%	22
TOTAL		50

Q7 Well-Being Theme Issue Please select one Well-Being Theme issue (presented below) that you think Chief and Council should pay special attention to during their term.

Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
Mental health, addictions, etc.	50.00%	25
Housing and access to other necessities.	38.00%	19
Community safety and security.	12.00%	6
TOTAL		50

Q8 If you have any comments or suggestions, please write them in the space provided below.

Answered: 21 Skipped: 29

#	RESPONSES	DATE
1	I would like to see a new roof put over the ice rink in the village.	9/12/2023 8:45 AM
2	Need more emphasis on employment oportunities	9/11/2023 10:43 AM
3	This strategy was hard to choose what was more important when all things were identified by the first engagement. Ensuring that we have a good conversation and to ensure that members have a say	9/8/2023 11:01 AM
4	I would like Chief and Council to review the current governance structure. Governance vs Administration. The current structure is not working. Communication must improve. Rezound paper is not working information is after the fact. We need info that addresses the future. (will our land base sustain us for the next 50 years)	9/8/2023 10:44 AM
5	Our youth can raise funds for special activities. It will be much for rewarding.	9/8/2023 9:16 AM
6	Financial and Investment Literacy Courses regularly held. To include all members, courses should be provided both on and off reserve to our members	9/7/2023 5:57 PM
7	I never heard much about infrastructure being mentioned at the meeting, except for a few councillors who mentioned it.	9/6/2023 10:02 PM
8	Community input is vital. Just remember if we have 1500 members registered to whitefish River that there should be 1500 opinions, ideas, and views.	9/6/2023 8:10 AM
9	Community needs to wake up, everyone needs to be engaged, community safety and security, time to step up and help our community members, THINK GLOBALLY, ACT LOCALLY, think about your members.	9/5/2023 4:14 PM
10	I think that employment and education opportunities for youth, housing and protecting land resource is very important	9/5/2023 3:59 PM
11	We need to invest better time and resources into our current spaces/updating them for future use. Our public parks (camping and playgrounds) for families and community, our recreation fields (soccer, track and baseball) and our beaches (new docks!). A designate person should be hired specifically for maintaining these spaces. Creating a new job in the process. Let's take pride in our community and our areas again.	9/5/2023 3:29 PM
12	I believe every option should be based off future youth, present youth	9/5/2023 3:24 PM
13	Chief and Council should make the roof on outdoor rink a priority. So our kids and youth can skate four months of the year, not 2 months because of all the snow we get all winter. Also you can have more activities happening on that rink ie. curling for seniors, broomball league, public skating.	9/5/2023 2:26 PM
14	Support for men who have been abused physically or sexually	8/30/2023 9:03 AM
15	I strongly believe we need to be provided MORE support for our Elders. We say we take care you them, but this is not the case. Not ALL elder are able to go out. WE need to provide personal weekly check-ins with them. They took care of us, community when we werr young. It's our turn to take care of them.	8/30/2023 7:24 AM
16	We should have a Community Comprehensive Team to help with establish a report. UCCMM-tribal council had a team like this back in 2008. It should be done again as its about 15yrs since that report.	8/29/2023 6:39 PM
17	I don't understand how we can only rank one answer for the well being theme...if you look at the medicine wheel and 7 grandfather teachings these ate all high priority and need to be looked at and adressed	8/29/2023 5:29 PM

18	Chief and Councils primary role is governance. There is not one question addressing good governance. In my opinion how you answer #3 is how you answer #4, 5, 6 and 7. If you don't provide the same answers you are just contradicting yourself. This survey can't verify that it was a band member that answered the survey questions. Am I a band member? Am I the age I listed? Let me know.	8/29/2023 4:53 PM
19	Well- being & recreation should include a new gym or fitness facilities. Health & wellness, healthy habits should be prioritized for community wellbeing. The high rates of diabetes & early on set dementia in our communities is directly linked to the lifestyles we lead.	8/29/2023 4:43 PM
20	Provide the opportunity for community members to excel in their education & careers so that they can return and fill roles often filled by non-native, non-members.	8/29/2023 4:31 PM
21	Make it easier for people to come back home or come home for the first time.	8/29/2023 3:39 PM

Chief and Council are using the medicine wheel as a roadmap or path to follow in achieving their strategic goals. In the centre of the wheel are the strategic themes which have been assigned to the four directions and their respective sacred colours. The concentric circle closest to the centre indicate short-term goals, the next being medium-term goals and the outer circle indicates long-term goals. Themes are considered to be equal, with no theme given priority over the other.

The circle, being primary, influences how we as Aboriginal peoples view the world. In the process of how life evolves, how the natural world grows and works together, how all things are connected, and how all things move toward their destiny. Aboriginal peoples see and respond to the world in a circular fashion and are influenced by the examples of the circles of creation in our environment. (Inc, 2020)

The medicine wheels represent the alignment and continuous interaction of the physical, emotional, mental, and spiritual realities. The circle shape represents the interconnectivity of all aspects of one's being, including the connection with the natural world. Medicine wheels are frequently believed to be the circle of awareness of the individual self; the circle of knowledge that provides the power we each have over our own lives. (Inc, 2020)

(Inc, 2020)

Strategic planning is also a continuous process of defining the vision, assessing the community, establishing priorities & objectives, defining responsibilities, and measuring & evaluating results and this is represented by the arrows surrounding the medicine wheel. "A strategic plan is a living, breathing document that continually guides, inspires and strengthens your organization/community (BDC, n.d.)

Theme	Youth	Well-Being	Culture	Stewardship
Direction	East	South	West	North
Colour	Yellow	Red	Black	White
	Emotion - mind	Spiritual- soul	Physical-body	Intellect - mind
Short-term	Youth Committee	Specialized Resources	Elders Committee	Specialized Staff
Medium-term	Mentorship	Training Opportunities	Partnerships	Research & Consultants
Long-term	Enhanced Resources	Traditional Healer	Healing Lodge	Sustainability

VISION STATEMENT

The Anishinabek of WRFN will work in harmony while maintaining our culture, traditions, and knowledge to enrich and empower our people

MISSION STATEMENT

The Anishinabek of WRFN will strive to improve community well-being by collectively protecting, strengthening, and developing its resources and culture through mutual cooperation

