



**Algonquin Nation
Programs and Services Secretariat**

Strategic Plan 2023 – 2025

*Supporting our communities & building capacity:
Working and standing together for a better Anishinaabe future*

**Includes amendments approved at AGA:
25 October 2022**

The VISION of the ANPSS is of....

- ❖ Engaged and capable members and communities
- ❖ Empowered by our Anishinabe language and culture
- ❖ Successfully pursuing our goals

The Mission of the ANPSS is *to work in direct partnership with the communities ...*

- **To contribute to and support the empowerment, capability and success of our members, their communities and their governments**

We do this by *working closely with the communities to:*

- Help build capacity, including serving as a talent pool for new Anishinabe staff
- Help design and develop new programs, tools and services
- Develop and coordinate select regional projects, programs and services to make optimal use of resources
- Provide specialized services and expertise

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
BACKGROUND	6
VISION of the ANPSS	9
Mission of the ANPSS	10
The Key Stakeholders	12
Community Profiles	14
Environmental Scan	
• Opportunities	16
• Challenges	18
Carry-overs	18
The ANPSS Model of Collaborative Partnership	21
STRATEGIC PRIORITIES (2023-2025)	24
<i>Strategic Priority #1:</i>	25
• LINGUISTIC & CULTURAL EMPOWERMENT	
<i>Strategic Priority #2:</i>	26
• INFORMED DECISION MAKING	
<i>Strategic Priority #3:</i>	30
• WHOLISTICALLY HEALTHY MEMBERS	
<i>Strategic Priority #4:</i>	34
• EQUITABLE, EFFECTIVE & FAIR WORK ENVIRONMENT	
<i>Strategic Priority #5:</i>	36
• ENGAGED, COMPETENT YOUTH	
<i>Strategic Priority #6:</i>	38
• ENGAGED, SUPPORTED ELDERS	
<i>Strategic Priority #7:</i>	39
• PROFESSIONALLY ENGINEERED PROJECTS	
<i>Strategic Priority #8:</i>	40
• COMPETENT PERSONNEL, COUNCILLORS & BOARD DIRECTORS	

Strategic Priority #9:	41
• LOCAL HEALING & ACCOMMODATION SERVICES	
Strategic Priority #10:	42
• STRONG, GROWING, PROFITABLE ECONOMIC DEVELOPMENT	
Strategic Priority #11:	43
• OPTIMAL, SECURE ACCESS TO DIGITAL TECHNOLOGIES	
ORGANIZATIONAL PRIORITIES	43
Organizational priority #1:	45
MANAGEMENT OF COLLABORATIVE INTERNAL PARTNERSHIPS	
Organizational priority #2: CAPABLE, STABLE STAFFING	46
Organizational priority #3: ADEQUATE, SUSTAINABLE FUNDING	48
Organizational priority #4: ADEQUATE FACILITIES	49
Organizational priority #5: DATA GATHERING, MANAGEMENT & ANALYSIS	49
Organizational priority #6: COLLABORATIVE EXTERNAL PARTNERSHIPS	50
Organizational priority #7: GOOD COMMUNICATIONS WITH MEMBERS	50
ANPSS GOVERNANCE PLAN	51

APPENDIX “A”: The Track Record of the ANPSS

APPENDIX “B”: The Organizational Structure of the ANPSS (*proposed*)

Executive Summary

The VISION of the ANPSS is of....

- ❖ Engaged and capable members and communities
- ❖ Empowered by our Anishinabe language and culture
 - ❖ Successfully pursuing our goals

The Mission of the ANPSS is to work in direct partnership with the communities ...

- **To contribute to and support the empowerment, capability and success of our members, their communities and their governments**

We do this by *working closely with the communities to:*

- Help build capacity, including serving as a talent pool for new Anishinabe staff
- Help design and develop new programs, tools and services
- Develop and coordinate select regional projects, programs and services to make optimal use of resources
- Provide specialized services and expertise

STRATEGIC PRIORITIES & GOALS (2023-2025)

Strategic Priority #1: CULTURAL EMPOWERMENT
Living healthy and productive lives, as Algonquins

- **Our members are empowered by, and proud of, their Anishinabe language, culture and identity pursue and live healthy, productive Anishinabe lives.**

- Goal #1: Develop and implement the new “Let’s help our Youth and Families live their Algonquin identity by using language” project by (date).**
- Goal #2: Working in collaboration with ABL as the lead group, establish an on-the-land cultural healing experience, starting no later than (date), and to be expanded to each community with support from ABL.**

Strategic Priority #2: INFORMED DECISION MAKING

- Our governments and members have access to relevant, accurate and timely information for decision making.

Goal #1: *Build on the work of TFN to develop and implement a comprehensive Community Profile for each community, updated every 5 years, starting no later than (date).*

Goal #2: Implement a user-friendly, quarterly reporting process to inform all community members about the priorities and progress of the ANPSS, including an updated website, by (date).

Goal #3: Develop and implement the capacity for the ANPSS to serve as the back-up data service for the three (3) member communities, by (dates to be determined by each community).

Strategic Priority #3: SAFE & SECURE ACCESS TO HOSPITALS

- Our members have culturally safe and secure access to local hospital services, including supported follow-up.

Goal#1: *Build on the current Liaison Agent arrangement to monitor and improve culturally secure access and support services in the hospitals by updating the job description and reporting processes of the Liaison Agent to reflect accountability to both partners (the hospitals and ANPSS), by (date).*

Goal#2: Enhance the cultural safety of members needing to access local hospitals by implementing community-based navigator positions by (date).

Goal#3: Create safe, accessible, Indigenized service corridors to detoxification clinics for the member communities, by (date).

Strategic Priority #4: EQUITABLE, EFFECTIVE & FAIR WORK ENVIRONMENT

- Our employees work in a productive, effective and fair work environment, including receiving equitable compensation, based on timely professional compensation data.

Goal #1: *Work with a respected and capable compensation consultant to develop and implement a professional compensation survey providing fair and equitable compensation data and counsel to salary administrators in the 3 communities, with the first survey available no later than (date) and update at least once every 5 years.*

Goal #2: Provide our personnel in the member communities, especially the leadership, with sound counsel and services regarding HR policies, programs and practices, starting no later than (date).

Strategic Priority #5: OUR YOUTH ARE ENGAGED & COMPETENT

- **OUR YOUTH ARE ENGAGED & HELPING BUILD BETTER COMMUNITIES**
- **OUR POST SECONDARY STUDENTS RETURN HOME TO GOOD EMPLOYMENT OPPORTUNITIES**

- **Our Youth are fully engaged in fostering healthy lifestyles and building better communities**
- **Our post secondary students have preferential, timely and fair access to well-paid jobs within, or adjacent to, our communities.**
- **Our post secondary students have preferential, timely and fair access to well-paid jobs within, or adjacent to, our communities.**

Goal #1: Support our Youth in developing inter-community engagement and having a direct voice in the priorities and work of the ANPSS, including the nomination and election of the Youth Board director, by the 2023 AGA.

Goal #2: Implement and coordinate a user-friendly and highly appreciated communications and counselling service that identifies the interests and aspirations of our PS students and recent graduates and aligns them with good employment opportunities in, or adjacent to, our communities, starting no later than (date).

Strategic Priority #6: ENGAGED, SUPPORTED ELDERS

- **Our Elders are engaged and supported in their desire to live dignified lives and to participate fully in the life of their communities**

Goal: Support our Elders in sustaining personal agency and developing inter-community engagement, and assuring they have a direct voice in the priorities and work of the ANPSS, including the nomination and election of the Board Director for Elders, by 2023 AGA.

Strategic Priority #7: PROFESSIONALLY ENGINEERED PROJECTS

- **Member communities benefit from timely, quality engineering and related services to provide professional guidance and support for major civil and construction projects.**
- **Band-owned businesses and private entrepreneurs from the communities can also access these services, for appropriate fees.**
- **Our engineering graduates have preferential employment opportunities with the retained engineering firm(s).**

Goal: Establish cost effective engineering and related services as a regular service of the ANPSS for the member communities, effective as soon as possible in Year I of the Plan, and secure preferential hiring provisions for our graduating engineers as part of the agreement.

Strategic Priority #8: COMPETENT PERSONNEL, COUNCILLORS & BOARD DIRECTORS

- New administration personnel, elected councillors, and new directors on the boards of band-owned businesses receive good and timely on-boarding training; they are also kept updated in their skills.

Goal: Working with each Council, Administration, and Band-owned business, develop, pre-schedule and implement effective onboarding training programs, and training updates, that will support the effective and timely onboarding of new employees, councillors, and board directors, starting no later than (date).

Strategic Priority #9: LOCAL HEALING & ACCOMMODATION SERVICES

- Members in need have access to local *healing and treatment* for addictions, including access to managed, harms reduction approaches and support
- Members experiencing homelessness have a local, supported place (*accommodation*) to call “home”

Goal: There is a potential opportunity to work with ABL to develop an on-the-land, cultural healing camp.

Strategic Priority #10: GROWING, PROFITABLE LOCAL & REGIONAL ALGONQUIN ECONOMIES

- The member communities enjoy thriving, prosperous and sustainable economies under their control, including a regional economy under the collective control of the Algonquin Nations

Goals: The specific goals will be developed in collaboration with the member communities and approved by the Board ASAP.

Strategic Priority #11: OPTIMAL & SECURE ACCESS TO DIGITAL TECHNOLOGIES

- Our members have user-friendly and reliable access to helpful, effective and secure digital technologies

Goal: Explore, recommend and implement block technologies that will provide timely, transparent and secure access to digital communications and decision-making processes, within the member communities, by (date TBD).

