



Love Sugar Bush

WASAUKSING FIRST NATION

Strategic Plan 2019 - 2024

Wasauksing.ca

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Special Dedication & Acknowledgement Our Elders: Past & Present



Put simply, the elders of Wasauksing First Nation have shaped the Community as we know it today and their contributions are many. Our elders are the gatekeepers of wisdom, knowledge, and our history. Our elders hold crucial roles in supporting both the formal and informal ways of the First Nation. Our elders impart tradition, knowledge, culture, values, and lessons using orality and role modeling traditional practices. We must always take time to pause and reflect upon the many contributions and challenges that our ancestors and elders have made and overcome which allow us to enjoy the life we have today.

During the development of Wasauksing's Strategic Plan, several members of Wasauksing First Nation passed onto the spirit world. It is only fitting that special acknowledgement and dedication of the work spent planning for the Community beyond 2018 was given to the Community's elders, always resilient, past and present: our strength, our inspiration, our guiding stars our absolute everything.

Life is given to us by the Creator. We are born with our own bundles and possess our own gifts to share. Our time on Turtle Island is short. Someday we will all return to be with our ancestors and the unborn of our Nations. Forever, our Spirit, and the Spirit of our Nation lives on. Similarly, so too does the wisdom that our elders share with us – for there is no substitution for their or any wisdom.

In our language, there is no word for good-bye. We say, baa maa pii minwaa kaawaabmin – later again, I will see you.



Message from Wasauksing First Nation Council



Aanii, Boozhoo

Chief and Council are pleased to present the Wasauksing First Nation Strategic Plan for the period 2019 - 2024 that will help to guide our development and progress over the next five-year period. This plan is the community's and was developed through community engagement sessions and through the collective voices and stories of our citizens shared through-out the engagement process. It sets the direction of Wasauksing First Nation with respect for the "vision" of the community and it builds off of the momentum and important accomplishments from the last Strategic Plan.

Developing a Strategic Plan is an important act of selfdetermination and reaffirms our shared vision, mission, values and priorities. We strongly believe that the direction set by the community will help us to continue to move us beyond the status quo and towards the community we want for our future generations. We can no longer hold out hope that the Federal or Provincial Government will improve our lives for us and we believe that the plan that the community has set will help to take advantage of our many strengths and will continue to lead us down our own good path - a path away from the Indian Act.

Our Elders and youth continue to be of paramount importance and we fully support the dedication of this plan towards the Elders, past and present, of the community. Their knowledge, strength and resilience have shaped our community and put us in a position to continue to build on their contributions. As Chief and Council, we look forward to using this plan to guide us forward in a good and transparent way. Chi- Miigwetch,

Wasauksing First Nation Chief and Council



With respect to the planning process, Sierra Consulting along with Wasauksing First Nation identified the following principles needed to guide us. They are as follows:

- A) A process that is guided in a Story Telling manner themed as "The Community's Story";
- **B)** Celebrating the successes of yesterday, the work of today and identify the desire of Community wants for tomorrow;
- **C)** Respects our culture, language, traditions and way of life as Anishinaabe people;
- D) Respects the "will" of all people members residing on and off territory, staff and leaders;
- E) Engagement that is done in a good way, where people aren't the target, but rather capturing the direction and setting priorities;
- **F)** Using our gifts to guide us in all discussions ceremony and language, our circle, eagle feather and our medicines.



Strategic Planning - Background

About Strategic Planning: Propelled by its citizens, administration and leaders, strategic planning is meant to guide a society or community towards a common vision by making improvements to all aspects of life important to that society or community. Through this process, it must be recognized that the needs in certain areas may be of higher priority than others. Overall, by following set direction, the well-being and quality of life for all should improve in addition to better positioning the Community for the future.

Past Planning: Just over five years ago, the citizens of Wasauksing First Nation set the direction of the Community by participating in the first of a formal and regularized strategic planning process. At that time, a vision for the First Nation was developed along with objective statements and specific initiatives to be completed within each of the identified planning areas. The table below identifies each area of focus from the First Nation's previous strategic plan as well as the number of initiatives identified.

