

MIHKOSKIWAKAK NEHIYAWAK

COMPREHENSIVE COMMUNITY PLAN 2020



FOREWORD & ACKNOWLEDGEMENTS

By: Dinah Head, Community Navigator

The Comprehensive Community Plan was realized as a result of Mihkoskiwakak Nehiyawak Nation members asking for positive and effective change to take place and their desire to improve the future for our children. The Comprehensive Community Plan was funded and supported by ISC over the course of three years with a target of establishing and implementing a plan that members fully support.

I am proud to be the Mihkoskiwakak Nehiyawak Nation Community Navigator. The experience of leading the Comprehensive Community Plan was humbling as I realized the importance of planning for the future for the benefit of children. It has been an honour to work for the people and our community. I will always respect what was given to me during this project. Through conversations with members, I learned so much and shared more than ever. I am confident that members good hopes and wishes for the future of our community have been captured in the Comprehensive Community Plan.

I would like to acknowledge and thank the following for their support, encouragement, and contributions to the Comprehensive Community Plan:

- » Mihkoskiwakak Nehiyawak Nation Elders
- » Mihkoskiwakak Nehiyawak Nation members
- » Chief, Council, and staff
- » Community Navigator Mentorship



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INTRODUCTION

This Comprehensive Community Plan (CCP) is an approach to community planning that integrates several key priority areas for growth and development in the community. The use of the Community Planning Wheel provides a framework for the various community themes. Not only does a CCP provide staff and the community direction on how key issues in the community should be addressed leading towards self-sufficiency, it also provides a community-endorsed plan that can be used to leverage funding and partnerships from external agencies.

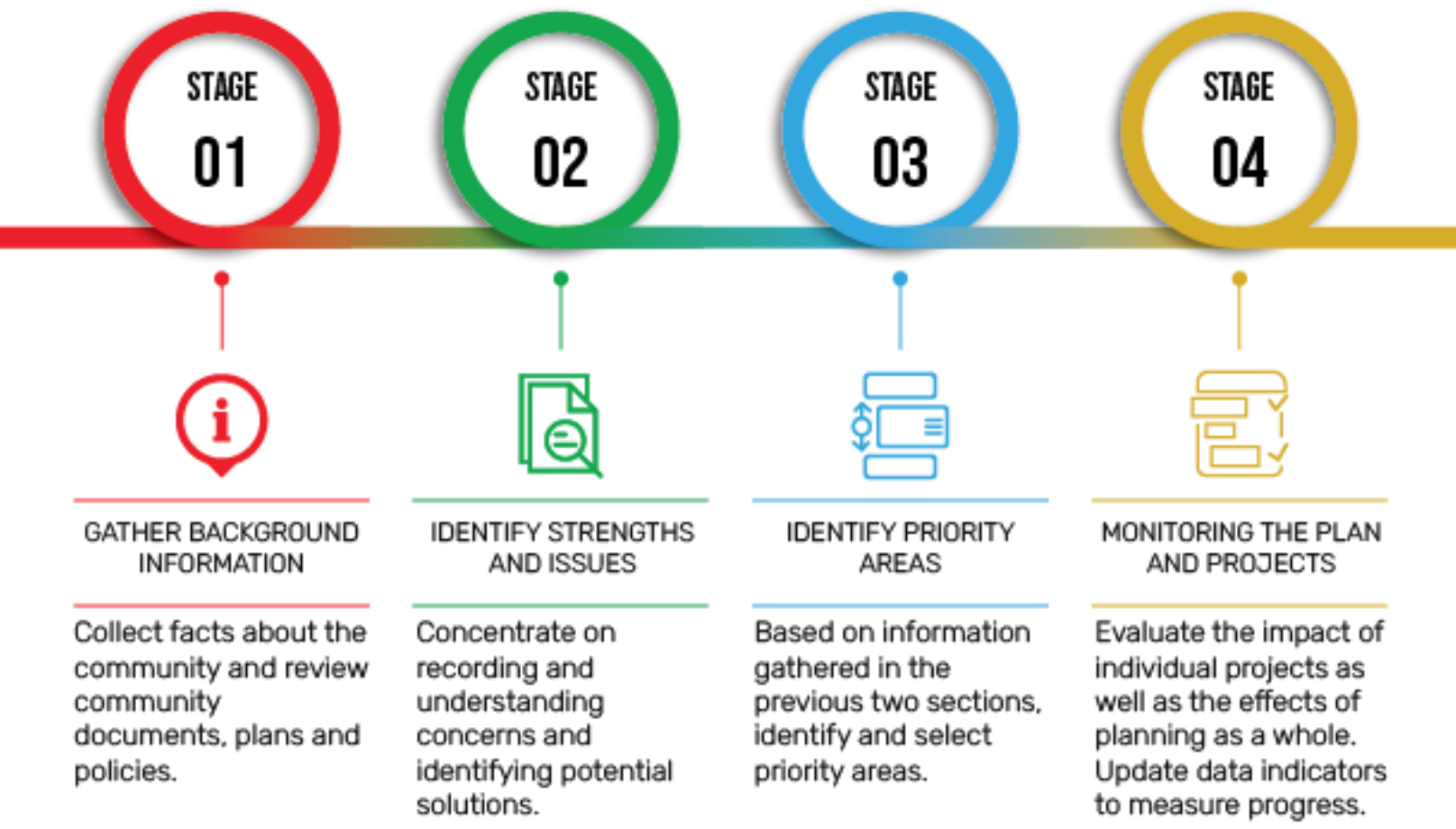
Mihkoskiwakak Nehiyawak has undertaken significant work to develop this CCP. This is critical as our community grows and we forge ahead in a new future and create new opportunities. It is important that the community vision, goals, and proposed actions are clearly articulated and endorsed by our community. The community is committed to this CCP, which captures local ideas and aspirations, provides direction for the future and serves as a tool for immediate and ongoing action.