ORGANIZATIONAL PRIORITIES & GOALS (2023 – 2025)

1. Capable, stable staff to meet current and planned needs
2. Collaborative regional partnerships among the communities and ANPSS, including local follow-up
3. Obtain required funding (the #1 action to take)
4. Adequate (space) facilities & equipment
5. Data gathering, management and analysis
6. Management of collaborative *external* partnerships
7. Effective, timely, user-friendly communications between the ANPSS and the member communities and their members

GOVERNANCE PRIORITIES (2023 – 2025)

The goals to strengthen Board Governance:

1. Reinstitute the practice of having one (1) non-political director from each member community.
2. Strengthen the process to elect the special representatives for:
 - a. Women
 - b. Elders
 - c. Youth

BACKGROUND

The Algonquin Nation Programs and Services Secretariat (ANPSS) was established in 1996, with three member communities:

- The Timiskaming First Nation (TFN);
- The Algonquins of Barrière Lake (ABL); and
- Wolf Lake First Nation (WLFN).

At the same time, the three (3) communities also established the Algonquin Tribal Council to help coordinate initiatives intended to affirm and protect their Aboriginal rights, title and interests over their traditional territory, including the pursuit of specific and comprehensive claims.

The purpose in creating the ANPSS was to be able to access funds and services that were more easily obtained through a tribal council structure that could achieve certain economies of scale; through the ANPSS it was hoped that the three (3) communities could access services that none of them could afford alone.

The initial focus of the ANPSS has largely been to help develop capacity in each local First Nation government, and to a lesser extent, in some of the boards of directors of First Nation owned businesses. This was achieved by having the ANPSS provide several training and educational programs in each community. In part because of its relative size and perhaps because the offices of the Secretariat are located in its community, the TFN received the greatest number of training courses.

For a list of the training courses provided to date, see Appendix “A”.

In addition, more recently the ANPSS has helped to set up some services that are currently more eligible for funding through the tribal council structure. The most significant of these is the creation of the Liaison Agent with the CIIS in Ville Marie, made possible in direct response to recommendations from the *Viens Commission* (2019). This service is of more specific benefit to Timiskaming and Wolf Lake.

Since its inception, the ANPSS has never formulated a strategic plan; it has functioned largely by responding to specific needs for training and capacity development as they arose. In early 2022, the Board of Directors agreed that having a plan that identified the priority needs of the communities would better help them, collectively, obtain the resources and support they can not obtain individually. And, based on the successful planning of TFN, the Board believes that having a good plan will better enable the ANPSS to obtain the required funding and optimize its use among the three communities.

The Board believes that by identifying persistent priority needs that can not be properly addressed alone, greater progress can be made by *working together*.

Planning approach

In approving the approach for developing the ANPSS's first strategic plan, the Board observed that part of the problem to date was that very few members of the communities know what the ANPSS does, and therefore attach little importance to it or worse, they falsely believe that the Secretariat takes away funds that would otherwise be available directly to the community.

The reality is that:

- The ANPSS has access to certain sources of funding that are normally only available to a tribal council;
- The ANPSS can also access *additional* funding that is available to the communities, especially when there is a well-coordinated effort in developing proposals between the Secretariat and one of all of the member communities;
- Both the communities and the Secretariat can lose some of the available funding if their efforts are not well coordinated and supported by timely follow-up.

This lack of knowledge about the role and potential of the ANPSS has restricted its potential benefit to the member communities. The Board directed that the planning process directly involve the member communities, both the individual members and the administration leadership teams.

And the Board committed that, once the Plan is approved and implementation starts, there will be regular progress reports to the member communities, at least one report each quarter.

The approved process to develop the Plan was as follows.

The Plan must be developed with direct input from the communities, “bottom up, not top down”

Step #1: Get the best thinking from our community “experts”

- Identify the current priorities and plans in key areas with the department directors from the three communities (Health, Education, Public Works, etc.);
- Identify which planned priorities can best be addressed by pooling and sharing resources;
- Review the first draft of the Plan with General Directors, as a Team.

NOTE: A preliminary plan was developed by the ANPSS personnel, including some contract personnel, and this preliminary thinking was then presented to the Board, and then to each community. Each community supported what was proposed and added new priorities to produce this *Draft Plan*.

Step #2: Preliminary review

- Review the proposed planned priorities with the Chiefs / Board and obtain the Board's *agreement in principle* to present the draft Plan to the community members.

NOTE: There was a preliminary review of the proposed “positioning” of the ANPSS with the Board before approaching the communities.

Step #3: Get the “best thinking” from the community members

- Present the *draft* Plan to the members in each community and get their “best thinking”.
- Incorporate our members’ suggestions into the Plan.

Step #4: Approve, ratify and implement the Plan

- The Board will approve the proposed Plan, *subject to ratification of the Plan by the members at the ANPSS AGA, scheduled for September 22nd, 2022.*
- Once the Plan is ratified and the Secretariat has submitted the action plans to the Board for approval, the Secretariat will apply for the funding and implementation will start.
- The Board has committed to conducting quarterly progress reviews of the Plan and making quarterly progress reports to the member communities so everyone can track the progress.
- The Plan will be revisited and updated at the end of each fiscal year, and the action plans updated and approved for the following year.

The ANPSS is a tool of, and service to, the three (3) member communities.

It will have the greatest benefit for the members if *all* contribute to the planning and help assure the ANPSS is held accountable to the members so all members know the ANPSS is doing what was planned.

A facilitator was retained to facilitate the development of the Plan.

VISION of the ANPSS

Each person and group contributing to the Plan was asked the following question:

- ***If the ANPSS could be 100% successful in one generation (20 years)...
What would success look like?***

The participants were asked to respond to the question, *from the perspective of the members of the communities.*

- A good Vision statement outlines the key outcomes that best describe what “100% looks like”.

The proposed VISION of the ANPSS:

The VISION of the ANPSS is of....

- ❖ Engaged and capable members and communities
- ❖ Empowered by our Anishinabe language and culture
- ❖ Successfully pursuing our goals

Comments

- The Vision is inclusive: it encompasses community members, the administrative teams of the three (3) communities, the Chief and Councils of the member communities, and band-owned corporations and their personnel and board directors. Each of these groups has benefitted directly from the ANPSS in the past, and there is good potential for this to continue and grow.
- The Vision clearly envisions much stronger competencies and use of the Anishinabe language, and the grounding of the members in the knowledge and regular use and practices of the Anishinabe culture. This is critical to the flourishing and survival of the members, as Anishinabe.
- The Vision also foresees a growing success of the members of the three communities, including their organizations and governments, in achieving the goals they aspire to. The ANPSS seeks to be a major contributor to these successes (see ANPSS Mission).

MISSION of the ANPSS

A mission statement answers the question:

- **What is the unique / distinct contribution of the ANPSS to the VISION of the ANPSS?**

What can the ANPSS contribute better than any other organization (Council, Administration Team, department, partner, or funder)?

The following is proposed as the updated Mission of the ANPSS.

The Mission of the ANPSS is *to work in direct partnership with the communities ...*

- **To contribute to and support the empowerment, capability and success of our members, their communities, and their governments**

We do this by *working closely with the communities to:*

- **Help build capacity, including serving as a talent pool for new Anishinabe staff**
- **Help design and develop new programs, tools and services**
- **Develop and coordinate select regional projects, programs and services to make optimal use of resources**
- **Provide specialized services and expertise**

Fulfilling this Mission will require that the ANPSS deliver on the following types of projects:

- 1. Cultural knowledge and empowerment:** Consistent with the Vision of the ANPSS for the members is the critical focus on cultural and linguistic empowerment as Anishinabe people. This is the first strategic priority for the Plan.
- 2. Capacity building:** The ongoing delivery of capacity building through training programs; training will be more proactively designed and structured in the Plan, and further extended to Band-owned and private businesses;
- 3. Services development and delivery:** The development and delivery of new services that will be delivered on a sustained basis by the ANPSS, like the proposed Community Profiles, or the special HR consulting services to foster equitable compensation and working conditions;
- 4. Program development and delivery, including a pool of qualified personnel:** The development of new programs, tools and personnel with the option that they can be transferred directly to the communities, once they are ready. In this capacity, the ANPSS will become a talent pool, developing new personnel for the member communities.

The importance of working together, in a collaborative partnership

- Critical to the success of the ANPSS *for the benefit of the member communities and their members* is that it always work in close *collaboration* with the three (3) communities.
- **“Collaboration” is more than “cooperation” or “coordination”: it involves select people who actively work together to do joint planning, share resources, and oversee the implementation of targeted projects.**¹ This is the approach favoured in this Plan, see page 20, below.
- The ANPSS is there to support the empowerment of community members, their corporations and the local First Nation governments, so they can aspire to a good life and fulfill their aspirations.
- The focus of the work of the ANPSS is mostly empowerment and capacity building. But, it is also well placed to do important development work in new services and programs, including the development of programs, tools and personnel for the benefit of the member communities.

The Strategic Plan clearly supports this Mission with highly effective projects intended to help move the three (3) communities toward the shared Vision.

¹ “Guide to Good Governance”, published by The Governance Centre of Excellence” of the Ontario Hospital Association, Third Edition, p. 16.

KEY STAKEHOLDERS

For the purposes of this Plan....

