



**Michipicoten First Nation 2017-2019 Leadership  
Strategic Planning Session #2  
Whitefish Lodge, Wawa, August 18 & 19, 2017  
Summary of Discussions**

**1.0 ATTENDANCE**

Gimma Kwe Patricia Tangie  
Councillor John Paul Chalykoff  
Councillor Janet Demary  
Councillor DON Humphries  
Councillor Evelyn Stone  
Councillor William (Bill) Swanson  
Colin Lachance (Advisor)

**2.0 CEREMONY**

A Pipe Ceremony was conducted by Gimma Kwe Tangie on each morning of the strategy session.

**3.0 OPENING COMMENTS**

Gimma Kwe Tangie opened the session by welcoming the Council members and by sharing her understanding and expectations of the session. She provided each Councillor with a copy of the book entitled *The Sacred Tree* and explained that it is her goal to assist in returning the community to a position of balance and strength by following *The Sacred Tree* approach. The Councillors provided

opening comments as well, and were asked to provide a single word that would best represent their workshop expectations. The words synergy, understanding, direction, truth, honesty and growth came forward. Council then identified at a preliminary level the need for good governance, administrative excellence and healthy community engagement as the pillars to Michipicoten First Nation's community aspirations. Session participants were handed a toolkit that contained examples of personal leadership styles as well as examples of governance excellence and administrative excellence models, and were asked to review the material at their convenience in support a future strategic discussion.

#### **4.0 ISSUES AND OPPORTUNITIES**

Council then developed a list of community issues and divided them into a number of categories, summarized as follows:

##### **4.1 Membership Requests**

- construct a roof over the hockey rink
- construct a healing lodge and larger traditional gathering spot
- establish a sub-office in Sault Ste. Marie
- develop a communications plan to improve community engagement
- build a larger kitchen at the Band Hall
- expand the Health Centre and Band Office
- upgrade the windows in a number of community buildings
- upgrade the water treatment plant
- develop a community emergency exit route
- develop a better community newsletter
- develop criteria for the use of the Dog Lake Reserve
- prepare for the closure of the community landfill site
- deal with a number of housing renovation issues
- deal with a number of education issues
- undertake a forensic audit

##### **4.2 Governance**

- ensure the proper community ratification of the UOI constitution
- reclaim our rightful role as stewards of the land

- reclaim our historical role as the mother community of the region
- slowly move away from the *Indian Act*, starting with a new election code
- develop and hold a Chief and Council orientation session
- develop a lands strategy (main reserve, Dog Lake, Chapleau, ATR, provincial parks, ACR lands, Bostwick Township, Batchewana, etc...)
- develop a comprehensive consultation and accommodation framework
- develop a new community strategic plan
- develop a new community engagement strategy

#### **4.3 Administration**

- undertake new staffing actions as a priority
- undertake a complete fiscal review
- undertake a complete land review
- undertake a complete file review
- develop a new organizational chart

#### **4.4 Fiscal**

- develop a cost neutral approach to services (land leases are losing money)
- take an equity-based approach to service delivery
- strive for fiscal equity between on- and off-reserve services
- advance a resource revenue sharing agenda (government-to-government)
- advance a resource profit sharing agenda (industry partnerships)

#### **4.5 Infrastructure**

- undertake a capital plan review
- undertake an ACRES process review
- undertake a community growth assessment
- establish a water treatment plant upgrade of highest priority

#### **4.6 Economic**

- develop a strategic approach (underway)
- perhaps too focussed on mining

- trap rock agenda at Michipicoten Harbour should be tracked more closely
- there is a huge forestry agenda in play regionally that needs to be tracked
- move away from standard energy, mining, forestry approaches
- investigate non-timber forest products
- investigate a Conservation Economy approach
- advocate opportunities for Chapman and other members
- look at setting up a co-op store to supply better groceries
- look at setting up a gas bar/trading post along Highway 17
- look at taking over provincial parks

#### **4.7 Environmental**

- develop a source water protection plan for the territory
- develop a strategic environmental assessment framework for the territory
- investigate a Conservation Economy approach
- develop a cumulative environmental assessment framework
- advance a guardianship agenda
- look at an environmental centre of excellence

