



Strategic Planning Orientations & Goals 2020-2025

Anicinabe Nation of Kakinwawigak

June 2021

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Strategic Planning

CREDITS

This document has been defined by:

The Kakinwawigak Council, during discussions held in 2019 and in 2021

And by the C.E.O. in 2019, and the Executive Director in 2021

And by Directors of the Anicinabe Nation of Kakinwawigak Public Departments

With the participation of invited attendees during the 2nd work session in November 2019

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INTRODUCTION

If you are familiar with Strategic Planning, the results of the Kakinwawigak Council's analysis are:

- Orientations, goals and objectives in Section 1
- Assessment of the current situation of the Anicinabe Nation of Kakinwawigak in Section 3
- The Priorities in Section 4
- Mission, Vision and Values in Section 5
- Section 6, Appendices, takes the time to point out topics very seriously discussed by the Council and by the participating managers and staff. They should be considered as serious preoccupations of the Council, even if not integrated into the Strategic Plan itself.

If you are not familiar with Strategic Planning Section 2 explains the principles on which the process rests.

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A WORD FROM THE CHIEF

MESSAGE FROM CHIEF STEEVE MATHIAS

Kwe Kakina, dear Citizens of Long Point;

Among all of the important priorities of Council during our current mandate, acquiring a strategic direction for our community of Kakinwawigak, Long Point First Nation is one of great importance.

In order to achieve this goal, we have decided to hold a strategic planning session with the help of Group Recherche Focus, a consulting firm from Quebec City. Two separate weeks of retreat were held, one in April 2019 and the other in November 2019.

Council spent many hours discussing and reflecting over a Vision and a Mission statement for our community, along with identifying values which reflect our community as well as defining strategic orientations; all of which will provide direction for the next six years. The management team also took part in defining the various goals and specific objectives for their sector of activity. As such, we are proud to present this report for the work completed thus far.

I invite you to read through the report to see for yourself how much work has been accomplished in identifying our long-term objectives; our Mission as a long-term mandate and which we hope best describes our organization. Our Vision helps us to imagine and visualize our ideal future for LPFN. Our goal with all of this is that all departments will move forward in a common direction and aspire to offer the best quality services for the citizens of Long Point First Nation.

In closing, I wish to thank all those that contributed to this important accomplishment; members of Council and our Chief Executive Officer for their valuable contribution, our Director of Intergovernmental Relations for coordinating this important exercise and our management team. We have a promising future.

Kitci meegwetch!

November, 2019

A WORD FROM THE FACILITATOR

Together the Council and their participating guests spent time and energy to share their concerns and expertise to design a middle and long term plan to guide the decision making process over the coming years, in the best interest of the Anicinabe Nation of Kakinwawigak.

It is important to understand that this exercise was meant to promote cohesiveness and determination toward ACTION. This purpose is only possible based on a long-term vision of the future.

The Council has established that the Strategic Plan should be revised and updated after the election of the Chief, every three years. This revision is the time to assess the progress done toward the Plan implementation and to adjust it accordingly in order to sustain its pertinence and the Council's beliefs.

Considering that the Anicinabe Nation of Kakinwawigak Council decided to make long term planning for the development of the Kakinwawigak Community;

Considering that the Kakinwawigak Council has spent a lot of time and energy developing a vision for the long term future of the Nation;

Considering that the Kakinwawigak Council with the collaboration of the directors has established long term and middle term goals and objectives in order to improve the community's daily life and future perspectives;

It is recommended:

That the Anicinabe Nation of Kakinwawigak Strategic Plan 2020-2025 be officially adopted during a regular Council meeting and handed over to the Executive Director for implementation.

That the Strategic Plan goals unfolding be monitored regularly, at least twice a year, by the Council;

That the Strategic Plan be globally assessed during the year 2025, and then adjusted according to the conclusions of the assessment, keeping in mind the mission of Anicinabe Nation of Kakinwawigak Council and the Council's preoccupations at that time.

SECTION 1

Strategic Orientations, goals and objectives of the Anicinabe Nation of Kakinwawigak Council

Orientation 1 – Economic Development

The economic development of the nation relies on meaningful partnerships, access to training and employment for the Kakinwawigak Anicinabeg, prioritizing business opportunities and participation of the community to the economic benefits of our lands' exploitation. The economic development ventures and opportunities perpetually nurture and secure the self-reliance and long-term prosperity and cohesiveness of the Anicinabe Nation of Kakinwawigak.