A “stakeholder” is a person, group or organization *that can work with the ANPSS and significantly contribute to the success of the three (3) member communities, as described in the ANPSS Vision.*

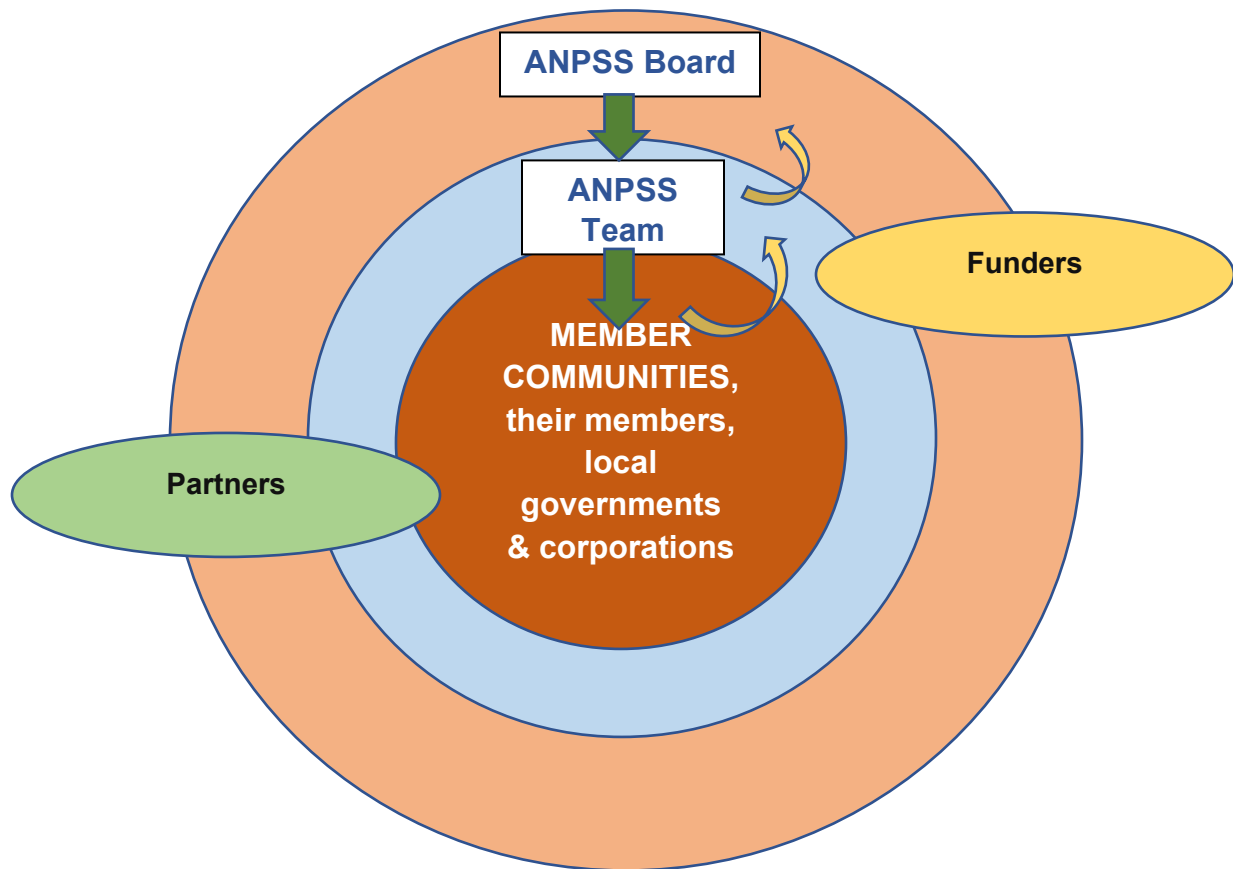
The list of stakeholders outlined below are listed in order of priority, based on who can most contribute to the Vision, as stated above. The three stakeholders shown in blue are obviously the most critical ones.

The key stakeholders

1. **The 3 member communities, including:**
 - a. **Individual members**
 - b. **The Administration Teams and certain specific departments**
 - c. **The General Directors**, who play a special role in overseeing major projects
 - d. **Chief and Council**
 - e. **Corporate Boards** (Band-owned businesses and service corporations, and private enterprise owned by Band members)
2. **ANPSS Staff who provide direct service to the member communities**
3. **ANPSS Board, responsible for good governance, oversight, and assuring the effective and timely implementation of this Plan**
4. **Funders**, including the federal and provincial governments, and some alternative funding sources not available to local communities
5. **Key partners** (The following list includes a number of the key partners; it is not complete and it can change quite quickly).
 - a. Local CISSS and hospitals
 - b. Western Quebec School Board (and possibly other School Boards)
 - c. UQAT
 - d. Nipissing and Laurentian Universities, and Trent U
 - e. Obadjiwan Old Fort Parks Canada
 - f. Local industry associations (tourism)
 - g. AFNQL Commissions (HSSS, FNEC, Ec & Sustainable Development)
 - h. FN Treatment Centres (Wanaki, Walgwan)
 - i. Other Anishinabe communities (KZ, Wiki)



The “member-driven” management structure of the ANPSS



Indicates “value-added” services to the member communities



Indicates “feedback” of information to the ANPSS Team and the Board for improved services and support

COMMUNITY PROFILES

What do we, and should we, know about the member communities?

The empowerment of individuals, effective planning, and the continuous improvement of key programs and services all rely heavily on having access to relevant, accurate and timely data.

What do we, and should we, know about our member communities to best help plan and execute the work of the ANPSS, and support our community partners, including the timely identification of key trends?

NOTE:

- Normally, this section of a strategic plan would provide a summary of key data that impact the priorities in the Plan. Since this is the first strategic plan of the ANPSS, this data is not currently available.
- There is some very helpful information available directly from various administration departments in each member community.
- Only the TFN has started to develop and refine a “community profile” that gives a relevant and comprehensive overview of key information about the community that provides:
 - a. A good picture (profile) of the actual situation;
 - b. An identification of key trends that need to be addressed.

The “community profile” tool was developed by the James Bay Cree; the profiles for their communities are developed by the Cree Health Board and updated each five (5) years. Based on what they have done, here is an outline of the types of information that are included in a community profile.

COMMUNITY Profile (CHB model)

Structured on “social determinants of health”

(Their community profiles are updated every 5 years, including selected key trends, with possibility to develop some key “annual” indicators for ongoing adjustments)

1. Hard demographics (by age, gender)
 - a. Number of persons by age group and gender
 - b. Many of the remaining indicators are also provided based on age group and gender categories
2. Educational achievement and participation
3. Health outcomes, and the number of service interventions, visits to doctors, medical trips etc.

4. Employment
5. Housing: number, subsidized, leased, owned, occupancy rates with some profiling of the occupants, i.e. number of seniors, children etc.
6. Income levels and sources of income
7. Participation levels in key activities (sports, major recurring gatherings)
8. Community engagement (public meetings, elections)
9. Public security
10. Co-relations where possible, e.g. educational achievement and housing

The TFN model can be enhanced to address other key areas:

- a. Culture and language: knowledge, use, practices, by age category;
- b. The recruitment and employment of PS students, by member communities and other employment partners in the region;
- c. Individual input on key indicators of:
 - i. Personal engagement;
 - ii. Perceived personal improvement (health, capabilities);
 - iii. Fairness in dealing with local government, in alignment with organizational and program policies, based on surveys and focus groups.

**The development of comprehensive, timely community profiles
is proposed as Strategic Priority #2 in this Plan.**

ENVIRONMENTAL SCAN: Opportunities

An organization never operates in a vacuum, or in a situation where it has control over impacting developments. The environment scan is an attempt to identify those developments, both external and internal, that must be addressed in the Plan.

The developments that are identified as OPPORTUNITIES that must be addressed are listed below.

External developments

1. The current flexibility in funding:

- a. Canada: The Canadian government appears to be more sincerely committed to live up to the spirit and intent of the TRC Report.
 - Also, the Ministers responsible for both ISC and Indigenous Relations are seen as knowledgeable and committed.
- b. Quebec: despite a total denial of any systemic racism within government, Quebec appears to be intent on showing it is responding to the recommendations of the Viens Commission (2019), and sizeable funds have been allocated to address First Nations issues.
- c. The general/growing social support for reconciliation: with each sad discovery of the actions of colonialism, the population seems to be more disposed to supporting additional funding to help address the injustices and support healing.

2. **Alternative funding:** there are alternative sources of funding, including government funds, that are only available to tribal councils.

- There are also various corporations who are prepared to support sound initiatives as part of their social responsibility commitments.
- There are also foundations that are keen to become involved with promising initiatives involving Indigenous projects.

3. **New technologies:** The new and rapidly expanding learning and communications present good opportunities, especially in providing training, and in staying in close contact with post-secondary students.

4. **A strengthening economy and employment:** This should result in *more* employment opportunities, including in the traditional territory of the member communities.

5. **Local tourism and the growth of cultural tourism:** Following the pandemic, there is a projected increase in tourism, and the rate of increase in cultural tourism is expected to be the fastest growing tourism sector.

Internal developments

1. **Opportunities to collaborate and share:** There are significant opportunities to share resources and coordinate mutually beneficial projects.
2. **ANPSS track record:** The ANPSS has a good track record, especially in capacity development.
3. **Our young adult education students:** The determination and success of some of our youth (adult ed and post-secondary students) is something we can build on, with significant benefits for the future of our communities.
4. **Alignment with local Administration plans:** TFN has been developing very effective, community-based strategic plans for the last 7 – 8 years, somewhat interrupted by the pandemic. The other communities are discussing the option to develop similar plans.
 - The ANPSS is in a good position to align with, and complement the initiatives set forth in these plans, and in some cases to undertake the initial development work because of better access to some types of funding.
5. **The deep desire for a better life:** Many of our people, especially our youth and young parents, but also many of our seniors, have and are motivated by a deep desire to create a better future for themselves and their children.

In summary, there are many anticipated positive developments and it is a good time to update and align the priorities and plans of the ANPSS.

ENVIRONMENTAL SCAN: Challenges

There are also some persistent CHALLENGES that we anticipate, both external to the communities, but even more so within our communities. These must also be addressed as part of the proposed Strategic Plan.

External developments

1. **The “new normal”, emerging from the pandemic:** No one really knows what the post-pandemic “new normal” will look like. With the member communities, we anticipate having to address certain developments:
 - a. A backlog of health situations, including cancer situations, aging situations, surgeries, and some chronic disease cases that require immediate help in a system that is now dramatically understaffed, and suffering from fatigue.
 - b. There are reports of changed behaviours among many that could impact the health of the communities. This especially the case where individuals, including youth and children, have resorted to addictive behaviours like gaming, to help deal with the isolation imposed by the pandemic. These situations need to be addressed on a priority basis.
2. **Racism and stereotyping:** The persistent ignorance that leads to stereotyping and racist behaviours continues. This impacts our members in two (2) significant ways:
 - a. In interactions when they try to access critical services, especially health and justice;
 - b. When they are seeking employment within our traditional territory.