#### **4.8 Social**

- job creation is a priority – need an employment strategy
- need to invest in the well-being of our Youth

#### **4.9 Cultural**

- advance the Manitou Mountain Protection Plan
- undertake an historical land use and occupancy review
- youth need to be taught about traditional medicines
- need better services for the Elders
- need a healing lodge and supporting cultural planning
- need a language strategy
- need cultural orientation for new leaders, new staff, strategic partners

#### **4.10 Wellness and Health**

- need emergency contacts in newsletters for quick access
- need a comprehensive wellness review process
- additional infrastructure required

#### **4.11 Partnerships**

- need to build alliances with our Indigenous neighbours
- need to build an alliance with the Town of Wawa

### **5.0 PRIORITY SETTING**

Based on the outcome of the issues and opportunities assessment summarized in Section 3 above, Chief and Council proceeded to rank political, administrative and community engagement priorities. At the beginning of this exercise Councillor Stone provided a culturally appropriate assessment of priorities as a means of stressing the importance of balance in all that is done to advance community objectives.

#### **5.1 Taking Stock**

Chief and Council identified the need to take stock of the state of the community as a priority, starting with a detailed file review. Rebuilding administrative capacity through the rapid advancement of staffing actions was also identified as a priority. The goal is to ensure that the community does not get weaker before it gets stronger.

#### **5.2 Community Engagement Priorities**

The strategic purpose of the community engagement agenda is to ensure that the membership has a strong voice. Chief and Council recognized as a related priority that membership needs to be engaged in the development of the MFN Five Year Socio-economic Plan currently under development given that the plan is expected to address a number of economic, environmental, social, cultural, wellness and infrastructure issues and opportunities already raised by Band members. To start this process, it was agreed that Jeremy Shute of Shared

Value Solutions be invited to meet with Chief and Council and members in Sault Ste. Marie on September 9<sup>th</sup>, 2017 to discuss the scope and methodology of the MFN Five Year Socio-economic Plan development process as a means of ensuring that it is both culturally appropriate and community based.

### **5.3 Political Priorities**

Chief and Council agreed to the following strategic political priorities:

- Band Economic Development Officer to be hired by September 15 (Acting Band Manager, Human Resources Portfolio Holder and Finance Officer to sit on Hiring Committee)
- Band Manager to be hired by October 15 (Hiring Committee TBD)
- Human Resource Manager position to be remain vacant for now
- Constitutional and Election Code strategy session by September 30
- Leadership orientation session by October 31
- Environmental strategy session by November 30
- Lands strategy session by December 31
- Consultation and Accommodation Law strategy session by January 30

### **5.4 Administrative Priorities**

Chief and Council agreed to support the following strategic administrative priorities to be overseen by the new Band Manager:

- Level 2 file review in support of forensic audit to be overseen by Councillor Stone and is to be done by September 30 (Councillor Stone to submit estimated cost of her involvement by August 31)
- Band employee cultural awareness session to be held when new staff hired
- Assessment associated with the need to revive the Youth Committee to be submitted to Chief and Council by November 30
- Fiscal policy review and staff wage review by February 28
- New organizational chart to be developed by March 31
- New Band Office filing system in place by March 31
- Preliminary infrastructure review by March 31
- Draft employee code of conduct by March 31
- Funding proposal for full policy manual review to be drafted by March 31

- Communications Plan funding proposal to be drafted by March 31, 2019
- Language renewal briefing to be presented to Chief and Council by March 31, 2018
- Funding for a roof over the rink to be secured as soon as possible
- Elders/community to be engaged as soon as possible regarding the form, function and location of the healing lodge
- A cost benefit analysis is to be undertaken as soon as possible in support of a satellite band office in Sault Ste. Marie
- Funding to cover the costs of a kitchen extension at the band office are to be identified as a priority

## **6.0 CLOSING COMMENTS**

Session participants provided the following closing comments:

- Great two days, felt good to work as a group
- Helpful team building exercise
- Look forward to seeing all of this move forward
- Excellent start to a new beginning
- We started on the right foot
- Thanks to all for their contributions

## **7.0 RATIFICATION**

These minutes have been approved by the Michipicoten First Nation leadership.

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Gimma Kwe Patricia Tangie