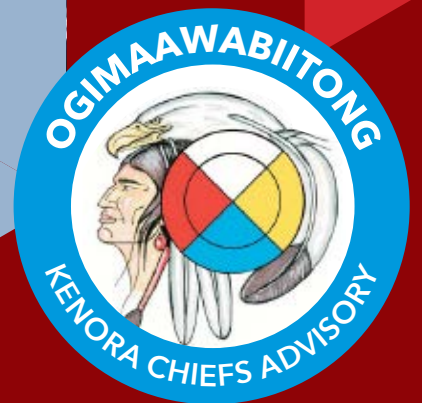


2020-2024

STRATEGIC PLAN



December 2019





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KENORA CHIEFS ADVISORY

MISSION, MANDATE AND VALUES

MISSION STATEMENT

Niwiisoogawaananig Anishinaabeg chi mino bimaadizid.

Kenora Chiefs Advisory is committed and dedicated to providing culturally appropriate health and social services which address the needs and enhance the well-being and capacity of community members in our affiliated First Nations.

of directors and govern Kenora Chiefs Advisory (KCA) while the day-to-day operations are managed by the Executive Director. These Chiefs are accountable to the First Nations that they represent.

Ogimaawabiitong kimaadanokiiwag 1995 chi wiisookaawad Anishinaabeg gezhi mino bimaadizid. Zhaangachiwag okimaakanag ganamadibiyad imaa Ogimaawabiitong.

ORGANIZATION MANDATE

The Kenora Chiefs Advisory is an alliance of independent, participating First Nations within the Western Region and has been incorporated and in operation since 1995. The Kenora Chiefs Advisory's mandate is to provide programs and services to the First Nations in the field of health, education and social services in a holistic, traditional way ensuring the survival of the Anishinaabe way in the present and future generations. Chiefs from each of the nine communities constitute a board

Our Mandate is to provide programs and services to the First Nations in the field of health, education and social services in a holistic, traditional way ensuring the survival of the Anishinaabe way

KCA Communities

- Naotkamegwanning First Nation
- Grassy Narrows First Nation
- Shoal Lake 40 First Nation
- Wabaseemoong Independent Nation
- Wauzhushk Onigum First Nation
- Northwest Angle 33 First Nation
- Obashkaandagaang First Nation
- Animakee Wa Zhing 37 First Nation
- Niisaachewan Anishinaabe Nation

VALUES – MINO BIMAADIZIWIN

Ogimaawabiitong shall maintain a culture which recognizes and values ethical conduct through the following Seven Sacred Teachings:

Ogimaawabiitong obiminiizhaa'on o'wemino bimaadiziwin, niizhwaaso nimishoomasag.



HONESTY Gwayko Bimaadiziwin

Don't lie or steal, WALK WITH HONOUR...

Gego giwanimookan gemaa gego gimoodikan.



TRUTH Debwewin

We are all personally accountable for what we say and do. If you believe in yourself, respect your actions, YOU ARE LIVING THE TRUTH...

Weweni chi nagagidoowin gzhichige'ing. Debwewin ezhibimaadiziwin.



RESPECT Manajii'idiwin

Respect means never hurting or humiliating your colleagues by unkind words or gossip. TO HONOUR ALL OF CREATION IS TO HAVE RESPECT...

Gaawinn awiyaa chi-dizhimaad.



BRAVERY Zoongide'ewin

Don't be afraid to stand up for what you believe in; take risks and learn something new, STEP OUT OF YOUR COMFORT ZONE...

Gego zhaawenimooken chi-mishkogabawi'in. Gagwe gikendaan gegoo endaaso gizhiig.



LOVE Zaagidi'iwin

Love means showing compassion and understanding towards yourself and others. ASPIRING TO LIVE IN TRUTH & HARMONY...

Zhaawendig miinawaa Zhaawendizon. Gagwe biminiizhaa'on mino bimaadiziwin.