Internal developments

1. **Lack of knowledge about the ANPSS:** There is a general lack of knowledge about the purpose, history, actions and potential of the ANPSS. The result is that the opportunities made available by the ANPSS are not known and not utilized.
2. **Lack of adequate and competent personnel:**
 - a. All three (3) member communities are facing a serious lack of qualified personnel to fulfill their commitments and meet their needs. The same is true for some privately owned businesses in the communities.
 - b. The ANPSS is facing the same challenges.
3. **Competition and lack of alignment with local governments for financial resources:**
 - a. There is considerable confusion regarding how the ANPSS accesses funds, including the mistaken belief that the ANPSS is obtaining funds that should be going directly to the communities.

- b. Because many do not understand the work of the ANPSS, and its access to special funding, there are occasions when funding is made available, and the ANPSS no one , resulting in several wasted opportunities.
- c. There are also occasions where either the ANPSS or the communities can access certain funds and where, because of various difficulties, the communities are unable to undertake their steps and the funding is lost.

4. The generally poor health in our communities:

- a. For reasons everyone knows, including the effects of colonialism and especially the residential schools, certain unhealthy behaviours including various forms of dependency, have become normalized at unacceptable standards.
- b. There is a corresponding impact on functionality, self confidence, self-esteem, and especially on the care and development of our children and youth.

5. Favoritism and politicized administration: The colonialist legacy of favoritism, politicized decision making and micromanagement, instead of effectiveness (implementing good plans) and fairness (assuring good policy discipline) are still detrimental factors in good governance in our communities.

6. The weak state of the use of our language and the knowledge and practice of our Anishinabe ways: If we are to survive and thrive as confident and capable Anishinabe people, we must strengthen our knowledge and use of our language, and this on an urgent basis.

7. Succession in ANPSS: This is an ambitious strategic plan, and it will require a stable team of qualified personnel to execute it. The two key persons (Annie Presseault and Diana Wabie) have each indicated that they are planning to take retirement during the Plan period. Developing a planned succession scenario is a critical success factor for this Plan.

The CHALLENGES identified above are, in many cases, very persistent and all of them are significant. Each is addressed to some extent in the Plan.

The Plan will need to be implemented with discipline and good judgement if progress is to be made in addressing the more systemic issues. Alignment and collaboration will be a critical success factor.

CARRY-OVERS

The work to complete some key elements of the new *“Let’s help our Youth and Families live their Algonquin identity by using language”* project by 31 March 2023 has been expanded to include the new elements in Strategic Priority #1, below.

Additional and sustained funding will be required to sustain the strategic priority for cultural and language empowerment.

THE ANPSS MODEL OF COLLABORATIVE PARTNERSHIP

In presenting and developing the proposed Plan to each of the communities, the ANPSS representatives stressed the importance of working in close partnership, as stated in the proposed ANPSS Mission Statement:

The Mission of the ANPSS is to work in direct partnership with the communities ...

- **To contribute to and support the empowerment, capability and success of our members, their communities and their governments.**

The Plan clearly recognizes that all initiatives must respond to the needs of each of the communities, individually or collectively; this is critical to the success of the Plan, for the benefit of the member communities.

To ensure this, the ANPSS will establish a collaborative partnership approach that directly engages the appropriate representatives from the communities in a meaningful process.

The proposed model of collaborative partnership is based on the thinking about “collaboration” mentioned above, on page 5.

- **“Collaboration” is more than “cooperation” or “coordination”: it involves select people who actively work together to do joint planning, share resources, and oversee the implementation of targeted projects.²**

This is the basis of the model outlined below. There will be two (2) mechanisms to help assure that the work of the ANPSS responds effectively to the needs and differences of the three (3) member communities.

General Directors’ Regional Steering Committee

Mandate

- Assure that the member communities have a strong leadership role in the planning and accountability of the ANPSS.
- Oversee the implementation of all approved projects.
- Identify any new priorities that should be undertaken by the ANPSS, and support the proposal to the Board, as required.
- Oversee and assure the cooperation at the community level for the implementation of all approved priority projects.
- Coordinate the sharing of resources among the member communities.

² “Guide to Good Governance”, published by The Governance Centre of Excellence” of the Ontario Hospital Association, Third Edition, p. 16.

Membership

- The General Director from each community
- The Executive Director of the ANPSS, who will serve as Chair

Functioning

- The Steering Committee will meet regularly, on a pre-scheduled basis, at least once each quarter.
- Any member of the Committee may request a special meeting, and the other members will make every reasonable attempt to be available.

Project Partnership Teams (Regional)

Most of the strategic priorities contained in the Plan involve the development of programs, tools and personnel for the benefit of the communities. In some cases, such as the development of language tools, it may enable the ANPSS to recruit and develop qualified persons who will develop the project, program and tools which will then all be transferred to the participating communities, once the program has been suitably honed.

For each project to be developed with and for the member communities, either collectively or individually, there will be a Regional Project Partnership Team with a general mandate to:

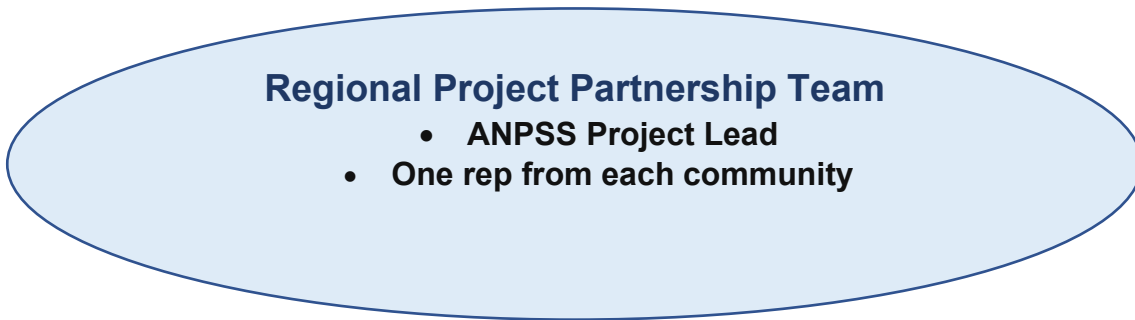
1. Do the project planning, including the project design / development;
2. Guide and ensure *local* actions to support the implementation;
3. Monitor and take timely corrective actions until the project is basically self-sustaining.

The ANPSS will coordinate and support the work of the Steering Committees, under the general direction of each Committee.

However, the community Administration must undertake to ensure that commitments for local cooperation are properly fulfilled.

The Collaborative Partnership Model is outlined below.

Model of the ANPSS collaborative Partnership Project with the Member Communities



Year I (Phase I)	Year II (Phase II)	Year III (Phase III)
<ul style="list-style-type: none"> • Project proposal • Obtain funding • Obtain other resources • Complete project / product / service design • Complete implementation plan • Obtain resources (ANPSS and local, as required) 	<ul style="list-style-type: none"> • Implement the new product / service / program • Evaluate and refine • Prepare to download to local team (training / capacity building) 	<ul style="list-style-type: none"> • Local team/department takes over the new program • ANPSS supports • ANPSS continues to develop any required “add-ons”, new tools <p>OR:</p> <ol style="list-style-type: none"> 1. Complete hand-off to one or all communities; or 2. ANPSS is selected to continue delivering and coordinating the product / service

NOTE:

- The actual steps in each phase will vary, depending on the purpose, needs and progress of each project.
- If fewer than all three (3) member communities participate in a project, the number of community representatives will be adjusted accordingly.

STRATEGIC PRIORITIES (2023-2025)

STRATEGIC priorities

- **“Strategic” priorities are intended to create real, direct and significant benefit for the communities**

Each strategic priority is stated as an *outcome* that can be directly related to the Vision.

Each Strategic Priority is supported by goals and action plans. A “goal” is intended to be the most effective action the ANPSS will take during the Plan period to make as much progress as possible towards that particular Strategic Priority.

Action plans are updated each year, for approval of the Board.

The eleven (11 strategic priorities to be pursued in this Plan are:

- 1. LANGUAGE AND CULTURAL EMPOWERMENT**
- 2. INFORMED DECISION MAKING.**
- 3. SAFE & SECURE ACCESS TO *INDIGENIZED* HOSPITALS**
- 4. AN EQUITABLE, EFFECTIVE & FAIR WORK ENVIRONMENT**
- 5. ENGAGED, COMPETENT YOUTH**
- 6. ENGAGED, SUPPORTED ELDERS**
- 7. PROFESSIONALLY ENGINEERED PROJECTS**
- 8. COMPETENT PERSONNEL, COUNCILLORS & BOARD DIRECTORS**
- 9. LOCAL HEALING & ACCOMMODATION SUPPORT SERVICES**
- 10. STRONG, GROWING, PROFITABLE LOCAL & REGIONAL ALGONQUIN ECONOMIES**
- 11. OPTIMAL & SECURE ACCESS TO DIGITAL TECHNOLOGIES**

Strategic Priority #1: CULTURAL EMPOWERMENT
Living healthy and productive lives, as Algonquins

- **Our members are empowered by, and proud of, their Anishinabe language, culture and identity pursue and live healthy, productive Anishinabe lives.**

Goal #1: Develop and implement the new “Let’s help our Youth and Families live their Algonquin identity by using language” project by (date).

Key indicators of success

- a. Quantitative and qualitative indicators (*to be developed* by the Steering Team)

WHY is this important?

- a. Our Anishinabe language and culture define who we are and empower us as individuals and as family, community, and nation. They constitute the basis of our ways of knowing and being, our ability to interpret the world, and how effectively we respond to it, including all our relationships.
- b. Like other First Nations, our language and culture have been severely threatened by colonialist policies and practices, and they continue to be threatened by the growing impact of the “global village”.
- c. It is now critical and urgent that we strengthen our knowledge and use of our language, and our ways of knowing and being as Anishinabe.

Considerations

1. It is critical and urgent that we involve our remaining Knowledge Keepers to guide us and help reconstitute our collective knowledge and ways, including our relationship with our Lands.
2. The new project will serve as the entry project for this strategic priority; we will build a supporting regional infrastructure around this and related projects.
3. We can build on some of our known strengths, particularly the cultural knowledge of ABL who are willing to share their recognized knowledge.