Goal 1.1

Develop a meaningful network through economical partnerships within a personalized approach, encompassing expected results within a timeframe.

- Develop a general approach fine-tuned with specific strategies related to each identified partner, to be concluded by signatures of protocols of collaboration or MOU with as many partners as possible.
- Establish purposeful employment opportunities in consideration of the projects prompted by the Anicinabe Nation of Kakinwawigak and partners on our ancestral territory.

Goal 1.2

Provide proper training opportunities for members in a variety of fields through support, policies and efficient partnerships.

- Identify the community needs and provide training opportunities in order to develop a holistic approach to community capacity building.
- Establish partnerships with professional organisations to provide customized training programs to meet the grassroots needs of the community.

Goal 1.3

To strive towards an enhanced economy by creating a viable economic base that benefits the collective aspirations and values of the Kakinwawigak people.

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- Incept a distinct legal entity, such as an economic development corporation, whose mandate would be to independently develop an economic development plan for the Anicinabe Nation of Kakinwawigak.
-

Orientation 2 – Policies and Procedures

Aiming at better serving the Anicinabe Nation of Kakinwawigak through the proper management of human, material, and financial resources by developing all pertinent policies and procedures required for optimal service delivery based on high standard governing practices.

Goal 2.1 Human Resources

Improve employee productivity and promote the integrity of the organization by supporting the management team in their human resources management.

- Hire a Human Resources Advisor (HRA) whose tasks is to support the ED and directors in their human resources management.
- Establishment of the job descriptions, recruiting, employment contract templates, training and supervision coordinated by the HRA.

Goal 2.2 Policies & Procedures

Develop and upgrade governance, financial, human resources and information management policies, procedures and guidelines, under the responsibility of the ED.

- Review and update written governance, financial, human resources and management information systems (MIS) policies
 - Establish written governance, financial and other HR policies such as personnel files, procedures and guidelines, including a code of conduct and a code of ethics. To be approved by Council.
-

Orientation 3 – Housing and Infrastructure

To address the critical housing and infrastructure needs of Anicinabe Nation of Kakinwawigak, the need to secure proper financial and material resources and to regain control over our lands must be assertively negotiated or litigated, in order to strengthen the healthy livelihood of the people.

Goal 3.1 - Internally - Externally

Securing financial resources for the community by giving the Wigwam Committee and Community Housing Department all proper tools to manage current administration and potential crisis in housing management.

- 1. Ensure that the members of the Wigwam Committee and Community Housing Dpt. rely on efficient partnerships that give them the authority and the means to act accordingly to the Council's decisions on the matter with respect to the laws and rules of the legitimate authorities.
 - 2. Ensure that the Wigwam Committee and Community Housing Dpt. can fulfill their mission with enough workers and members to deal with the flow of demands, that the workers have the abilities to efficiently fulfill their mandate and that their work is supported by a legitimate set of bylaws/policies to ensure compliance.
-

Orientation 4 - Natural Resources Usage and Land Control

Strengthen our positions to continuously gain greater control over our lands and all natural resources of Kakinwawigak Aki for the benefit of the whole community by developing the necessary expertise and intervention capabilities in the field of natural resources and providing technical support to the Council in its negotiations.

Goal 4.1 - Expertise & Capabilities

Identify the needs and essential resources to properly manage our land and its natural resources, define approaches to realize our vision, and develop human resources needed to be able to promote, actively participate and implement effective interventions on Kakinwawigak Aki regarding forestry and mining, through sustainable management of the fauna and aqua and any development opportunities.

- *Prepare and launch an information campaign over the overall development and management of our lands and natural resources.*
- *Conduct a community consultation to identify actions to negotiate and regain sovereignty over our lands and natural resources.*
- *Develop and implement action plans toward the sustainable ecological management and use of the land and natural resources especially in the fields of forestry, mining, sustainable management of the fauna and aqua and any other development opportunities.*

Goal 4.2 - Supportive Expertise

Support political negotiations by providing essential background information.

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- *Develop internal expertise and an external resources network to acquire and provide basic and significant information necessary to the Anicinabe Nation of Kakinwawigak Council to negotiate with the governments and other interested stakeholders regarding land occupation and the natural resources operations.*
-

Orientation 5 – Communications

The communication network strategies of the Council must be carefully defined and implemented to build a positive image to create a stronger relationship amongst all stakeholders, to achieve mutual and sustainable benefits.

Goal 5.1 - External Relationship

Gain greater visibility for the Anicinabe Nation of Kakinwawigak amongst external partners, organizations and the general public, by elaborating a communication plan externally oriented towards affirming our cultural identity and asserting our title to the land.