HUMILITY Dabaasaanimowin

Show your humility by asking colleagues for their opinions and giving credit for their assistance and ideas. TO BE HUMBLE IS TO ACKNOWLEDGE OUR LIMITATIONS...

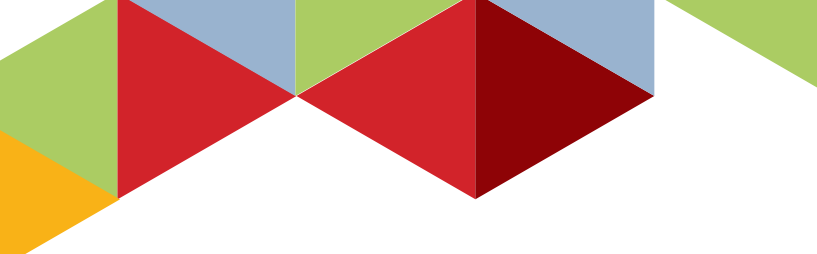
Gagwejiim gaawiidinookimadwaa ga-inendamowad. Dabaasaandizon.



WISDOM Nibwaakaawin

Wisdom is seeking to learn all that we can in a respectful manner and to take the time to reflect upon our teachings...

Apane gagwe gikandaan gegoowan. Nanagadawendon Anishinaabe gikinomaa'igewin.



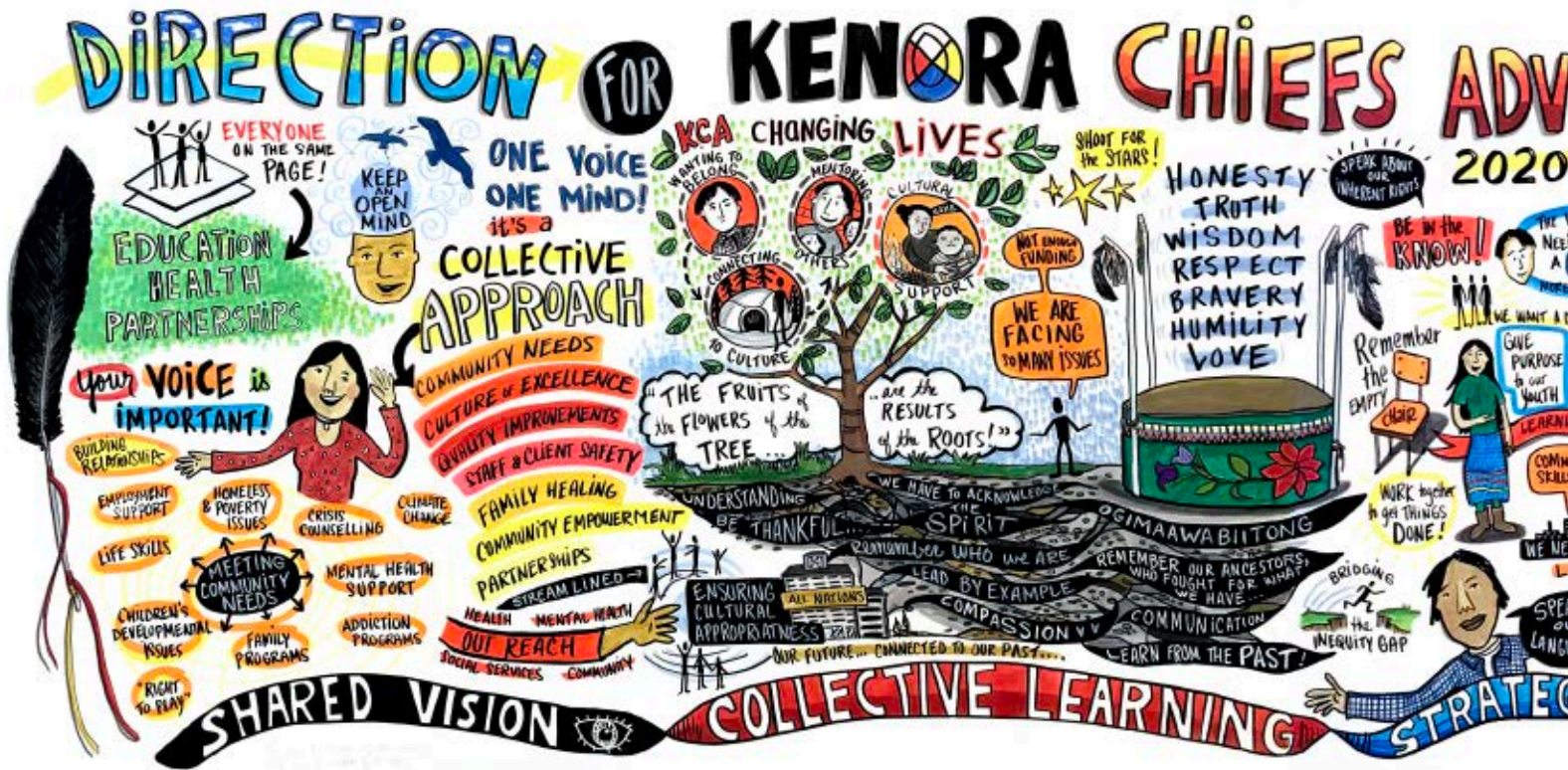
Each participant voice contributed to the results of this exercise through stories, visioning, brainstorming, ideas, reflection and discussion.