Strategic Priority #2:

**INFORMED MEMBERS &
INFORMED DECISION MAKING**

- **Our governments and members have access to relevant, accurate and timely information for decision making.**

Goal #1: *Build on the work of TFN to develop and implement a comprehensive Community Profile for each community, updated every 5 years, starting no later than (date)*

Key indicators of success

- a. Quantitative and qualitative indicators for each area listed below, categorized by age group, gender, etc. (*to be developed* by the Project Steering Team).
- b. The Team will identify 5-year indicators and indicators that should be updated each year.

WHY is this important?

- a. Both Council and the Administration Departments need relevant, accurate and timely decision to guide the most effective decisions pertaining to the effectiveness of program delivery and services, and relevant behavioural patterns in each of the following dimensions of living: culture, health, education, social, economic, the public security and safety, and personal engagement in the community.
- b. Members can also take responsible personal actions, individual and collective, if they are made aware of key trends in these areas.

Considerations

1. Develop the profiles in alignment with the concept of the social determinants of health.
2. Build on the good work done by the Cree Health Board and TFN
3. Will require the training of capable in-house expertise
4. Requires good IT support
5. Must be adaptable to the specific circumstances of each community
6. Must assure privacy and confidentiality

Goal #2: Implement a user-friendly, quarterly reporting process to inform all community members about the priorities and progress of the ANPSS, including an updated website, by (date).

Key indicators of success

- a. Issuing the quarterly reports on schedule.
- b. Positive feedback from the reports. (TBD)
- c. The number of persons who access the website.
- d. Positive feedback on the updated website. (TBD)

WHY is this important?

- a. This is a community driven Plan which tries to address the priorities of the member communities; ultimately the execution of the Plan should be a matter of transparent accountability to the members of the communities.
- b. Greater awareness of the work of the ANPSS should stimulate greater community engagement.
- c. The Board of Directors has determined that it will provide quarterly progress reports on the implementation of the Plan.

Considerations

1. The format and distribution practices for the quarterly progress reports must be user-friendly.
2. The updated website must be relevant, user-friendly, and kept up to date.

Goal #3: Develop and implement the capacity for the ANPSS to serve as the back-up data service for the three (3) member communities, by (dates to be determined by each community).

Key indicators of success

- a. The indicators will be developed with each community.

WHY is this important?

- a. Organizations, including governments, are increasingly at risk of experiencing data breakdowns, or interruptions or loss as a result of hackers seeking ransoms. It is critical to have a back-up data capability that is properly managed and protected. TFN experienced a similar data failure and loss in 2018 and a good deal of historical and current data was lost.
- b. Having ANPSS serve as the back-up data can provide the communities with a more knowledgeable resource.
- c. With ANPSS as the designated back-up data system for each of the member communities, it will be easier for ANPSS to provide more frequent reporting on some of the indicators contained in the community profile to each community (see Goal #1, above).

Considerations

- 1. ANPSS will be required to purchase and establish suitable computer equipment and have a suitable and safe space to handle the data input in a secure way.
- 2. ANPSS will have to retain a competent computer specialist and train an in-house resource to manage the back-up systems.
- 3. Department directors from the member communities can identify certain data requirements aligned with the Community Profile that can be accessed and reported to them on a more frequent basis to help identify important trends on a timelier basis.

Strategic Priority #3: WHOLISTICALLY HEALTHY MEMBERS

- **Our members enjoy wholistic health, live healthy Anishinaabe lifestyles, have secure and equitable access to quality, Indigenized health services, and enjoy equitable health outcomes.**

Goal #1: Working in collaboration with ABL as the lead group, establish an on-the-land cultural healing experience, starting no later than (date), and to be expanded to each community with support from ABL.

- **The initial emphasis will be on youth.**

Key indicators of success

- a. (TBD)

WHY is this important?

- a. Many of the individuals in each community, starting with youth, experience serious issues of mental health and dependency.
- b. A contributor to this legacy of colonialism is the loss of identity, including the core cultural ways and knowing and being as Anishinabe.
- c. On the land learning, with respected knowledge keepers, has proven to be a good way to start and support the healing process.

Considerations

1. ABL is planning to develop and implement a culturally based healing process, with a primary focus on youth and young adults.
 - Parents should be very involved/engaged.
2. They are willing to explore ways in which members from other communities can participate directly in their healing process, and eventually develop people and facilities to conduct their own sessions with their people.
3. Given the health and age of the remaining knowledge keepers in our communities, it is urgent that this initiative be undertaken on an urgent and priority basis, while those who have the knowledge to contribute are still able to do so, for the benefit of current and future generations.

Goal #2: Build on the current Liaison Agent arrangement to monitor and improve culturally secure access and support services in the hospitals by updating the job description and reporting processes of the Liaison Agent, and implement partnerships with key hospitals to Indigenize selected service corridors, by June 30, 2024.

Key indicators of success

- a. Implement the goal by the stated date.
- b. Indicators of timely access, personal satisfaction and comfort by members using the services, including indicators that the patient fully understands all key information, with first report available by 31 August 2023.
- c. Better data regarding how our members use the local hospitals, including frequency and comparisons with non-Indigenous utilization (by community and aggregated), with first report available by 31 August 2023.
- d. The data should be available by community and aggregated to include the three (3) communities.

WHY is this important?

- a. Our members deserve to access our local hospital services on a culturally secure basis, without fear of racist or other prejudicial attitudes, behaviours or systemic practices.
- b. The hospital partners need to know what changes are required to ensure culturally secure access.
- c. Our member communities need to know that the hospitals understand and are taking appropriate actions to ensure culturally secure access.

Considerations

1. Providing liaison agents is a recommendation of the Viens Commission, and funds have been made available by the MSSS. There are other liaison positions in Quebec that can serve to provide guidance.
2. The Partnerships must establish clear goals, as well as indicators of use of health services and how our members feel about their visits to health services, including data for the Key Indicators of Success for Goals 3 & 4 below.
3. The liaison agent should be tasked with helping to develop and obtain this important data.

Goal #3: Enhance the cultural safety of members needing to access local hospitals by implementing community-based navigator positions by 30 June 2023.

Key indicators of success

- a. Implement the goal by the stated dates.
- b. Indicators of personal security by members using the services, including indicators that the patient fully understands all key information (by community and aggregated) (TBD)
- c. Better health outcomes of the patients. (TBD)

WHY is this important?

- a. Our members deserve to access our local hospital services and ensure they are well understood, and clearly understand their respective conditions and the required actions for optimal health outcomes.
- b. Our members deserve to experience culturally secure interactions within the hospitals system.
- c. Using local navigators attached to each community will assure that the navigator is knowledgeable of the general circumstances of the community, and is a known, capable and trustworthy person in the eyes of the persons using the service.

Considerations

1. There could be more than one navigator, depending on the needs of each community.
2. The navigator(s) would help coordinate follow-up support and visits.
3. The hospitals will have to agree to help train each navigator so they can easily navigate the main service corridors used by the community members.
4. The ANPSS would help develop and implement these positions, and then hopefully transfer the position to the Health Department of the respective communities.
5. Given the passing of Bill 96, the *Act to Protect the French Language (QC)*, and the explicit application to health services, the navigators should possess a good working knowledge of French.

Goal #4: Create safe, accessible, Indigenized service corridors to detoxification clinics for the member communities, by (date).

NOTE: This was not an explicit request of any community, but it aligns with the broader concern about assuring timely, secure and Indigenized support for members dealing with addiction issues.

Key indicators of success

- a. The number of community members who use the service.
- b. Indicators of how accessible and timely the services are. (TBD)
- c. Indicators of how well the users did following the detox procedure, at 1, 3 and 6 mos. (TBD)

WHY is this important?

- a. It is difficult for persons to make sustained recovery from dependency behaviours until they cleanse their body of the toxic, addictive residues.
- b. Detox can lead to better physical health and better chances to regain control over our lives. It is an excellent preconditioner for accessing treatment services.
- c. It is highly preferable to access an Indigenized detox clinic that understands and respects Indigenous peoples, and their histories.

Considerations

1. It is highly likely that separate detox service corridors will have to be set up with the appropriate hospital(s) for each community. Respecting the language preference of the persons who will use it is a consideration.
2. This is the type of project that, once fully functioning, could be fully transferred to each of the member communities, for their management and oversight.
3. This project can also be integrated with the goals to focus the work of the Liaison Agent (Goal #2 above), and the goal to establish a navigator for each community (Goal #3, above).

Goal #5: Establish more local support, including access to local safe spaces, treatment and accommodations for members suffering from mental health, addictions and lack of housing, by (date).

NOTE: This request arose from various individuals during the development of the Plan, and from representatives of TFN after the Plan had been approved.

The need will be discussed with the Director Generals' Steering Committee and with the Health Directors' Project Team overseeing all of Strategic Priority #3.

Strategic Priority #4:

EQUITABLE, EFFECTIVE & FAIR WORK ENVIRONMENT

- **Our employees work in a productive, effective and fair work environment, including receiving equitable compensation, based on timely professional compensation data.**

Goal #1: Work with a respected and capable compensation consultant to develop and implement a professional compensation survey providing fair and equitable compensation data and counsel to salary administrators in the 3 communities, with the first survey available no later than (date) and update at least once every 5 years.

Key indicators of success

- Improved retention and recruitment rates
- A growing level of competence among all FN government personnel, including schools

WHY is this important?

- Employees want to know that they are being fairly and equitably compensated, consistent with good HR policies; this includes moving beyond various forms of favoritism
- FN governments want to know that they are making effective use of the funding allocated to them for compensation, and funders want to know the funds are being responsibly used
- PS FN students, and any qualified FN person, have easy access to a growing number of well-paid jobs outside the communities; we need to be able to retain our qualified personnel and recruit our PS students
- We are competing with a growing number of businesses within and adjacent to our communities
- There are important economies of scale that can be achieved, as well as the development of compensation skills specifically relevant to our situation in each community
- Employers in the comparable labor market are more willing to participate in the surveys, and annual update information, when there is a credible professional managing the surveys

Considerations

1. Government funders have shown a willingness to fund competitive compensation, if they are satisfied that the data is professionally developed
2. Developing a sustained relationship with an acknowledge compensation expert will provide the full range of compensation skills needed to support fair and equitable compensation, including job evaluation, drafting job descriptions

Goal #2: Provide our personnel in the member communities, especially the leadership, with sound counsel and services regarding HR policies, programs and practices, starting no later than (date).