- Designate a person or a committee responsible for the definition and follow-up of a communication plan delineating a set of steps orientated toward our partners, regional and national institutions, and general public, promoting the Council's objectives towards affirming our cultural identity and asserting our title to the land.
-

Orientation 6 – Our Identity: Anicinabe

Strengthen our community cohesiveness, preserve the Anicinabe values for future generations, and reinforce our collective understanding of historical and contemporary Anicinabe realities and specificities.

Goal 6.1 - Language

In close collaboration with other Anicinabe organisations, partners, and Kakinwawigak departments, implement a plan meant to empower the citizens and employees by enhancing the use of Anicinabe language within the community.

- *Develop an implementation plan aiming at reviving the Anicinabe language within the Kakinwawigak departments.*
- *Develop an implementation plan aiming at reviving the Anicinabe language within the homes of the community.*

Goal 6.2 - Culture

In close collaboration with other Kakinwawigak departments, nurture and transmit amongst members the Anicinabe culture and the Kakinwawigak traditional knowledges, teachings and history.

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- Develop and implement a plan aiming at sustaining the strength and relevance of the Anicinabe culture and activities in the community daily life.
- Develop and implement a plan aiming to promote Anicinabe cultural awareness with other Anicinabe communities for the non-indigenous world.

Goal 6.3- A Healthy Community

Promote healthy and balanced lifestyles amongst the population to have a strong Anicinabe community confident in its future and capable to face the current and future challenges.

- *Strengthen the bond within our Anicinabe community and the general physical and mental health status by offering regular group physical and recreational activities taking into account the age, gender, availabilities, level of ability and cultural realities.*
-

Orientation 7a – Health

The Health Services deliver quality, relevant and professional services to the Anicinabe Nation of Kakinwawigak's people by integrating a holistic approach to a well-balanced lifestyle based on the medicine wheel teachings.

Goal 7a.1 – Data Collecting System

Improve our capacity to intervene efficiently in ensuring the community health by implementing an effective data collecting system and by developing efficient reporting practices amongst the Health Services.

- *Acquire data bases (i-CLSC and EMR), and training to properly and efficiently operate them.*
- *Define and implement a data collecting process to feed the data bases, encompassing support and sanctions that effectively motivate and reach Health Services workers.*

Goal 7a.2 - Planning

Maintain a planning process of health comprising all administrative and professional aspects related to the community's holistic health.

- *Evaluate past activities and results with the active participation of the health Services staff, and present a health plan that meets funding requirements geared towards the community's needs and capabilities to act.*
- *Communicate and implement the Health Services plan, monitor and evaluate their successes.*

Goal 7a.3- A Healthy Community

Provide exceptional care in patient centered environments, ensuring compassionate and dedicated services through innovative services in the pursuit of excellence to all members.

- *Improve holistic health by providing culturally adapted health services to the entire Anicinabe Nation of Kakinwawigak community taking into account the differences between genders and age groups.*
-

Orientation 7b – Social Services

The Social Services deliver quality, relevant and professional services to the Anicinabe Nation of Kakinwawigak's people by integrating a holistic approach to a well-balanced lifestyle based on the medicine wheel teachings.

Goal 7b.1 – Data Collecting System

Improve our capacity to intervene efficiently in ensuring the community health by implementing an effective data collecting system and by developing efficient reporting practices amongst the First Line Services.

- *Acquire data bases (i-CLSC), and training to properly and efficiently operate them.*
- *Define and implement a data collecting process to feed the data bases, encompassing support and sanctions that effectively motivate and reach Social Services workers.*

Goal 7b.2 - Planning

Maintain a planning process of First Line Services comprising all administrative and professional aspects related to the community's holistic health.

- *Evaluate past activities and results with the active participation of the Social Services staff, and present a 5-year plan that meets funding requirements geared towards the community's needs and capabilities to act.*
- *Communicate and implement the First Line Services plan, monitor and evaluate their successes.*

Goal 7b.3- A Healthy Community

Promote healthy and balanced lifestyles amongst the population to have a strong Anicinabe community confident in its future and capable to face the current and future challenges.

- *Improve mental health, help strengthen parental skills and support individuals struggling with dependencies by developing an array of services oriented toward*

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the individuals, taking into account their gender, age group and individual capabilities.