STRATEGIC PLAN 2020-2024 - CREATION PROCESS

Kenora Chiefs Advisory carried out a strategic planning workshop that embraced the generous and wise participation of about 65 participants: the Board of Directors, Community Councilors, Elder Council members, Youth Council members, Community Health Directors, Social Services Administrators, KCA management and key staff, as well as two facilitation consultants and a graphic recorder. The event took place in Winnipeg on September 25th and 26th 2019 and defined strategic priorities for the period from 2020 -2024. Each participant voice contributed to

the results of this exercise through stories, visioning, brainstorming, ideas, reflection and discussion. The workshop environment was filled with rich cultural grounding with Shawanoong Banaise'sseek, grandmother drum, at the centre.

During the workshop, participants began with a review of KCA's progress in the 2016-2020 strategic plan period, reflecting on what has been working well, and discussing a few challenges and learnings that have taken place. Then, each in turn, Chiefs, elders, youth and KCA staff shared with those listening where





we have been and where we are going. The stories told filled the group with inspiration, evidenced that the previous strategy has been successful, and set the stage to move to collective visioning of the future plan. The main effort in the exercise was to harness the group's knowledge and insight to establish priorities and directions that KCA should maintain or adopt in the next period. The exercise ended with clear input into goals, strategies, and needed resources for each priority area. Following the workshop, the facilitators analyzed all of the raw data generated by participants during the workshop and synthesized it into a draft strategic directions document.

The strategic planning workshop was followed by community engagement sessions facilitated by KCA, with meetings in nine communities: Grassy Narrows, Northwest Angle # 33, Naotkamegwanning, Wauzhushk Onigum, Wabaseemoong, Obashkaandagaang, Animakee Wa Zhing #37, Niisaachewan, and Shoal Lake #40. During these meetings, community members, local KCA staff and community workers reviewed highlights of the draft strategic directions and shared feedback. Concerns and suggestions that were common across communities were integrated into a revised draft. KCA staff at large reviewed the resulting strategic plan that, after a review by KCA management, culminated with final approval of the Board.