Planning helps a community to know where they are and identify where they want to be. Even more significant is its contribution in helping communities to understand how to get there.

It establishes a basis for responding to immediate pressures, for using limited resources more effectively and for identifying community priorities.

Planning Process

The planning process consists of the following stages:



Plan Structure

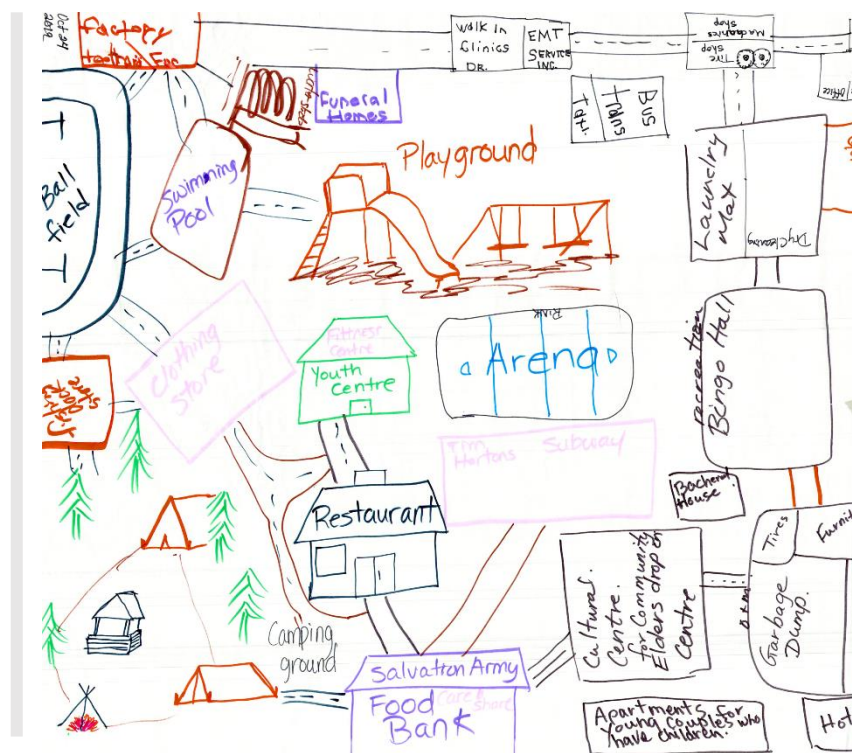
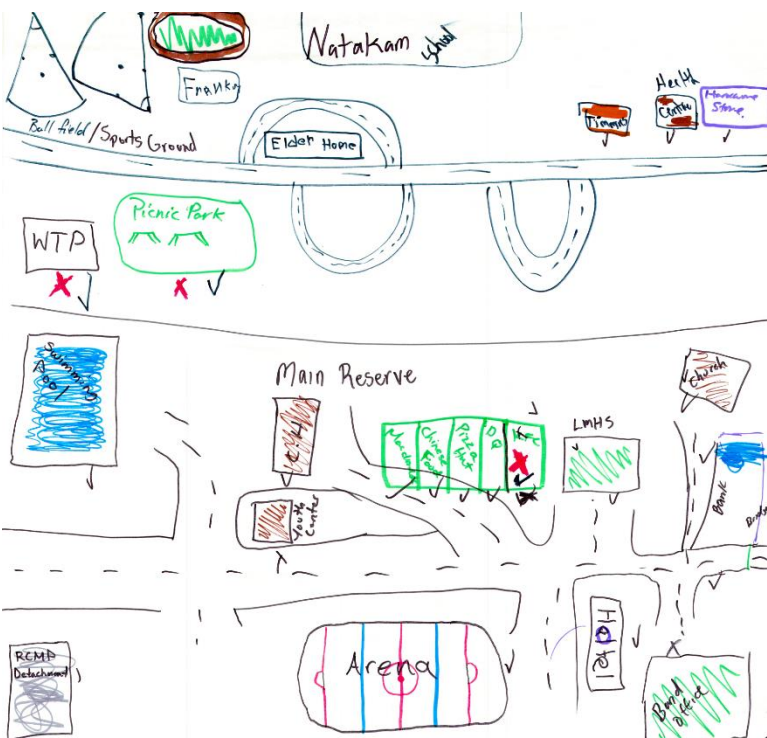
The CCP is made up of the following six sections:



Community Engagement

The most fundamental characteristic of the CCP process is that it is community based. Ideas contained in this Plan have strength, power and endurance because they come from the people of Mihkoskiwakak Nehiyawak Nation. Over the past year several community engagement events took place; this included three community meetings, three off reserve meetings, Aboriginal Day barbeque, two youth engagement sessions, and informal conversations with members. Members shared ideas for future development in the community and created the vision maps below. The ideas and strategies described in this CCP are a direct response to the concerns, suggestions and feedback of community members, band staff and Chief and Council.

Making a difference on the ground will require a continued commitment to the community vision. It will also require passion, ingenuity and imagination so that community supports are put in place, band members are inspired, and the community is fueled by pride and hope.



Future development ideas shared by members



COMMUNITY HISTORY



Treaty No. 5 was entered into by the Saulteaux and Swampy Cree on September 20, 1875. The Treaty covers the central region of Manitoba, extending south as far as the southern tip of Lake Winnipeg and north to a point on the Nelson River, northeast of Thompson and westward including a small area of land in mid-Saskatchewan and the region of northwestern Ontario.

Treaty 5, like Treaties 1 and 2, provided for reserves to be set apart for the signatories, to the extent of 160 acres for each family of five, or 32 acres per person. Unlike Treaties 1 and 2, however, Treaty 5 specifically made references to the setting apart of reserves for “farming lands” and “other reserves” for the benefit of the Indians. Prior to the signing of Treaty 5 in 1875, the Minister of the Interior, David Laird, advised the Lieutenant Governor of the Northeast Territories, Alexander Morris, that the primary object of concluding a treaty that year was to meet the wishes of certain bands with a view to the early selection of their reserves. If at all possible, consultation with the Indians on reserve selection was to take place immediately.

Red Earth or Mihkoskiwakak is situated along the Carrot River in northwestern Saskatchewan. The Red Earth Indian Reserve (IR) 29 and Carrot River Indian Reserve 29A are located approximately 77kms east of the Town of Nipawin. The Pas, Manitoba, lies approximately 140 kms east of Red Earth. In the 1800’s, the Shoal Lake Crees had marriage ties with The Pas Band, while Red Earth Crees associated with the Crees at Fort a la Corn.

By the end of the 1800s, the Red Earth and Shoal Lake Crees had grown closer socially and through intermarriage, which in turn resulted in fewer ties with Fort a la Corne and The Pas

Treaty annuity paylists indicate that the Red Earth and Shoal Lake people, who were referred to as the Pas Mountain Indians, were considered to be part of The Pas Band. The first paylist for The Pas Band, in 1876, included 13 families who were identified as separate paylist but received annuities at The Pas.

When The Pas Manitoba people complained about having to make the long journey to The Pas to receive their treaty annuities, a separate “Pas Band” playlist was created for them in 1886 and they started to be paid at Shoal Lake.