STRATEGY AREA	INITIATIVES IDENTIFIED
Governance	8
Infrastructure	6
Business	7
Education	6
Community Development	6
Community Health	7
Community Safety	4
Community Action	3
TOTAL INITIATIVES IDENTIFIED	47
TOTAL INITIATIVES COMPLETED	44

Demonstrated Success: Today, a majority of those desires and goals are now a reality. Specifically, out of 47 set initiatives, 44 or 94% of the goals set are either completed in their entirety or are well underway. This demonstrates a high level of follow through and should give all confidence to know that when direction is set by Community, it is acknowledged and executed as per the wishes and desires of Wasauksing citizens.



Everyone has a role to play in Strategic Planning. Wasauksing First Nation's Community, Administration and Leadership must be commended for their demonstrated ability in executing 94% of the initiatives identified in their previous plan. Moreover, there's definite clarity in understanding the role of leadership, citizens, and administration. Below are key descriptions of the aforementioned.

Leadership Role

To acknowledge and listen to the voice of the citizens, on and off territory, children, youth, adults, elders, staff and businesses to what they believe is important to include in planning for the next five years.

Once direction is set, to follow the wishes of Community, to assist and support Administration with executing the plan and to keep Community up-to-date on progress made.

Community Role

Be the driving force by openly sharing, in a good way, stories, history, knowledge, wisdom, suggestions and ideas about what you believe is important in planning for the next five years for Wasauksing First Nation.

Administration Role

Openly share knowledge, wisdom, suggestions and ideas about what is believed to be important in planning for the next five years from a staff perspective for Wasauksing First Nation. To speak up for Administration and help give the broader Community a sense of the current challenges and needs of Administration.

Once direction is set, to execute the wishes of the Community and assist leadership with understanding how best to make change and move forward. Additionally, to keep Community informed about progress made.



Community Engagement

In Strategic Planning, engaging Community is critical. Sierra Consulting would like to commend and thank the Community of Wasauksing First Nation for their overwhelming willingness to share and participate in this process. Over the course of this project, Sierra Consulting's Team undertook the following activities with respect to community engagement:

Completion of 6 Community Sessions

- 100+ Community Members
- Community members were asked to share about the current vision, community pride, community journey and community goals they felt were important.
- Plus emails, texts and phone calls

Completion of 5 Staff Sessions

- 50+ Staff
- Staff shared suggestions about the current vision, community pride, community journey, and community and administrative goals they felt were important.
- Plus emails and calls

Completion of 2 Council Sessions

- Distribution of On-line and Hard Copy Surveys
- 123 surveys were completed and collected over a 4 week period.
- Survey was 47 questions long and the average time of completion was 26 minutes.



Community Pride, Keys to Success & Fear

Points of Pride: There is much to be proud of when citizens of the Wasauksing First Nation reflected upon meaningful points of pride to them and their families. During the engagement sessions, Community was asked to share what they were most proud of when they think of Wasauksing First Nation.

Put simply, the land, water, territory, significant progression the Community has made over time, rich history, as well as the children, elders and ancestors were amongst the top responses shared by citizens of Wasauksing First Nation. It is evident that the citizens are proud of having a deep connection and relationship with the land and environment; the surrounding and inland water, the beaches, the forests as well as other sacred places.

When pondered and shared, reflecting upon the progress, growth, and advancement of the Community in many different aspects since the 1900's and earlier was clearly a point of pride.

Wasauksing's elders, past and present, and all their wisdom and stories were clearly a point of pride of citizens.

The children of Wasauksing who are bursting with energy and potential and the excitement of the opportunities that await them, for their strength and who they are, truly sacred gifts and good medicine and for helping to lead the way as innocent beings.

Land – Water – Territory – Community Progress – History - Elders – Wisdom – Children

Keys to Success: With respect to the overall progression and advancement of the Community, citizens of Wasauksing First Nation shared what they felt were strong contributing factors. Interestingly, not once did the mention of money or funding come up as a key to success. In fact, all cited ingredients pertained more to key values and positive characteristics of people which don't cost any money to possess or use.