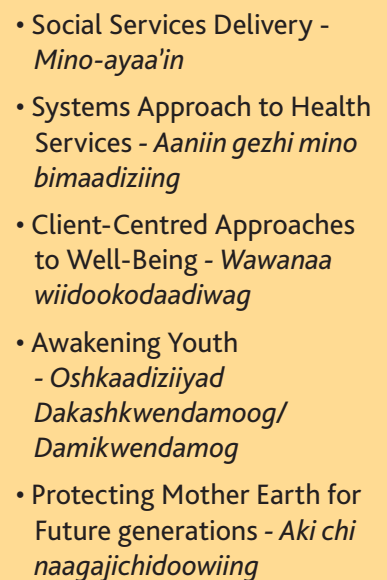


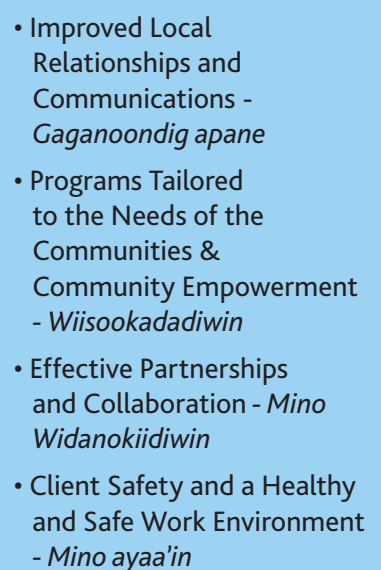


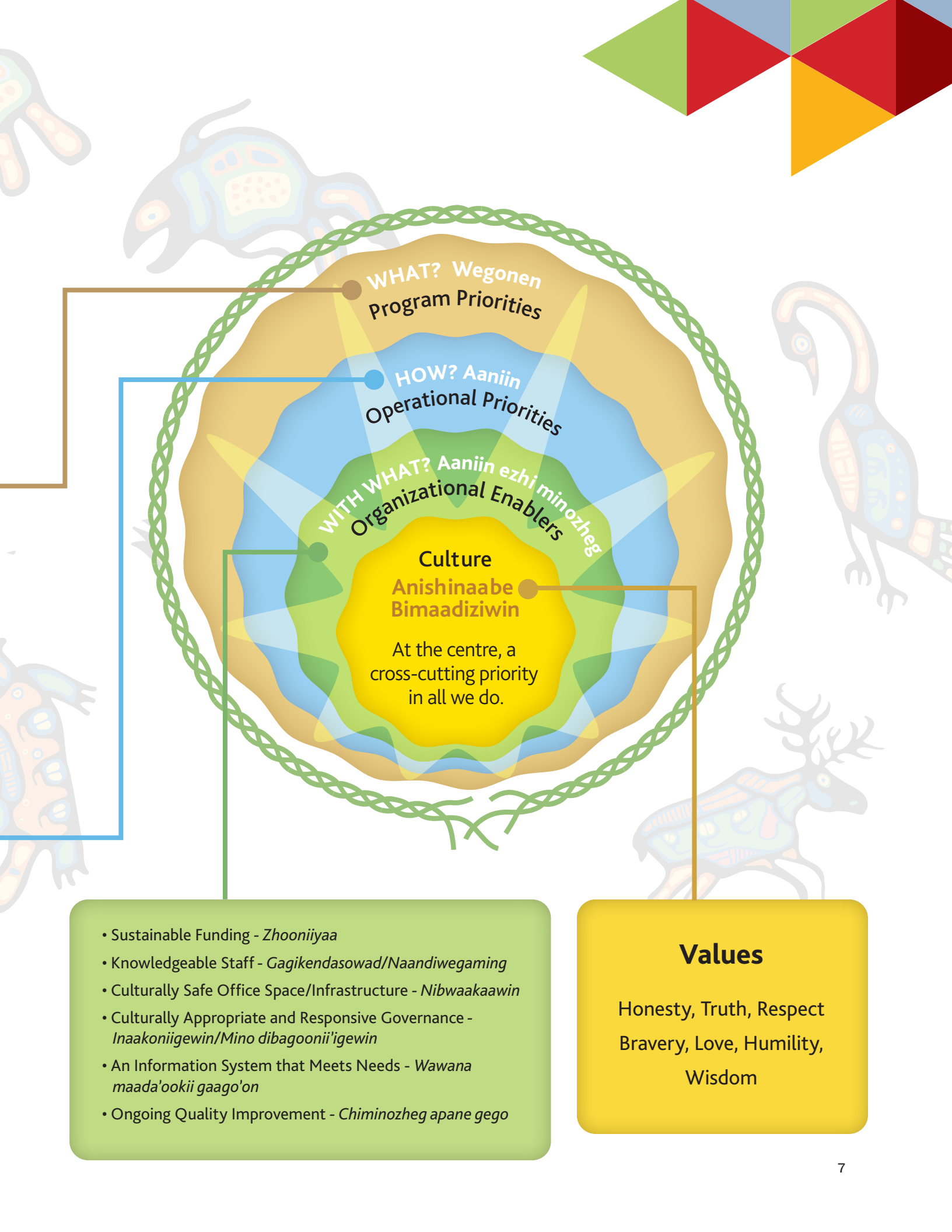
KENORA CHIEFS ADVISORY STRATEGIC PLAN 2020-2024 AT A GLANCE

The plan that results from this collective priority-setting process:

- Puts Anishinaabe culture at the centre of KCA's programming, operations and organization;
- Clearly articulates not only program priorities (the "WHAT" of KCA's work), but also operational priorities (HOW that work gets done) and organizational enablers (WITH WHAT the "how" and the "what" are possible);
- Adds two new program priorities: awakening youth and protecting Mother Earth for future generations;
- At the operational level, puts increased emphasis on improved local relationships and communications, as well as on tailoring programs to the needs of the communities;
- At the organizational level, calls for a review of KCA's governance, improvement of KCA's information system, more emphasis on staff development and retention, and culturally safe infrastructure and office space in communities.

- 
- Social Services Delivery - *Mino-ayaa'in*
 - Systems Approach to Health Services - *Aaniin gezhi mino bimaadiziing*
 - Client-Centred Approaches to Well-Being - *Wawanaa wiidookodaadiwag*
 - Awakening Youth - *Oshkaadiziiyad Dakashkwendamog/Damikwendamog*
 - Protecting Mother Earth for Future generations - *Aki chi naagajichidoowiing*

- 