Starting in 1903, Red Earth and Shoal Lake each had its own playlist in which they were called the “Red Earth Band” and the “Shoal Lake Band”. Thus, when The Pas Band signed the 1876 Adhesion to Treaty 5, and in subsequent years when reserves were being set aside for The Pas Band under treaty, Red Earth and Shoal Lake were considered to be part of The Pas Band, along the Carrot River at the Pas Mountain.

The Pas Band, Cumberland Band, and Moose Lake Band signed the Adhesion to Treaty 5 at The Pas on September 7, 1876. A few representatives of The Pas Mountain group (Red Earth and Shoal Lake) were present at the treaty discussions. Although The Pas Band was within the Treaty 5 Territory, the Red Earth and Shoal Lake groups resided and continue to reside within Treaty 6 territory. The three Bands each named the Chiefs and Headmen who would represent their people at the treaty discussions. Chief John Constant of The Pas Band (on the historical record as the Chief representing Red Earth and Shoal Lake – together as The Pas Mountain group) requested surveys of reserves at The Pas, The Pas Mountain and Birch River. The Indians of The Pas Band were consulted on the location of their reserve land.

Red Earth Crees chose reserves for their proximity to hunting grounds, fishing, and trapping, and because they were the traditional gathering places at a time when their people were living a nomadic lifestyle.

According to the Indian Agent, Angus Mckay, then population of The Pas Band in 1882, including the groups living at the Pas Band and Birch River, was 642; however, he later amended this figure to 669 band members – 448 at The Pas, 70 at Mihkoskiwakak, 61 at Shoal Lake, and 90 at Birch River.

In 1892, the Pas Mountain group, now referred to as the Pas Mountain Band of Indians, requested that the land set aside for The Pas Band at Flute Creek be exchanged for reserve land along the Carrot River at Red Earth, where the people were actually living. The original Red Earth reserve (IR 29) had been set aside south of the Carrot River, on land where the Indians farmed but did not live. The Pas Band also requested a timber limit a few miles west of Red Earth along the river. The government approved the exchange of land at Flute Creek for a second Red Earth reserve.

In May 1908 Indian Agent Fred Fischer recommended that the entire Red Earth reserve land be reconfigured to incorporate changes requested by the Band. The Band agreed in

August 1910, in a “Letter of Surrender for Exchange”, that they would accept the new, amended boundaries of IR 29. The second reserve on the Carrot River, IR 29, was to be called the Carrot River reserve. Dominion Land Surveyor H.B. Proudfoot re-surveyed Red Earth IR 29 in 1911, noting that he conferred with “Chief Jeremiah” regarding the location of the desired land. The reconfigured Red Earth IR 29 contained 3,595.95 acres, representing an increase of 884.31 acres, which was more than the Band had requested. In July 1912, the expanded Red Earth reserve, IR 29, was approved by Order in Council.

The ancestral lands of the Red Earth Crees Encompass tracts of lands and waters to the east in parts of Manitoba, from thereon back into Saskatchewan along the southern foothills of the Pasquia Hills and west towards the Township of Nipawin and back east just above the EB Campbell Hydro Station Transmission Line. The ancestral lands are shared with the Shoal Lake Cree Nation.

As of June 2020,

- the total population for Red Earth Cree Nation is 1903 *Mihkoskiwakak Nehiyawak* (Red Earth Crees), inclusive of approximately 265 members who live off the reserve
- a majority of the population is under the age of forty (40) years of age
- there are 206 houses with an average of 8.9 persons per home
- members and residents receive water and sewer services through the community’s system and septic tanks. There are 185 serviced houses and 21 houses have septic tanks.
- unemployment hovers at 80%
- the majority of full-time, permanent, seasonal, part-time, contractual employment opportunities are limited to the public service sector in band administration, health, education, transportation, housing, capital project construction, social development programs and services delivery
- local businesses include the First Nation-owned Lionel Head Memorial Store
- private businesses are primarily in Medical Services Transportation
- additional private businesses include seasonal outfitting
- Unemployed including non-employable members receive Income Assistance
- Red Earth Cree Nation receives policing services from the Carrot River RCMP. Two officers are posted at Red Earth
- The economy of the Red Earth Cree Nation is largely dependent on federal, and to a certain extent, provincial government allocations under annual and multi-year funding arrangements

The traditional economy of the Red Earth Crees is still very prevalent. Sustenance and subsistence hunting, trapping, fishing and gathering maintains and sustains the relationship and reliance of the Red Earth Crees to the lands and resources throughout their traditional territory.