- *Help young individuals shape their life-skills, through intervention strategies that will help reduce challenging behaviors and promote social development, build their self-esteem, and transitioning youth from care to adulthood.*

Goal 7b.4 Child and Youth Protection

To ensure that our children are cared for in a secure and culturally safe environment in order to develop a proud Anicinabe identity and an empowered Kakinwawigak community.

- *Promote and implement locally and regionally a Child and Youth Protection Services that allows us to make decisions towards ensuring the best interests of our children and youth and to develop mechanisms that prevent child placements or favor any necessary placements within the community.*

Orientation 8 – Education

Amo Ososwan Kikinomagewigiwam and our traditional educational system provides quality bi-cultural education to children and adult students. Teaching the Anicinabe language and culture to strengthen Kakinwawigak Nation/ Anicinabe Nation of Kakinwawigak's identity is based on the Seven Grandfather Teachings.

Goal 8.1 -To Favor Pursuing of Higher Education Level

To better prepare the students in pursuing higher education as proud and confident Anicinabeg.

- *In order to answer the short and medium-term needs for competent and highly skilled people in the community, the education sector is to establish annual targets that are ambitious yet realistic for the overall student population of Amo Ososwan Kikinomagewigiwam (school), Amosesag daycare and the adult education program.*

Orientation 9 - Public Security and Policing

To better serve and protect the population on Kakinwawigak Aki, we must reinstate fundamental human right services such as our police force; we must strengthen the delivery of services provided by the fire department and Search & Rescue teams; and we must acquire our own paramedic services. All of which must be achieved through assertive negotiations to secure proper infrastructure, equipment, funding and training.

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Furthermore, we must assure that the Emergency Preparedness Plan is updated regularly.

Goal 9.1 - Emergency Preparedness Plan

To better serve and protect the population on Kakinwawigak Aki, the Public Security Committee? will ensure that an Emergency Preparedness Plan is established before April 2022, taking into consideration the present Pandemic Crisis.

- *Establish an Emergency Preparedness Plan before April 2022.*

Goal 9.2 - Paramedic

To better serve and protect the population on Kakinwawigak Aki, the Public Security Committee? will contact provincial Public Health Services and FNQLHSSC (First Nations of Quebec and Labrador Health and Social Services Commission), as well as the Manawan, Kahnawake and other First Nations authorities to initiate the implementation of Paramedic services.

- *Contact mentioned authorities to accelerate the process of implementing a paramedic service*
- *Secure financial and then material resources to appoint a paramedic team in or within close range of the community*
- *Establish job descriptions and working conditions before hiring and training paramedic staff.*

Goal 9.3 - Police

To better serve and protect the population on Kakinwawigak Aki, Council will pursue assertive negotiations to secure proper infrastructure, funding and training for the implementation of an Anicinabe Police force.

- *Conduct a needs assessment before March 2022.*

Goal 9.4 - Search and Rescue

To better serve and protect the population on Kakinwawigak Aki, appoint a Search and Rescue team and secure the financial and material resources to achieve that. Council will appoint an advisory committee in charge of the follow-up.

- *Secure financial and then material resources to appoint a Search & Rescue team in the community*
- *Establish job description and working condition before hiring and training a Search & Rescue team.*

SECTION 2

What is Strategic Planning?

A summary

Introduction

1. Strategic Planning consists in identifying our long-term objectives and in defining practical means to reach these objectives.
 - a. The needs to be addressed
 - i. Within the organization (the Council) and
 - ii. Outside the organization
2. The identified objectives are meant to ensure cohesion in the overall action.
3. Strategic Planning stems from the Council's analysis about the current situation of the community.
4. Strategic Planning is the way to bring closer to reality what is outlined in the mission and vision.
5. Strategic Planning helps to bring all sectors closer to one another by sharing the same understanding of the Council's goals and objectives.
6. Strategic Planning helps to establish common priorities and to facilitate resource allocation.
7. By offering a space for discussion within the organization, the Strategic Planning process helps reinforce the group's cohesion and the future relevance of its actions toward the achievement of its goals.

Mission

- Its mission is always unique to an organization.
- It is a long-term mandate, an ideal we aim at.
- It explains what the organization is for.

Vision

- The vision tries to imagine, to visualize the ideal future.
- It seeks to describe the difference between now and then, taking into account the effect of our action.

Values

- They are the basis for what we do and how we do it.
- They are principles that describe a way to do things that all members of the organization accept, share and will preserve from fading out.

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Priorities

- They are the results of the situation assessment in regard of the mission and vision, taking into account our capabilities and the reality of the environment.