- Improved Local Relationships and Communications - *Gaganoondig apane*
 - Programs Tailored to the Needs of the Communities & Community Empowerment - *Wiisookadadiwin*
 - Effective Partnerships and Collaboration - *Mino Widanokiidiwin*
 - Client Safety and a Healthy and Safe Work Environment - *Mino ayaa'in*



WHAT? Wegonen
Program Priorities

HOW? Aaniin
Operational Priorities

WITH WHAT? Aaniin ezhi minozheg
Organizational Enablers

Culture
Anishinaabe
Bimaadiziwin

At the centre, a
cross-cutting priority
in all we do.

- Sustainable Funding - *Zhooniiyaa*
- Knowledgeable Staff - *Gagikendasowad/Naandiwegaming*
- Culturally Safe Office Space/Infrastructure - *Nibwaakaawin*
- Culturally Appropriate and Responsive Governance - *Inaakoniigewin/Mino dibagoonii'igewin*
- An Information System that Meets Needs - *Wawana maada'ookii gaago'on*
- Ongoing Quality Improvement - *Chiminozheg apane gego*

Values

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



STRATEGIC DIRECTIONS 2020-2024 OVERVIEW

CROSS CUTTING PRIORITY— AT THE CENTRE OF WHAT WE DO, AND HOW AND WITH WHAT WE WORK – IZHIGAABAWAA-ING

Culture - Anishinaabe Bimaadiziwin

KCA's programs and strategies will be grounded in the Anishinaabe way of knowing and doing, ensuring culture is at the forefront. Staff will make efforts to

Actions will take place during this strategic period to ensure that culture becomes a crosscutting priority through all activities.