First and foremost was the acknowledgement that the most meaningful priority setting comes from within the Community and not from other agencies, funding sources and/or levels of government. Additional points were:

- a) Remain determined;
- b) Staying within and stepping up to the responsibility of our respective roles with dignity and respect;
- c) Ready to participate and be a part of positive and meaningful change;
- d) Embrace unity and togetherness, be rid of grudges and see past differences for the good of the Community;
- e) Respect, trust and commitment;
- f) Stay connected with elders and include them;
- g) Stop and listen to what the children and youth are saying they need and/or want.



Community Pride, Keys to Success & Fear

Community Driven Determined Role Participate Unity Respect Trust Commitment Connected

Fear: With respect to planning for the future and underlying fear, citizens of Wasauksing were asked to share what if any specific fears they had.

Sharing without Consequence Heard without Judgement Narrow Vision Being Wrong Loss of Identity, Language, and Culture Not Helping the Right People or Enough Loss of Citizenship and Community Connections

In general, citizens cited the following:

- Narrow vision, being wrong, or missing the target with set objectives and initiatives and therefore, not ultimately improving the Community or lives of those who belong to it;
- Loss of who we are; language, culture and tradition as well as the wisdom held by our elders;
- Citizens, especially children and elders who go without or may fall through the cracks;
- Loss of Community connections, citizenship and possibly land base.



Wasauksing First Nation Vision

A Community's vision is set by its People. It is a declaration that guides the work and activities of leadership, administration and citizens to strive for.

The new vision of Wasauksing First Nation is as follows:

Restore our Anishinaabe Bimaadziwin by reclaiming our language, culture and people, protect our resources and rights, strengthen our Nationhood, actively engage in development opportunities and adequately and fairly deliver meaningful program and service offerings that benefit the People and Nation first, with our Children and Elders as a priority and always included, so together, the quality of life and well-being of all can thrive.





Survey Respondent Summary of Input

Survey Background: In total, 123 surveys were completed. The survey was distributed in hard copy and on-line. Citizens and Staff were given approximately a month to complete a survey. Overall, the survey consisted of 47 questions and contained 18 separate sections. The average length of time to complete the survey was 26 minutes. In total, there are 173 pages of raw data of which, is presented in summary form throughout the remainder of this Strategic Plan.

Summary of Survey Respondents: A snapshot of the 123 survey respondents is provided below.

- 89% or 109 identified as Wasauksing Citizens and 11% or 14 identified as Staff;
- 18% or 22 were youth, 52% or 64 were adults, and 30% or 37 were elders/seniors;
- 64% or 79 lived on-territory; 22% or 27 lived off-territory and 14% or 17 lived both on and off territory;
- 67% or 82 were female and 33% or 41 were male.

Summary of Clan Representation of Respondents: Interestingly enough, the beaver, marten and bear clans made up 60% or 73 survey respondents. There were only 12 respondents who identified as not having or knowing their clan currently.





Description, Sense of Belonging, Quality of Life & Valued the Most

Words to Describe Wasauksing First Nation: According to the input provided, Wasauksing First Nation would be described by survey respondents as a beautiful Island Community that is proud, strong and resilient and made up of families with rich history and culture.

A Sense of Belonging Definition: A sense of belonging is the feeling of being connected and accepted within one's family and/or community. It is important in healthy human development and helps to combat behavior problems. When an individual feels like they belong and are accepted, there is an indescribable feeling of liberation and happiness. While intangible, the impact of a sense of belonging is not to be underestimated.

Current Sense of Belonging: A majority or 71% of respondents indicated they were very satisfied or satisfied; 19% were unsure or neutral; and the remaining 10% indicated they were unsatisfied and very unsatisfied.