Strategic Orientations

- Strategic Orientations are the basis on which the action planning rests.
- Strategic Orientations present the ideal future in terms of action.
- They are the beacon we aim at when making decision.

Goals (or General Objectives)

- Goals are leaving the realm of theory to engage into the reality of action. They are meant to be achieved.
- A goal presents a vision, a future to reach, in relation with a priority, concerning a certain population, or group of people.
- Goals also define a way, an approach, to address the priority.

Objectives (or Specific Objectives)

- Specific objectives are goals broken down into smaller pieces to be more manageable and reachable.
- Close to action, specific objectives identify
 - A problem
 - A population
 - Expected results

SECTION 3

Status Assessment

This section is the Council's current situation analysis of the Kakinwawigak Nation socioeconomical status.

The development of the Strategic Plan rests on these findings.

Kakinwawigak Nation	
Strengths	Weaknesses & Threats
Infrastructure	
<p>A good set of infrastructure...</p> <ul style="list-style-type: none"> • 2 Culture sites • New school • Small hydro station • Fire department • Forestry department • Mining department • Eco-center • Youth center • Elder center • Church • Community hall • Band Office • Health center • Fire hydrants system • Water treatment plant • Sewage treatment plant • Boat launching site • Beach • Wood shop • Ball field • Outdoor skating rink • Teacher residences (16 units) • Apartments (5) for nurses • Fully equipped dentist's office • Radio station • Day care center • Depanneur/ gas station • etc. 	<p>...but many are obsolete and need upgrading or replacement, as for example:</p> <ul style="list-style-type: none"> • Need to improve the arena • Community center too small • Sewer plant needs upgrade (from bio disk to lagoons) • Lack of accommodation for outside visitors • Band Office too small • And plus <p>And, a <u>very severe lack of housing</u></p>
Social portrait	

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<p>Individual Capacity.</p> <ul style="list-style-type: none"> • Innovative • Hardworking • Committed • Resourceful <p>Community Strength.</p> <ul style="list-style-type: none"> • Youthful • Strong willed • Supportive of our youth • Competitive community • Culturally inclined/aware • Diversity (multi denominational) • Resilient • Strong family structures • Growing community • Hospitable • Gastronomy • Generosity • Diversity of people’s skills /expertise • Artists – wood, sculpture, painting • Community members into traditional arts (family-owned businesses) • Elders who organize workshops about language and traditional arts 	<p>Hindrances.</p> <ul style="list-style-type: none"> • High percentage of population with low income • Child placements outside of community (20) • Students don’t come back to the community after finishing their studies
Services	
<p>Public Services</p> <ul style="list-style-type: none"> • Education, including cultural education • Health • Sports activities for youth • Administration office • Daycare • Eco-center • First line services – 4 staff with child services and social service background • Two psychologists from the outside • Two doctors (Ville-Marie) • Dentist: twice a month, fully equipped office • Dental hygienist 	<p>Public Services</p> <ul style="list-style-type: none"> • Underfunding across the board • No police force • No child/youth protection services • No qualified social workers • Not enough people with administration, business and social service qualifications • Lack of space in childcare – obstacle to parents who want to work • No post office • Hard to find health and social services in English, esp. social services. Agreements with CISSS Témiscamingue – is in French but need of English in the community.

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	<p>Private sector services</p> <ul style="list-style-type: none"> • No garage/general mechanic • No grocery store – especially important for low income families
Communication/Transport	
<p>Capabilities</p> <ul style="list-style-type: none"> • Radio station • Fiber optic access • Medical transportation • Upgrade of access road from Kakinwawigak to Val-d’Or in the work • School bus 	<p>Hindrances</p> <ul style="list-style-type: none"> • Geographic location of community: Isolated on an economic level: services/supplies, work obligations vs every-day needs • No public transport • Medical transportation – not enough drivers - not all available drivers meet Health Canada minimum obligations for vehicles • No cell phone liaison • Medical transportation vehicles – old • No ambulance services
Partnerships	
<ul style="list-style-type: none"> • Business allies, companies and municipalities • Links with other Anicinabeg communities and AFNQL 	<ul style="list-style-type: none"> • Complex, and often frustrating, relationships with the various levels of government and with Hydro-Québec sometimes
Organizational capabilities	
<ul style="list-style-type: none"> • Positive attitude, can talk about things • Teamwork • Strong leadership • Striving for improvement • Capacity building experience • Determination • Members of the community with experiences outside of community 	<ul style="list-style-type: none"> • Improve access to better organizational tools
Land, as a resource	
<ul style="list-style-type: none"> • Beautiful /scenic • “Unceded” territory • Rich in natural resources (wildlife, mineral, etc.) • Trap lines 	<ul style="list-style-type: none"> • Don’t have authority over the land • Space for development very limited