become competent in Anishinaabe language and ways of being, following community protocols, knowing community history, respecting elders' direction and cultivating traditional knowledge. The following actions will

take place during this strategic period to ensure that culture becomes a crosscutting priority through all activities:

- Integration across programs of land- and culture-based knowledge of ways of interacting, history, treaty rights, language, healing and medicine;
- Reinforcement of cultural capacity within the organizational structure to ensure cultural and language competency of staff, and reawakening in the community, particularly among youth;
- Generation of diverse spaces for traditional activities, including creation of community spaces for traditional activities (e.g. sweat lodges, roundhouses, retreats), smudging, an annual Pow-

Wow, cultural camps, women's & men's teachings, and parenting programs;

- Translation into Anishinaabemowin of KCA documents and advocacy for translation of government forms, policies, advertisements, etc.

PROGRAM PRIORITIES—The WHAT —“Wegonen”

Social Services Delivery - Mino-ayaa'in

KCA addresses homelessness and poverty by delivering Ontario Works programming and Ontario Disability Support Program (ODSP) Services as well as through a life skills program and a “learning from Mother Earth” program. Core directions include:

- Seeking ways to deepen KCA's response to the housing crisis;
- Developing a community-based Ontario Works and ODSP delivery model that suits First Nations communities;
- Removal of individual level barriers across the life span, such as acquisition of identification documents, boat licenses and possession and acquisition licenses.

Systems Approach to Health Services - Aaniin gezhi mino bimaadziing

KCA has expanded its commitment to contribute to holistic health programs that focus on wellness and that embrace and nurture traditional wisdom and healing practices including herbal medicine, as well as



maintaining balance with conventional/mainstream preventative and treatment services. Core directions include:

- Implementation of an “All Nations Health System” that is patient- and family-centered, ensuring access to health care by First Nations in the Kenora region in a culturally appropriate manner, including support to navigate the system;
- Establishment of a Long-term Care Home/facility that focuses on centrality of elders;
- Health System Transformation – Autonomy and control over administration of health services, advocacy for medical transportation and non-insured health benefits
- Continued community health programming in provision of long-term care, particularly for elders, diabetes education, commercial tobacco reduction, community gardening, gambling addictions awareness, family violence, family well-being and children’s health promotion, medical transportation;
- Healthy living activities for the whole family.

Client-Centered Approaches to Well-Being - Wawanaa wiidookodaadiwag

KCA has expanded its Mental Health and Addictions program, which in 2019 includes adult services, child & youth services, support services, short-term crisis counselling and youth mobile crisis workers, a bail residency program, support for youth in transition, a youth residential program, and developmental services. New strategic directions include:

- Establishment of a shelter for youth (especially those in transition);
- Establishment of a community-based mental health treatment center
- Enhanced drug and alcohol addiction treatment/

support, including longer-term treatment, establishment of a methadone clinic, sober living support, and a strategy for dealing with the opioid/methamphetamine crisis that addresses justice, housing and poverty;

- Improved access to mental health support services from psychologists, psychiatrists, therapists, and mental health workers;
- Enhanced support to families with a focus on traditional parenting to heal trauma, and developmental services.

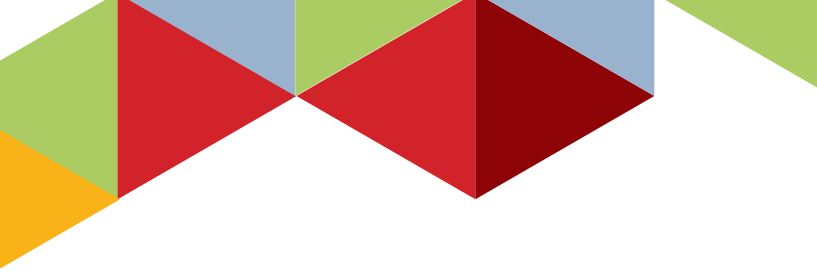
Awakening Youth - Oshkaadiziyad Dakashkwendamog/ Damikwendamog

KCA's Right to Play, Wiisokodaadig Peer Helper, and Jays Care Rookie League programs have successfully promoted youth leadership, wellness, and connection with Anishinaabe culture.