There is one paved access road into the Red Earth Cree Nation. This is on Highway #163 north of Highway #55 east. Hwy 163 is the only access road in and out of Red Earth, is open year-round and subject to a variety of weather conditions.

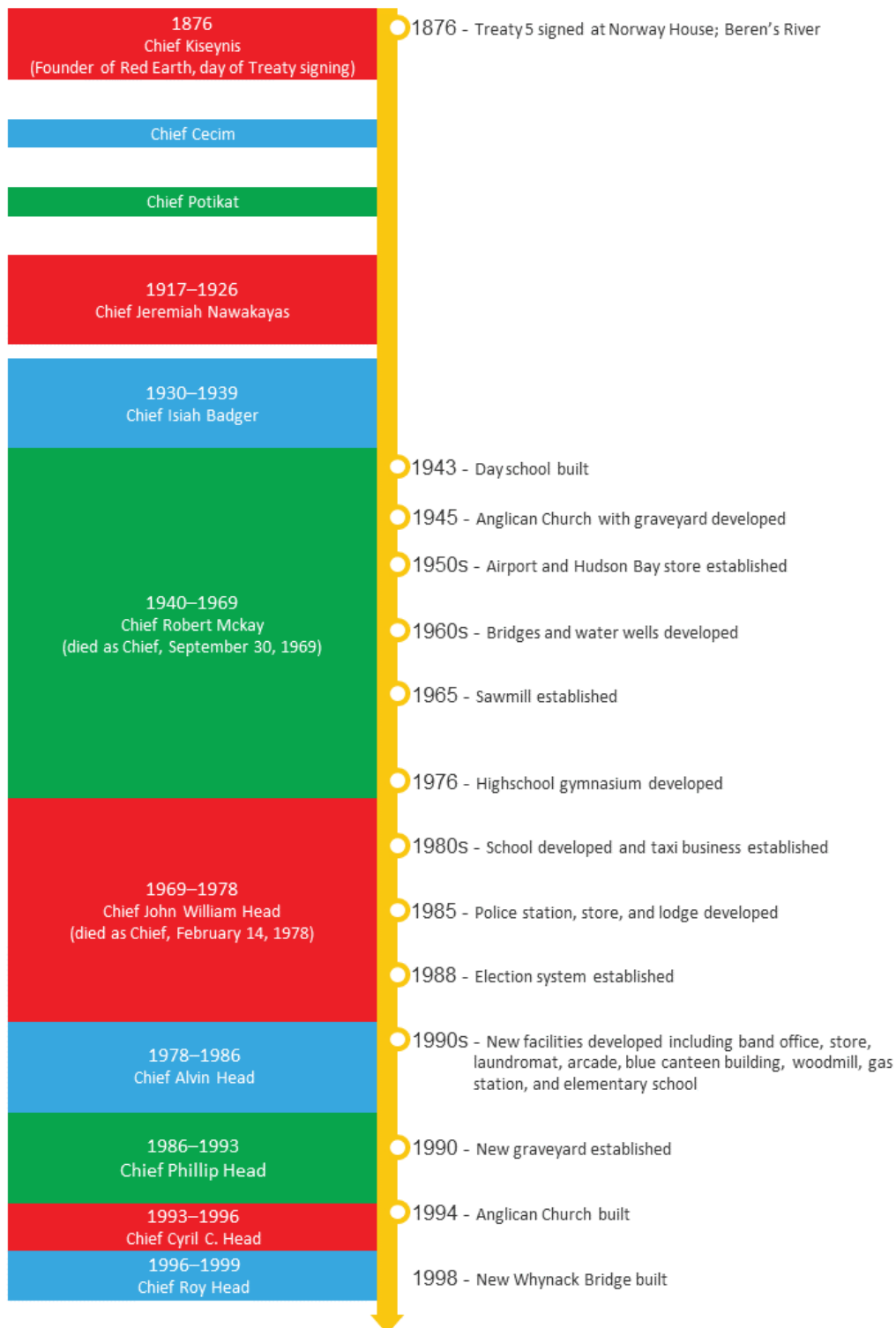
The reserve lands of the Red Earth Cree Nation are situated in the middle of the Cumberland Delta, along a natural levee of the Carrot River waterway, surrounded by wetlands, lakes and the fringe of the boreal forest. The reserve lands are basically situated in a flood plain and annual and seasonal flooding does occur;