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Kakinwawigak Nation	
Opportunities	Hindrances
	<ul style="list-style-type: none"> The lack of revenues from commercial activities (apart from government funding) restrains the Nation's capability to make its own development choices
Mining	
<ul style="list-style-type: none"> Agreements with companies Canadian Malartic Mine (gold) – with 3 other communities (Lac Simon, Kitcisakik, TFN) Granada Gold Mine - New gold mine on TFN, Long Point and Pikogan territory Belleterre Mining community (gold) – exploration level Sayona – lithium mine – exploration level 	<ul style="list-style-type: none"> Some resistance from members about an exploitation point of view and the sharing of revenues Site far from community – demands temporary relocation of workers Challenge to have quality jobs and not only low paying job
Electricity production	
<ul style="list-style-type: none"> Hydro plant – want to acquire plant – good source of income 	<ul style="list-style-type: none"> Administrative and political difficulties in securing the acquisition of the Hydro plant
Forestry	
<ul style="list-style-type: none"> Revenues from 50 000 cubic meters per year of wood, allocated to the Band via agreement with provincial government Transportation of wood - agreements with two companies – Ryam and Eacom Reforestation – under brushing, tree replanting 	
Tourism	
<ul style="list-style-type: none"> National and provincial organizations for First Nation Tourism - exploring possibilities to attract tourists from outside big city centers 	

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<ul style="list-style-type: none"> - Development and promotion of cuisine (First Nation) - Vision for tourism - a way to promote and maintain traditions, culture and language – work with school, learn traditional skills 	
<ul style="list-style-type: none"> • Outfitters acquisition/development <ul style="list-style-type: none"> - 3 in Rapid Seven; 1 in Moffet 	
Agriculture	
<ul style="list-style-type: none"> • Green house for growing vegetables <ul style="list-style-type: none"> - First phase – respond to community needs (+promotion of healthy life-style) - Long-term objective - establish market in region • Potatoes – land available, already have members with expertise • Cannabis <ul style="list-style-type: none"> - Potential in growing cannabis – recreational, medicinal, hemp - Agricultural land in Laforce, for sale that could be acquired by Long Point and eventually made available for rent to hemp growers 	<ul style="list-style-type: none"> • Shouldn't rush in to it: do research before embarking on project
Radio Station	
<ul style="list-style-type: none"> • Selling air time, do risk assessment and encourage relaunch (encourage entrepreneurship) 	<ul style="list-style-type: none"> • Difficulty in hiring interested and competent people

SECTION 4

The priorities

These priorities have been established by the Council, taking into account the community's assets and identified opportunities in relation with needs.

- Housing (and infrastructure, lots, plants...)
- Land and natural resources
- Economic development
- Communication/Operation of radio station
- Anicinabe language
- Policy and procedure development/Accreditation
- Public security/Policing

SECTION 5

MISSION of the Anicinabe Nation of Kakinwawigak Council

Assert the sovereignty, enhance the quality of life, and assure a safe and secure environment for the Kakinwawigak Anicinabeg.

VISION

A dynamic prosperous Anicinabeg Nation, harmonious, strong and proud, with holistically healthy and bi-culturally educated people.

VALUES

Kakinwawigak's values are consistent with rendering quality services with utmost loyalty and integrity, inspired by the Seven Grandfather Teachings passed down to us by our ancestors.

The Seven Grandfather Teachings are:

Respect, Love, Honesty, Truth, Humility, Bravery, and Wisdom.

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Council's values are:

- Supportiveness /Cohesiveness
- Equality
- Equity/Fairness
- Engagement
- Confidentiality/Transparency
- Perseverance
- Empathy
- Professionalism
- Creativity / Innovativeness
- Efficiency and effectiveness

SECTION 6

Appendice

Two major sectors of the Council started to explore their own definition of priorities.

This section is meant to make sure that this information does not get lost at this stage in the planning process.

- Health

- Health plan – focus on prevention aspect
- Medical transportation to be updated
- Addiction – more resources
- Youth protection: prevention
- Takeover of nursing services

- Education

- Adult education plan
- Funding in education to be adjusted to meet provincial standards
- Increase in post-secondary applicants
- Culture and language retention
- Accreditation

- Special mention not to be discarded

Promote the eradication of lateral violence throughout the community/organization

Meegwetch