Building on these achievements and with direction from the youth council, KCA will expand its delivery of youth-focused programming. Core strategic objectives in this programming area include:

- Strengthening the Youth Wellness Hub, a culturally safe “one-stop shop,” and increasing access to associated Youth Outreach Workers programming in communities;
- Enhanced support for suicide prevention and addictions awareness;
- Providing leadership and empowerment opportunities for youth;
- Supporting young people’s connection to their





identity, culture, traditions, language and land-based teachings;

- Supporting youth employment and life skills through training, job readiness support, mentoring and job opportunities.

Protecting Mother Earth for Future Generations - Aki chi naagajichidoowing

Building on its Environmental Health and Climate Change Adapt programs, KCA will expand its efforts to protect the land and water. Core strategic objectives in this programming area include:

- Education and awareness-raising on Manito Aki Inakonigaawin, treaty rights and protecting Mother Earth, including traditional and land-based learning with children and parents, youth, adults and elders, as well as rights & licences for harvesting, hunting & environmental issues;
- Waste management, including recycling, composting and plastic reduction;
- Improvement of infrastructure, e.g. for safe drinking water, wastewater management and environmental assessments;
 - Building capacity, encouraging sustainable practices, planning for climate emergencies and supporting safe and healthy local businesses.



OPERATIONAL PRIORITIES—the HOW—“Aaniin”

Improved local relationships and communications - Gaganoondig apane

KCA offers a wealth of programs and services, but community members, staff and partners need to be better informed of what they are and how they can be accessed. With this goal, strategic actions will include:

- Hiring a communications coordinator with Anishinaabemowin capacity to support communications with communities, staff and partners;
- Hiring a client navigation and utilization coordinator for KCA's community programming to assist in navigating and coordinating KCA programs and services;
- Developing a communications strategy including:
 - Strengthening relationships with communities through outreach (e.g. centralized referral process, community calendars, KCA offices in each community and strong staff relationships and presence within the community, KCA presence at community job fairs and other events, KCA job postings shared with key community contacts, planning meetings in community and with elders and youth, and information sessions about programs and how to access them);
 - Improving information sharing through a branding strategy, an improved website and social media presence, KCA updates in community newsletters, and internal information sharing.

Programs tailored to the needs of the communities and community empowerment - Wiisookadadiwin

KCA continues to commit to respond on an ongoing basis to the needs of communities as determined



by the Chiefs, Health Directors, Social Services Administrators, elders and youth, seeking community guidance and input to plan and adjust programs and services so that they are relevant to each community's needs. Concurrently, KCA will build community capacity to provide or support delivery of health and social services at the community level and to strengthen community control and self-determination. Special efforts will be made to build leadership skills in youth.

Effective partnerships and collaboration - Mino Widanokiidiwin

KCA continues to build partnerships with local and regional agencies, and all levels of governments, to ensure clients have access to a continuum of services that are culturally grounded and also to leverage the necessary resources to empower and meet the needs of the communities. Efforts in this direction will focus on:

- Promoting effective partnerships that avoid duplication/overlap and competition;
- Collaborating with all levels of government, organizations and community.

KCA continues to build partnerships with local and regional agencies, and all levels of governments

Client safety and a healthy and safe work environment - Mino ayaa'in

KCA renews its commitment to a safe work environment and to continuously improve the health and safety of its workers and community members. Recognizing that health and safety is a shared

responsibility between management and workers, the achievement of this goal requires the full cooperation of everyone at Kenora Chiefs Advisory.