A key desire of Community is for everyone to have a strong sense of belonging to their First Nation. In our discussions, one person without a sense of belonging is too many. While it is great to know that there is a strong sense of belonging from those who completed the survey, there are ways to strengthen it. When asked, 57% or 63 respondents shared ideas to do this, they are below:

- a) Examine closely, our perception of on and off territory citizens and consider defining citizenship as one unified term;
- b) Create a modern communications strategy and standard of service for conveying information to all;
- c) Accept one another for gifts we have, remain open minded, kind, helpful especially non-judgemental;
- d) Host annual homecoming ceremonies and events;
- e) Host events off territory for membership;
- f) Create a forum where everyone can share in the history, language, culture and traditions of Wasauksing together on a regular basis;
- g) Streamline policy for programs and services to be more inclusive to all;
- h) Periodically profile certain families and share their stories for all to know.

Quality of Life in Wasauksing: 40% of survey respondents indicated they were very satisfied or satisfied; 43% indicated they didn't know or were neutral and the remaining 27% were dissatisfied or very dissatisfied. We must recognize that an individual's definition of quality of life is different from person to person.



Value the Most as a Citizen of Wasauksing:

The word cloud below illustrates in visual form what citizens value the most about Wasauksing.

Sense of Belonging Cultural Activities Place Respect Connection Happening Land Important Wasauksing Environment Value Traditional Community Band Family Sharing First Nation



The Issues – A Summary

It was crucial to understand the current challenges and issues facing Wasauksing today. Therefore, citizens were asked to identify what they felt were the top issues affecting the Community; Children and Youth; Elders / Seniors; Adults; Families; On-Territory and Off-Territory citizens. The table below summarizes the top issues identified for each of the aforementioned community aspects.





Priorities – A Glance

Community was asked to identify what they felt were priorities for the upcoming five year period. The table below summarizes by percentage what citizens felt the priorities are.

AREA OF PRIORITY	HIGHEST	HIGH	COMBINED
Anishinaabe Language, Culture and Traditions	53.47%	37.62%	91.09%
Lands	40.59%	52.48%	93.07%
Environment	55.45%	36.63%	92.08%
Governance (Leadership and Community Laws)	28.71%	52.48%	81.19%
Administration (First Nation Operations, Program and Service Delivery)	26.73%	47.52%	74.25%
Infrastructure	30.69%	47.52%	78.21%
Business and Economy	37.62%	43.56%	81.18%
Housing	67.33%	21.78%	89.11%
Education	70.30%	23.76%	94.06%
Community Health	61.39%	32.67%	94.06%
Social Development	41.58%	38.61%	80.19%
Community Safety	47.52%	40.59%	88.11%
Community Action	39.60%	42.57%	82.17%
Financial Stewardship and Growth	34.65%	42.57%	77.22%

The top five choices by Community are summarized in the table below.

HIGHEST	HIGH	COMBINED
 Education Housing Community Health Environment Anishinaabe Language, Culture and Traditions 	 Governance & Lands Administration Infrastructure Business and Economy Community Action & Financial Stewardship and Growth 	 Education & Community Health Lands Environment Anishinaabe Language Culture and Traditions Housing



The defined areas of strategic focus have been expanded upon for the 2019 - 2024 period. This was done to accommodate the desires and wishes of Wasauksing citizens. Specifically, the following areas of strategic focus in this report are as follows:





Governance

Overall Objective: An adaptive governing approach that focuses on local issues and challenges with the intent of triggering positive change and ultimately improving the quality of life of Wasauksing citizens near and far. Take steps to maximize the working potential of leadership through training and new approaches. Continue to blend language, culture and traditions into the overall governance and administration of the Community. Drive solutions forward and be ready for opportunities when they arise. For leaders to be accountable, transparent and to always abide by set policies and laws.





Administration

Overall Objective: Unveil and embrace the creativity and potential of existing staff to ensure that program and service delivery remains adequate, effective and relevant. Have a deeper look at program and service gaps and revise policy to better meet the needs of citizens. Seriously consider abandoning rigid elements of program and service delivery that don't work for the Community. Support the customization of program and service delivery to meet the needs of the Community first and funding agencies second. Maintain an environment that is transparent and accountable in all decision making processes. To deliver services fairly, equitably, and effectively to all members of the Wasauksing community. To blend our language, culture and traditions into all we do.