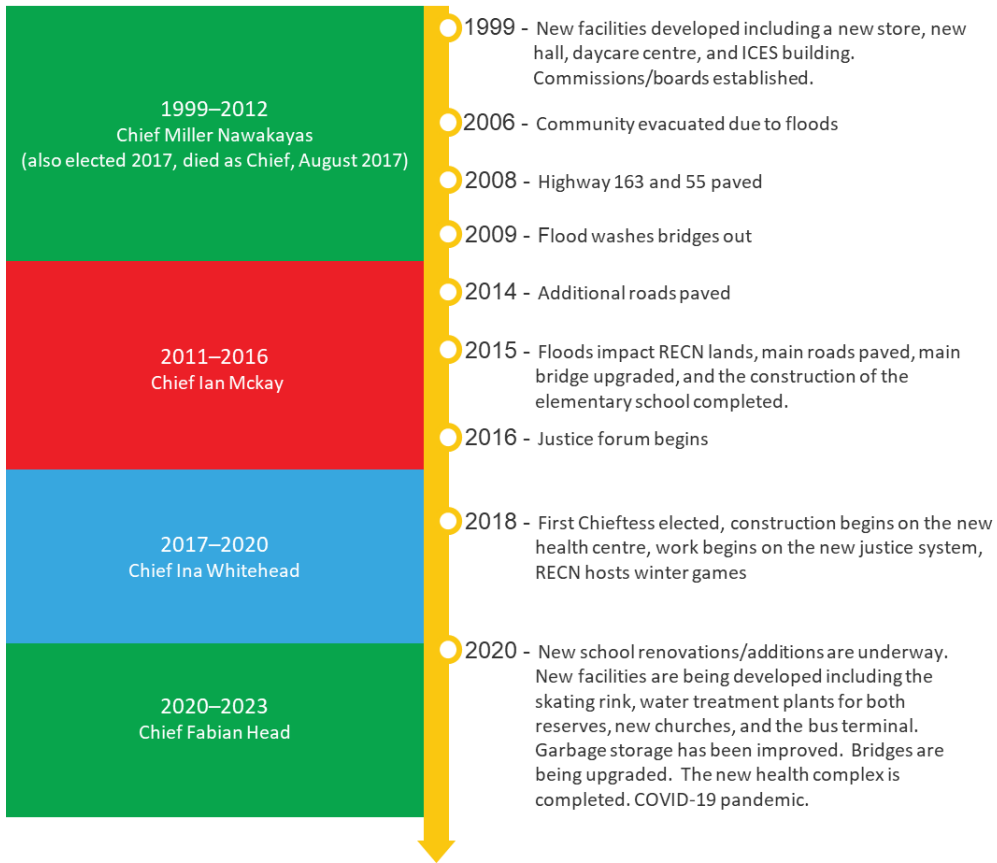
- Annual and seasonal floodwaters arise primarily from the natural spring melt and run-off from the lands and waterways to the north, south, east and west of Red Earth
- Additional floodwaters come through man-made drainage and channels off farmlands from as far south as Wakaw and feed into the waterways, as the Carrot River, near or by Red Earth
- Heavy monsoon seasonal rain often accompanies and compounds to the run-off or becomes so extreme during the rainy season in late summer to cause flooding

One of the earliest recorded major floods to hit Red Earth happened in May 1921, resulting in the death of most of the livestock for the owners of the period.



Historic Chiefs and Timeline





COMMUNITY CONTEXT

This section highlights the state of the community today, historic, and current population information, future population projections, and future housing needs. Population growth affects everything from services and programs to infrastructure, housing, and economic development opportunities. Understanding population trends helps the community prepare for the future.