ORGANIZATIONAL ENABLERS –the WITH WHAT–“Aaniin ezhi minozheg”

Sustainable funding - Zhooniyaa

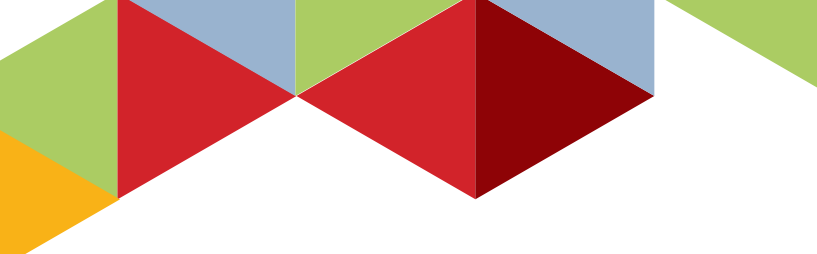
KCA pledges to continually look for long-term core funding to ensure sustainability of the organization and programs. In its search for funding, KCA will consider the following sources:

- Multi-level government support;
- Philanthropic contributions from foundations, non-profit organizations, corporations and others;
- Reconciliation-based contributions.

Knowledgeable staff - Gagikendasowad/ Naandiwegaming

KCA commits to invest in the hiring, retention and development of culturally competent, quality staff. It will ensure this by:

- Recruiting more staff to ensure adequate coverage and presence in the community, focusing on recruitment of Anishinaabe staff and Anishinaabemowin speakers, as well as opportunities for youth;
- Implementing staff retention policies, including a salary grid and staff development, to support both staff well-being and strong community relationships;
- Investing in staff improvement, capacity building and training, particularly orientation of new staff to KCA and the community, cultural competency and language training, and Anishinaabemowin facilitation training.



Culturally safe office space/infrastructure - Nibwaakaawin

Infrastructure is needed to improve KCA's visibility and presence in communities and to create culturally safe spaces. Strategic actions will include:

- Establishing an "All Nations Hospital" & Long-term Care facility that integrates Anishinaabe architecture and that is culturally safe, smudge friendly, and includes family space, healing space that involves traditional practices, a traditional pharmacy and gardens;
- In the same vein, constructing an appropriate dedicated office space for KCA;
- Securing satellite KCA work spaces/mobile offices in communities.

Culturally appropriate and responsive governance - Inaakoniigewin/Mino dibagoonii'igewin

KCA has grown very rapidly over the last few years, steered by a Board of Directors who are community Chiefs accountable to the affiliated First Nations that they represent. A review is now required to ensure a solid and stable organizational foundation for the coming period. Specifically, the youth council is ready for more meaningful involvement in KCA governance.

KCA has grown very rapidly over the last few years, steered by a Board of Directors who are community Chiefs accountable to the affiliated First Nations that they represent.

Strategic actions will include:

- Evaluating and reviewing KCA's current mandate, policies and procedures, governance model,

organizational chart and lines of authority, in light of lessons learned, cultural appropriateness, and community input and needs;

- Increasing Youth Council involvement in KCA governance, by developing terms of reference for the council; systematically including the council in KCA ceremonies, events and meetings, offering members leadership coaching by pairing youth with elders, and offering council members formal training such as in public speaking.

An information system that meets needs - Wawana maada'ookii gaago'on

Significant growth in the last years has increased the need for effective information and data management systems, including a client registry and advocacy for community research. KCA will review and improve its information system to meet present needs.

Ongoing quality improvement - Chiminozheg apane gego

KCA will continue to improve the quality and efficiency of programming and services through monitoring, evaluation and learning activities. KCA will also continue to ensure that there are dedicated human resources for quality improvement. Emphasis will be placed on the following:

- Implementing continual and consistent monitoring and evaluation processes to measure and document achievement of milestones, capturing Anishinaabe-specific outcomes;
- Carrying out a periodic evaluation of success in selected priority areas, documenting learning and making adjustments;
- Yearly review of progress on this Strategic Plan with communities.





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