Infrastructure & Roads

Overall Objective: To ensure communal utilities, roads, and infrastructure are in place and maintained for the use, enjoyment and safety of Wasauksing residents and visitors. To ensure that the community's infrastructure needs are planned for, designed and costed professionally to ensure projects are ready to be implemented when needed.





Business and Economy

Overall Objective: To continue to grow the First Nation's economic base and be prepared for business growth with the goal of enhancing financial independence and new opportunities for the people. To shape the local economy where entrepreneurship is promoted and supported by the community through local procurement. Explore new business opportunities with Community that will create meaningful employment and training opportunities; communal wealth creation and pride in successful business development.

1	Seek and invest into sustainable opportunities that bring benefit beyond revenue to the Community and its Citizens
2	Create an Economic Development Readiness Strategy
3	Identify Community Position on Controversial Business Opportunities
4	Explore the development of a Tourism Strategy
5	Develop a Local Procurement Strategy
6	Create a Community Investment Policy
7	Small Business Centre Feasibility Study and Funding Application
8	Create real pathways for Citizens to participate in the Trades



Overall Objective: Fulfill our responsibility to maintain and care for our beautiful mother earth. To put back what we take. To ensure we properly manage all natural resources. To ensure the citizens of Wasauksing are able to utilize what's on their Territory first. To ensure the boundaries of Wasauksing's Territory is well marked and known to all.





Housing & Community Development

Overall Objective: Continue to build upon the recent momentum gained in housing by expanding the existing suite of housing programs and resources offered. Ensure that programming provides something for everyone including rentals, subsidized housing, rent to own, rent to equity, private ownership, transitional housing and independent seniors housing options. Housing solutions and options must be adequate and affordable.





Overall Objective: Enhance the current education program and service offerings to ensure supports required by all learners are provided. Create an environment of openness and understanding of new approaches in learning, as well as reaffirming and driving efforts forward in language instruction and cultural curriculum. Work to ensure external partners and school boards offer learners of Wasauksing what is needed to be successful. For all citizens of Wasauksing to have the opportunity to become educated and learn about what interests them.





Overall Objective: To provide citizens with timely and adequate access or referrals to clinical and traditional health and wellness services. To ensure that our people are kept healthy so they can enjoy an improved quality of life. Program and service delivery will be mindful of the interdependencies between mind, body and spirit.





Overall Objective: To help Community look beyond the stigma of those in need and continue to provide high quality service. To provide client driven solutions meant to reduce the Community's case load. To ensure that the basic needs of clients are met at all times. To take a collaborative approach to ensure services to clients are maximized and provided when needed and in a preventative manner too. To restore dignity and hope and equip clients with the tools needed for them to live and be happy.





Community Safety and Crime Prevention

Overall Objective: To ensure that all members have the right to safety and protection whether living or visiting within the community. To ensure Wasauksing is a safe and friendly place for families to raise their children and for businesses to operate. For there to be adequate policing, fire and rescue as well as emergency medical services as needed.





Community Action and Volunteers

Overall Objective: Making ourselves a part of our community any way we can is important and necessary. It is our responsibility to contribute to the greater good and identified causes within our community. Continuing to commit time and energy to build a community that is based on sharing, celebrating, and acknowledging how we want to live as Anishinabek people is of the utmost importance. When we think about direction, we must not forget to look in our own direction and ask ourselves, how can I help my community?





Overall Objective: To protect, revitalize and restore the local dialect of Anishinaabemowin and culture in Wasauksing. Increase the domains in which culture and language are practised. Work to reduce the barriers to inter-generational transmission of our language and way of life. Enrich local curriculum and bring dedicated stewardship and resources to reclaiming our culture and language and strengthen our cultural identity.





Financial Stewardship and Growth

Overall Objective: To continue to deliver high quality financial services within the Financial Code framework as well as manage internal controls that allow for timely and accurate reporting that allow for sound advice and information to Leadership, Administration and Community. To ensure we remain financially accountable and that Communal equity continues to grow and funding sources are maximized.









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