Key indicators of success

- a. Improved retention and recruitment rates
- b. Indicators of a healthy, productive, and fair work environment (TBD)

WHY is this important?

- a. The challenges of unity within the community, and other remnants of colonialist-induced trauma find their way into the work environment, especially in the band offices where key decisions are made daily.
- b. The issues and the work required from HR Managers/Directors often go beyond their personal skills and experience.
- c. Likewise, when making major recommendations to Council for changes, it can help to have a seasoned HR professional contribute to the development of the thinking by the Leadership Teams and to support the presentation and discussions at Council meetings, or in community consultations.
- d. A key part of this work is helping to develop fair and effective HR policies, including their effective implementation, and to provide good counsel on all key HR issues to both the HR Manager/Director, and the Leadership Teams.

Considerations

1. The HR specialist must have extensive experience and success working with First Nation organizations, at the community level, and preferably be a First Nations person.
2. The person needs to be available, when needed.
3. This person will be retained by the ANPSS, on an “as needed” basis, but not be an employee.
4. The consultant must be retained through the HR Manager/Director, or the General Director; there is no value or intent to bypass the local HR specialist.

Strategic Priority #5:

OUR YOUTH ARE ENGAGED & COMPETENT

- **Our Youth are fully engaged in fostering healthy lifestyles and building better communities**
- **Our post secondary students have preferential, timely and fair access to well-paid jobs within, or adjacent to, our communities.**

Goal #1: Support our Youth in developing inter-community engagement and having a direct voice in the priorities and work of the ANPSS, including the nomination and election of the Youth Board director, by the 2023 AGA.

NOTE: It was also suggested that the regional Council of Elders meet at least once a year with the Regional Youth Council. (See SP #6)

Key indicators of success

- a. The Regional Youth Council is functioning and has met at least once by 31 January 2023.
- b. The establishment of a regional youth council that meets at least two (2) times a year.
- c. The election of a Youth Director on the Board, elected by Youth starting no later than the AGA 2023.
- d. A growing number of healthy regional activities for youth, initiated and organized by the Youth.

WHY is this important?

- a. Youth aged 18 – 30 are still in a critical development stage in their lives; they need to be actively involved in shaping their current and future lives.
- b. A better future for all requires healthy, capable, engaged youth who have a good opportunity to be heard and to serve as role models, including as young parents
- c. We get better solutions from groups that work together in effective ways
- d. We have seen good examples of the benefits of engaged youth
- e. The ANPSS is well positioned to support inter-community youth engagement activities
- f. The Youth should nominate and elect their representative as Board Director

Considerations

1. This engagement process must be led by the Youth.
2. ANPSS will ensure there is organizational support at the regional level, for regional activities.

Goal #2: Implement and coordinate a user-friendly and highly appreciated communications and counselling service that identifies the interests and aspirations of our PS students and recent graduates and aligns them with good employment opportunities in, or adjacent to, our communities, starting no later than (date).

Key indicators of success

- a. The growing percentage of PS students and recent graduates who are recruited into “good fit” employment at home, or in our territory.
- b. The reputation of our communities and this service among our PS students, and other students seeking employment in a First Nation community, and with key partners. (TBD)
- c. Above average retention rates for our PS students and recent grads.

WHY is this important?

- a. to meet our growing and increasingly complex needs, including for Many of our PS students and recent grads would prefer to return home for meaningful, well-paid employment.
- b. Our communities, including our corporations, have a growing need for qualified FN personnel professional personnel (teachers, doctors, engineers, lawyers).
- c. Bringing in young PS graduates to work, and to start young families will provide a core of strong, stable and nurturing households to foster the development of even more capable youth, and a healthier community.
- d. This will be a strong incentive for our young adult education students.

Considerations

1. Qualified PS students and grads must have *fair* access to the available jobs; *the most qualified person must get the position*. We need to eliminate favoritism that makes our students seek work elsewhere, and even discourages them from aspiring to a PS education
2. This service will complement the good work already being done by the member communities and provide direct coordination between the student/grad and the prospective employer(s). (See SP#7, below.)
3. The service should include regular monitoring of other good jobs available in our territory.

Strategic Priority #6: ENGAGED, SUPPORTED ELDERS

- **Our Elders are engaged and supported in their desire to live dignified lives and to participate fully in the life of their communities**

Goal: Support our Elders in sustaining personal agency and developing inter-community engagement, and assuring they have a direct voice in the priorities and work of the ANPSS, including the nomination and election of the Board Director for Elders, by 2023 AGA.

NOTE: It was also suggested that the regional Council of Elders meet at least once a year with the Regional Youth Council. (See SP #5)

Key indicators of success

- a. The Regional Council of Elders is functioning and has met at least once by 31 January 2023.
- b. January 30 Our Elders select and elect their Board director themselves, starting no later than the 2023 AGA.
- c. The formation of a regional Elders' Council no later than April 2023.
- d. A minimum number of 3 regional Elders' meetings each year, starting in calendar year 2023.
- e. There is a clear and timely identification of the priority issues Elders want to see addressed.

WHY is this important?

- a. Our Elders, most of whom have suffered from various forms of inter-generational trauma from colonialist policies, deserve to live dignified lives, with agency and control over their affairs, and with full participation in community activities.
- b. To fulfill its unique part in this outcome, the ANPSS must have Board representation that is selected and elected by the Elders.
- c. The ANPSS is the best organization to support regional engagement activities with and for the Elders.

Considerations

1. The Elders' Council should be consulted on all relevant matters by the ANPSS teams working on their issues.
2. There is a significant overlap in common issues between the Elders and the Youth; they should interact on a regular basis.
3. The ANPSS is the best organization to coordinate and support the functioning of the Regional Elders' Council.

Strategic Priority #7: PROFESSIONALLY ENGINEERED PROJECTS

- **Member communities benefit from timely, quality engineering and related services to provide professional guidance and support for major civil and construction projects.**
- **Band-owned businesses and private entrepreneurs from the communities can also access these services, for appropriate fees.**
- **Our engineering graduates have preferential employment opportunities with the retained engineering firm(s).**

Goal: Establish Establish cost effective engineering and related services as a regular service of the ANPSS for the member communities, effective as soon as possible in Year I of the Plan, and secure preferential hiring provisions for our graduating engineers as part of the agreement.

Key indicators of success

- a. Funding is obtained to retain quality engineering services on a sustainable basis, no later than (date)
- b. Evaluations from member communities that use the services are very positive (TBD)
- c. Evaluations of the projects impacted by the ANPSS engineering services are fully satisfactory, or better. (TBD)
- d. Our post secondary graduates have preferential hiring in the retained engineering firm(s).

WHY is this important?

- a. The three (3) member communities all have plans for important and extensive civil and construction projects requiring significant quality engineering to assure optimal benefits from these investments.
- b. Retaining these services in-house will ensure better quality and timely accessibility.
- c. Having good contractual relations with quality engineering firms, on a retainer basis, will enable the ANPSS to set up internships for young engineering graduates from our communities, when they graduate. (See Strategic Priority #5, above.)

Considerations

1. To initiate these services, it will likely be more cost effective to create a retainer agreement with a quality engineering firm that has proven experience and a good track record working with First Nations.
2. It will be important to exit from the existing relationship with the other tribal council in a mutually respectful way.

Strategic Priority #8: COMPETENT PERSONNEL, COUNCILLORS & BOARD DIRECTORS

- **New administration personnel, elected councillors, and new directors on the boards of band-owned businesses receive good and timely onboarding training; they are also kept updated in their skills.**

Goal: Working with each Council, Administration, and Band-owned business, develop, pre-schedule and implement effective onboarding training programs, and training updates, that will support the effective and timely onboarding of new employees, councillors, and board directors, starting no later than (date).

NOTE: The training programs are adapted to the specific needs of each organization.

Key indicators of success

- a. New employees, councillors and board directors are effectively and efficiently onboarded on a timely basis.
- b. The personal evaluation of the individuals who receive the onboarding training. (TBD)

WHY is this important?

- a. There is neglect and inconsistencies in the manner new personnel, councillors and board directors are onboarded. This reduces the effectiveness of the person and the organization.
- b. People prefer to be able to perform well, from the very start, in their new responsibilities.

Considerations

1. The ANPSS can provide good, timely, politically neutral training.
2. This will require close collaboration with each employer, including HR staff.

Strategic Priority #9:

LOCAL HEALING & ACCOMMODATION SERVICES

- **Members in need have access to local *healing and treatment* for addictions, including access to managed, harms reduction approaches and support**
- **Members experiencing homelessness have a local, supported place (*accommodation*) to call “home”**

NOTE:

- There is a generally acknowledged need for these two critical types of support services for those in need, and there are far too many who need such services.
- The types of support are well known. Providing local treatment has been discussed for years, with very few First Nation communities having the capacity to deliver these services.
- There are several successful examples of supported living situations, especially in urban settings, that could be modeled.
- This should probably be handled at the community level, under the local Health administration; however, resources appear to be a major challenge.

POTENTIAL OPPORTUNITY – ABL

- ABL is actively developing and implementing a land-based healing project, based on Anishinaabe ways and teachings. Once honed, the healing experience can be extended to the other communities, and ABL will provide assistance.

The following additional strategic priorities were proposed at the AGA and approved by consensus agreement.

Strategic Priority #10: STRONG, GROWING, PROFITABLE LOCAL & REGIONAL ALGONQUIN ECONOMIES

- **The member communities enjoy thriving, prosperous and sustainable economies under their control, including a regional economy under the collective control of the Algonquin Nations**

Goals: The specific goals will be developed in collaboration with the member communities and approved by the Board ASAP.