MIHKOSKIWAKAK NEHIYAWAK COMMUNITY PROFILE



1999
total member population
(INSTAT, 2019)



80 %
on-reserve population
(INSTAT, 2019)

20 %
off-reserve population
(INSTAT, 2019)

59 %
on-reserve members
are youth (under 24)
(INSTAT, 2019)

15 %
on-reserve members
are over the age of 45
(INSTAT, 2019)

2,751
projected
on-reserve population
by the year 2039

2,281 hectares / 5,636 acres
total land base
(ISC, 2020)

190
homes on-reserve
(CENSUS, 2016)

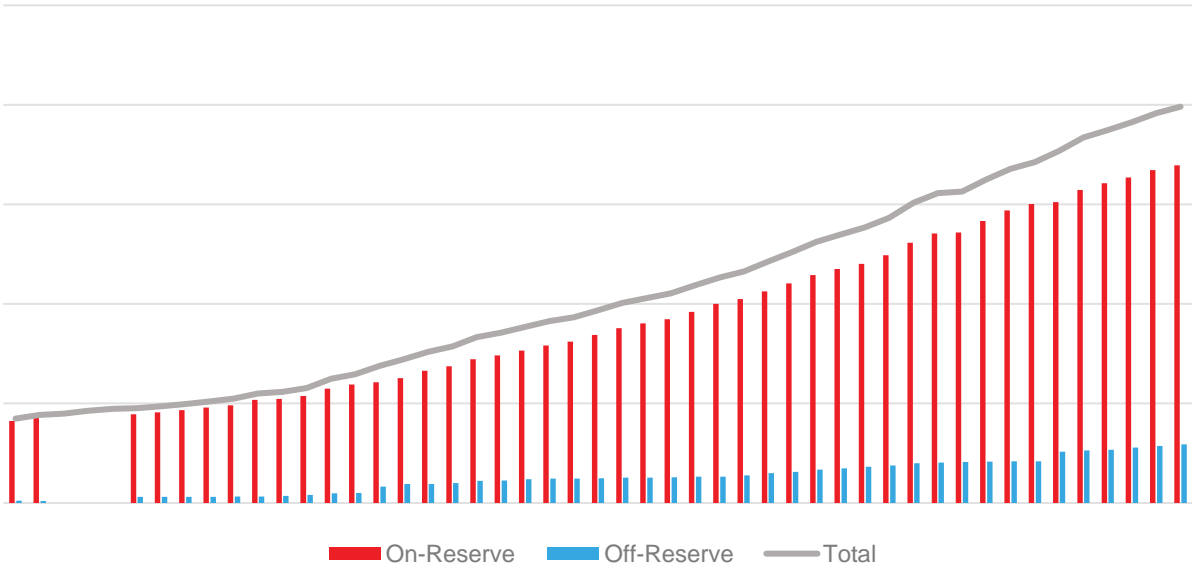
330
additional homes needed
on-reserve by the year 2039

Historic Population

Historic population statistics provide a window into the history of the community, offering insights into where people lived at a place in time and trends in members' choice to live on or off reserve. By looking back at historic population trends, shifts in the community's population can be identified and linked to circumstances that affect the membership.

Below is a snapshot of Mihkoskiwakak Nehiyawak Nation's historic population growth between 1972 and 2021 (note that data was unavailable for 1975 to 1977) (INSTAT, 2021). This provides insight into population trends in the community over the past 47 years and provides the basis for projecting future growth in the community. Historically, member population in Mihkoskiwakak Nehiyawak Nation has grown at a steady pace on-reserve, while the off-reserve population has also increased, but at a lesser rate.