Strategic Priority #11: OPTIMAL & SECURE ACCESS TO DIGITAL TECHNOLOGIES

- **Our members have user-friendly and reliable access to helpful, effective and secure digital technologies**

Goal: Explore, recommend and implement block technologies that will provide timely, transparent and secure access to digital communications and decision-making processes, within the member communities, by (date TBD).

NOTE:

This is a general goal from the member who proposed this Strategic Priority at the AGA. It will be assessed by an inter-community project team before being approved by the Board.

The project team will be asked to identify and propose any other appropriate goals to support the priority outcome.

ORGANIZATIONAL PRIORITIES & GOALS (2023 – 2025)

ORGANIZATIONAL priorities

- “Organizational” priorities are *the things we must change or improve as an organization*, to enable us to accomplish the Strategic Priorities and goals identified above.
- Like the strategic priorities, each organizational priority is stated as an *outcome to be attained*.

Each Organizational Priority is supported by goals and action plans. The “goals” are the most effective actions the ANPSS will take during the Plan period to make as much progress as possible towards that particular Organizational Priority.

Action plans are updated each year, for approval of the Board.

***Strategic priorities drive the organizational priorities,
not the other way around.***

The seven (7) organizational priorities necessary to support the successful implementation of this Plan are:

Strategic priorities drive the organizational priorities

1. Management of collaborative internal partnerships

- All community partners collaborate so the work of the ANPSS is fully aligned with the priorities and particular circumstances of each member community.

2. Capable staffing and professional services to meet current and planned needs

- The ANPSS members have timely access to quality ANPSS personnel, or to professionals in HR, Finance, Information Management and Engineering services retained by the ANPSS, to fulfill the commitments in this Plan, including the priorities of the member communities.

3. Adequate space and facilities

- The ANPSS has the space, facilities and equipment to do the work outlined in this Plan.

4. Data gathering, management and analysis for timely and informed decisions

- The member communities have quality and timely information to make informed and timely decisions, and to track progress.

5. Sustainable funding

- The ANPSS has access adequate and sustainable funding to enable it to fulfill the commitments outlined in the Plan.

NOTE: In terms of timing, this will be the first action: the ANPSS must get the funds to enable it to hire the staff, retain qualified professionals, and acquire good office facilities and equipment.

6. Collaborative and highly beneficial *external* partnerships

- The ANPSS facilitates the development and management of mutually respectful and beneficial external partnerships, including with the provincial health services for equitable access and health outcomes, and corporate partnerships to enhance employment and revenue opportunities for the members.

7. *(Proposed and approved at the AGA)* Effective, timely, user-friendly communications between the ANPSS and the member communities and their members.

The organizational priorities outlined in the following pages are not fully developed; this will take place once the Board and the AGA have approved the Plan. But, it is important that the Board appreciate the extent of organizational change that will be needed to properly implement this relevant but ambitious Plan.

Organizational Priority #1: COLLABORATIVE INTERNAL PARTNERSHIPS

- **All ANPSS projects are developed, designed, and monitored by a Regional Partnership Team comprised of a representative from each participating community and the ANPSS Project Coordinator**

Comments and considerations

1. It is critical to the ongoing relevance and success of this Plan that it be fully aligned and integrated with the priority needs of each member community. This can be best accomplished by implementing the two (2) organizational structures identified below, to ensure a “collaborative partnership” between the ANPSS and each community.
2. Those two (2) structures are:
 - a. General Directors’ Steering Committee, which provides direct oversight and alignment along with the Executive Director. It will meet on a quarterly basis, before the Secretariat makes its progress reports to the Board.
 - The General Directors’ Steering Committee is comprised of the GD from each member community and chaired and coordinated by the Executive Director of the ANPSS.
 - b. Collaborative Partnership Project Teams that will oversee the development, design, implementation and refinement of each project identified in the Plan.
3. The successful implementation of this Plan will only succeed if there is active and committed involvement of, and follow-up by, the local Administration Leadership; this is critical.

Organizational Priority #2: COMPETENT, STABLE STAFFING

➤ Capable and stable staffing to meet current and planned needs

Comments and considerations

1. The successful implementation of an ambitious Plan, like this one, requires capable people to make it happen. There is little point in asking the communities to do their part if the ANPSS cannot fulfill its commitments.
2. The proposed organizational structure required to support the effective and timely implementation of this Plan is outlined in Appendix “B”.
3. This increase in staffing to form a quality ANPSS core team will be a challenge, for two reasons:
 - a. It will require a substantial increase in funding, see Organizational Priority #3, below;
 - b. It is always a challenge to recruit and retain people with the qualifications and experience to accomplish this type of work in a quality way.
 - c. Because of the growing general demand for qualified Indigenous personnel, it will be especially difficult to recruit and retain Anishinabe persons.
 - d. Having equitable compensation is a critical success factor (see SP #4, above.)
4. In the last few years, the Secretariat has functioned largely thanks to the fine contributions of the Manager of Financial Services, who has also served as the Interim Executive Director, and of Diana Wabie, who has designed, coordinated and delivered all of the capacity building initiatives, including the development of the funding proposals.
 - a. Each of these two persons has indicated her intention to reduce her workload in the foreseeable future, including retirement.
 - b. The Secretariat will have to focus up front on recruiting a qualified Executive Director, and finding the person(s) who will be able to relieve and replace Diana, in the relatively near future.
 - c. It will help considerably if the new Executive Director can also fulfill one of the Manager’s roles outlined in the proposed organizational structure.
5. Consistent with the role of the ANPSS as a potential “incubator” for the design and delivery of new programs, with their related tools and personnel, there will hopefully always be a few extra young persons working in the Secretariat, trainees being developed for re-assignment directly to the appropriate member community.
 - a. Preferably, these trainees will soon be returning post secondary graduates.
6. The Secretariat will also have to acquire suitable work facilities to house the staff and the related materials and equipment to support their good work, see Organizational Priority #4, below.

7. Once the Plan is approved by the Board and the AGA, the Interim Executive Director should be asked to develop and submit a Personnel (HR) Plan to support the implementation of the Strategic Plan, for approval of the Board.

Organizational Priority #3: ADEQUATE, SUSTAINABLE FUNDING

- **The ANPSS has the funding required to execute this Plan and related priorities on a sustained basis**

Comments and considerations

1. It is evident that, if the Plan is to be successfully implemented, it will require a *significant* increase in sustainable funding to support key cost areas, including staffing, new facilities and equipment, and travel.
 - This is a critical success factor, and it is urgent.
2. At the Board meeting held on 13 September 2022, the following resolution was approved, by consensus agreement.

It was proposed by* Chief McBride *and seconded by* Chief Lisa Robinson **that:*

- a. Once the proposed Strategic Plan is approved at the AGA, the three (3) Chiefs, along with the Interim Executive Director, will approach the targeted government funders as a united delegation to express the resolve of the ANPSS and its member communities to obtain the required funding to support the important work set forth in the Plan; and that
- b. This proposal be put to the members at the AGA for a resolution of support from the members to further strengthen the importance of obtaining the required funding.

APPROVED by consensus agreement.

3. Following the approval of the Plan at the AGA, the Acting Executive Director is asked to develop and submit a Financial Plan to support the implementation of the Strategic Plan, for approval of the Board, on a priority basis.
4. Following approval of the budget, the Acting Executive Director will submit the requests for sustainable funding and implement the Plan.

Organizational Priority #4: ADEQUATE FACILITIES

- **The ANPSS has adequate facilities and the required equipment to enable it to execute this Plan and related the priorities**

Comments and considerations

1. It is evident that, if the Plan is to be successfully implemented, it will require a significant increase in staff (a minimum staff of 5 persons). To be productive, they will require good working facilities and equipment.
2. To support both the staff and the collaborative partnership processes in the Plan, they will also require a good meeting facility, with the usual communications equipment (virtual communications processes) to support the work and follow-up in the communities.
3. The Secretariat should continue to be located where it can be most easily accessed by both the key users and the staff.
4. Depending on the approach that is taken, the host community could look at a building that is developed by the Band and leased to the Secretariat for a profitable income stream.

Organizational Priority #5: DATA GATHERING, MANAGEMENT, ANALYSIS & SECURITY

- **The Councils and Administration Teams of the member communities have access to comprehensive, updated profiles of their respective communities, and secure back-up systems**

Comments and considerations

1. There are two (2) key goals to support with appropriate personnel:
 - a. The development and maintenance of the proposed Community Profile for each community, with annual quarterly and updates on some select indicators, and a full 5-year update (see SP #2, above);
 - b. The proposal that the ANPSS be the information systems back-up for each of the member communities.
2. This will require:
 - a. At least one highly qualified person to develop, implement and maintain the community profiles; *plus*
 - b. A qualified IT systems specialist to create and maintain the data systems for both the ongoing updating of the community profiles, and the establishment of the data back-up systems.
 - i. It is possible that the data systems person could be a professional resource, retained on a consulting contract.

Organizational Priority #6:

EFFECTIVE, MUTUALLY BENEFICIAL EXTERNAL PARTNERSHIPS

- **Key external partnerships are carefully developed and managed in an effective, mutually respectful and beneficial manner.**

Comments and considerations

1. Certain of the strategic priorities and goals will only be achievable by developing and sustaining effective, mutually beneficial partnerships with external parties.
 - a. SP #3, “Safe and Secure Access to Hospitals” will require good partnerships with the local CISS and hospitals.
 - b. SP #10: “Growing, Profitable Local and Regional Algonquin Economies” will require good partnerships with select corporations operating on the traditional, un-surrendered territory of the member communities.
2. The ANPSS is well positioned to facilitate, coordinate and support these partnerships, both the internal work and planning (see SP#10) and the external partnering processes.

Organizational Priority #7:

EFFECTIVE, TIMELY, USER-FRIENDLY COMMUNICATIONS

- **All members of the member communities are regularly informed about the priorities of the ANPSS, and its progress in attaining the priority goals.**

Comments and considerations

1. This is an urgent and critical priority to the success of the work of the ANPSS.
2. Communications between the ANPSS and the communities, including the members, are effective, timely, and user-friendly.
3. The ANPSS will have to determine the most effective channels to use with the different sub-groups, e.g. youth tend to prefer digital communications.

GOVERNANCE PLAN (2023 – 2025)

The following issues were raised by some of the community representatives, received the approval of the Board, and were ratified by consensus agreement at the AGA.

These priorities are to be developed and implemented during the first year of the Plan.

Governance Priority #1: Board membership

- **The Board must be inclusive and assure that the interests of all members of the community are well represented.**

Goal #1: Appoint the non-political board director from each member community:

The former practice of having a non-political representative as a director on the Board will be re-instated effective no later than 1 March 2023.

Comments and considerations

- Each member community will select and nominate a community representative to serve as Director representing that community for a 2 – year term, renewable to a maximum of 2 terms.
- The communities shall engage the other members of the community in this process.
- Each community will nominate its director no later than January 31, 2023.
- The Board will approve each nomination at its first meeting following 31 January 2023, subject to ratification at the following AGA.
- The number of active directors will be increased to 9 directors to reflect these changes.

Goal #2: Implement the approved process for electing the special directors to represent Elders, Youth, Women and possibly Men, consistent with SP #5 and #6 (see above).

Comments and considerations

- a. The ANPSS will provide the necessary organizational support to implement this goal.

Other Governance priorities approved by the Board

A de-politicized governance

1. Since the ANPSS is a collective service to the member communities, it is preferable to de-politicize the governance. This requires, among other things, having a non-political Board process and ensuring the Board:
 - a. Oversees the work of the ANPSS;
 - b. Holds the Administration team fully accountable;
 - c. Makes quarterly reports to the communities.
2. The implementation of the General Directors' Steering Committee will assure that the Secretariat is directly guided by the priority needs of the communities, and that the local Administration Teams are fulfilling their responsibilities in developing and implementing programs and services.
3. The Board will re-assess the effectiveness of reinstating and transforming the former role of the Grand Chief to that of Chairperson of the Board. There will be a clear position developed for approval of the Board.
4. The Board will also re-assess the benefits of establishing an Executive Committee.

Implementation of the Strategic Plan

1. It is well established that developing a good Plan is a challenge, but it is nothing like the challenge of implementing a good plan, especially an ambitious plan like this one, designed to bring about significant benefits for the member communities.
2. The Plan was developed based on asking the various contributors the following question:
3. *“What are the most useful things the ANPSS should be doing to create the greatest benefit for the member communities?”*

The Plan therefore contains the “most important things” that the communities want to see accomplished, for their benefit. Therefore, the Board should always ensure that the “most important things” are being done, as planned.

4. Overseeing the disciplined implementation of the Plan, and holding the Administration Team accountable, *is therefor the top priority of the Board.*
5. The Board is also responsible for providing regular quarterly progress reports on the goals to the member communities, as approved at the AGA.
6. The agenda for regular quarterly meetings of the Board must be designed to assure the proper implementation of the Plan.

APPENDIX “A”:

The “track record” of the ANPSS

Summary of projects completed since the creation of the ANPSS

I. **Capacity building:** training for individuals, teams, Councils

A. **Projects delivered to all three (3) communities**

Staff development / training

- Effective proposal writing (Dianna Wabie)
- Proposal Development (Dianna Wabie)
- Cannabis (Académie de Gestion)
- Planning and Budgeting (Lynn Kearney)
- Microsoft Office (Lynn Kearney, Gestion k and Martina Duffy, Maple Leaf Training)
- Excel Word (Martina Duffy, Maple Leaf)
- Understanding & Managing Anti-Discrimination

Council training

- By-laws (Séguin Daoust)
- Negotiating: the Basics of Negotiations (IBN approach)
- Activity land management (Mario St-George)
- Crown-First Nations Fiscal Arrangements
- Developing and managing pilot projects (UQAT)

Additional Projects delivered to specific communities

Timiskaming First Nation

Staff Development / Training

1. Management and Leadership (AFOA)
2. Effective Meeting Strategies (Dianna Wabie)

Council Training

1. Politics of Ethical Decision Making for Elected Indigenous Leaders
2. Drafting a Custom Code & First Nations Elections Act (ISC)
3. Canada Labour Code
4. Obadjiwan Corporation Board Training (Dianna Wabie and Séguin Daoust)
5. Effective Meeting Strategies for Chief and Council (Dianna Wabie)
6. Elected Aboriginal Leaders (AFOA)
7. Cultural Perspectives Training (Indigenous Perspectives Society)
8. Effective community Committees (Dianna Wabie)

Wolf Lake First Nation

1. Management Training
2. Making Ethical Decisions (Martina Duffy)
3. Effective Meeting Strategies (Dianna Wabie)
4. Effective Community Committees (Dianna Wabie)

Algonquins of Barrière Lake

1. Time Management (Dianna Wabie)
2. Accounting Sage (Lynn Kearney)

NOTE: It is evident that TFN has been the major user of the ANPSS training services.

II. Programs and Services

These programs and services are offered to all communities, but the utilization varies.

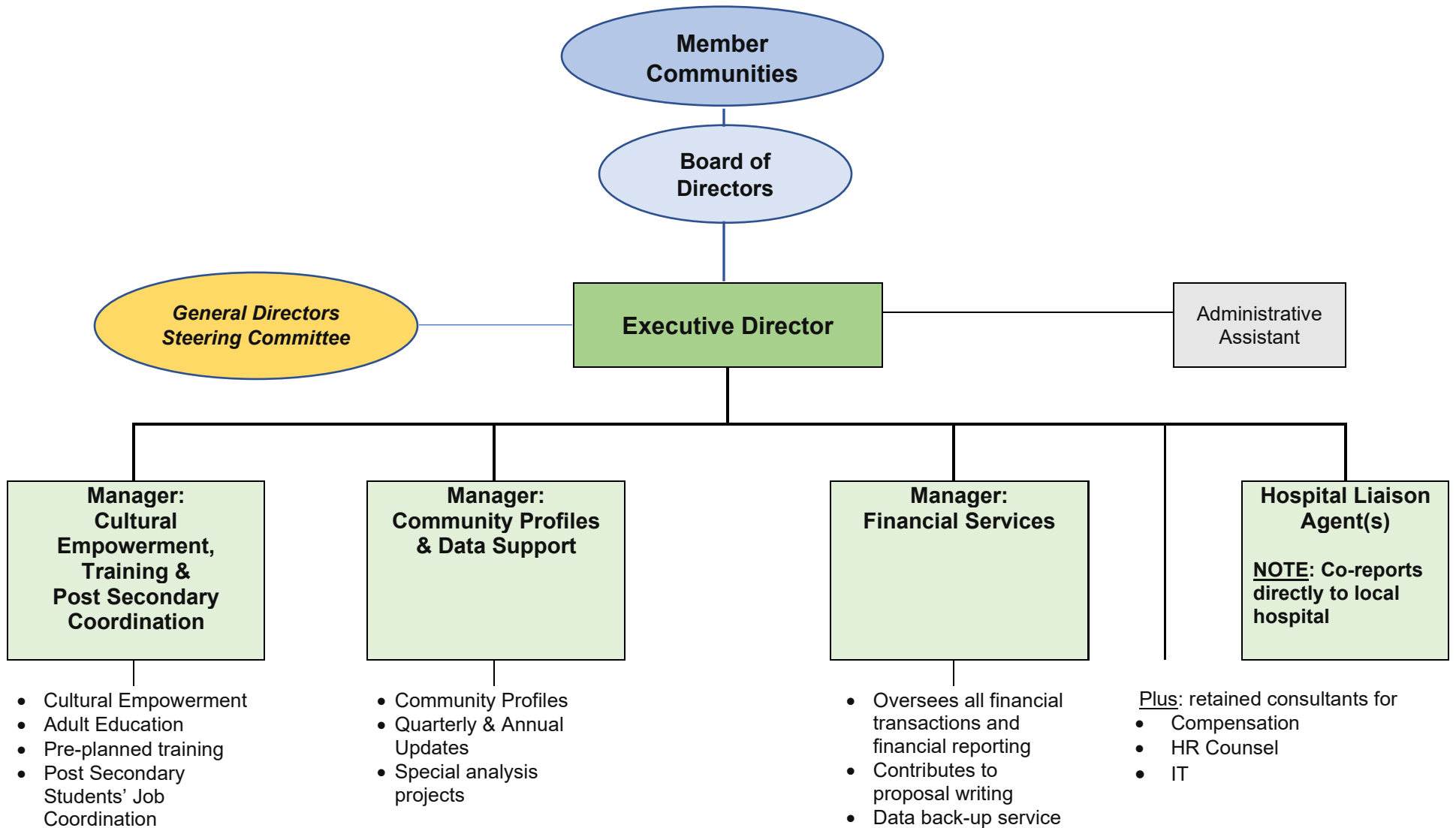
A. Capacity building

1. Support in developing and writing proposals
 - Project management support to implement the project, if the funding is obtained, when required
2. Mentoring/coaching and supporting individual members in training and capacity building (follow up from training)
3. Preparation and facilitation of consultation meetings

B. Services

1. Coordinate the Hospital Liaison Agent Program
2. Coordinating a project to support the learning, use and pride in our Anishinabe language and culture. (This project was in development as the Plan was being created.)

APPENDIX “B”: ANPSS Organizational Structure *(proposed)*



COMMENTS:

1. It is highly preferable that the Executive Director be able to assume one of the Manager's roles, along with the leadership role of Executive Director.
2. The Manager – Cultural Empowerment, Training, and Post Secondary Coordination will need a Coordinator for Cultural Empowerment, and possibly a Coordinator for the Post Secondary Communications service.
3. The Manager – Financial Services could also oversee the development and maintenance of the proposed data back-up services for the member communities, with the help of a retained IT consultant.
4. The other retained consultants would be to provide the HR support expertise and services for Compensation (surveys and counsel), and for general HR counsel, including good policy writing services, for the member communities.