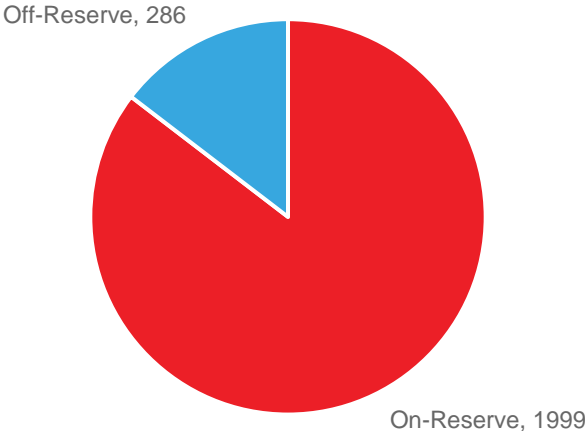
Historic Population Growth 1972-2021



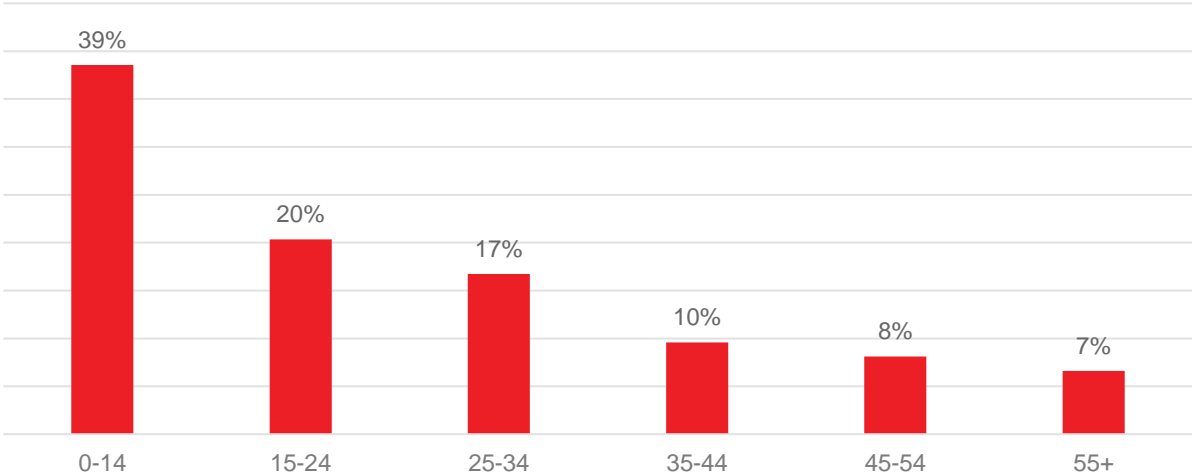
Current Population

As of December 2019, Mihkoskiwakak Nehiyawak Nation had a total registered population of 1,999 members, of which 1,599 (80%) live on-reserve and 400 (20%) live off-reserve (INSTAT, 2019). Of the on-reserve population, 59% are aged 24 or under, indicating a young population and a need for education, skills development, employment opportunities, recreation options and other essential programs and services to support the healthy development of youth.

Membership Population (2021)

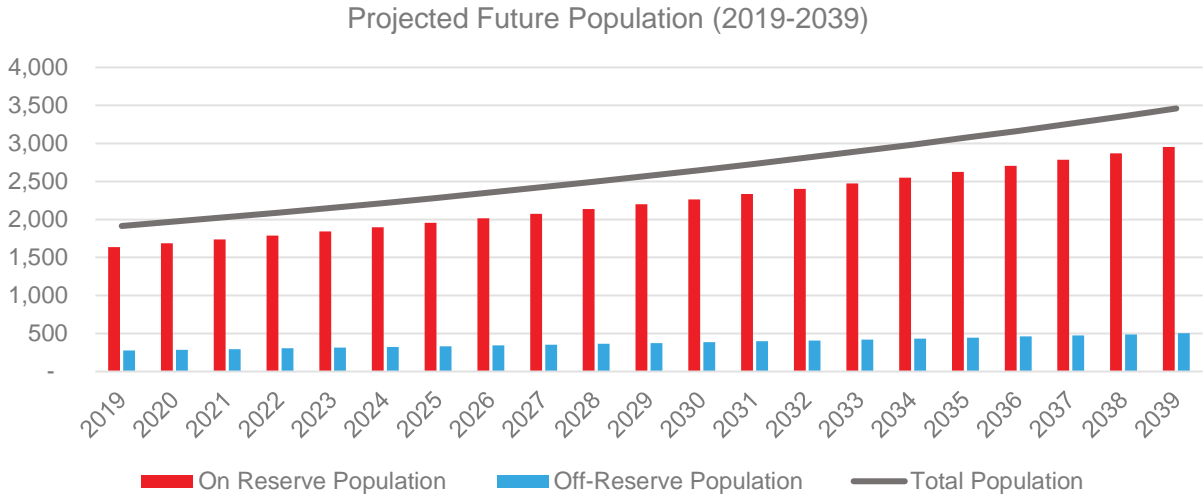


On-Reserve Population Age Demographics (2019)



Future Population

It is important to consider the impact of population growth on-reserve as it will affect the programs and services the community provides. Population projections have been calculated for both the on-reserve and off-reserve populations to help the community prepare for growth. Considering historic population growth trends, both the on-reserve and off-reserve populations increased at an Annual Average Growth Rate (AAGR) of 3% over the last 20 years. If both populations grow at the same AAGR over the next 20 years, there could be 2,955 members living on-reserve and 503 members living off-reserve, totaling 3,458 members by the year 2039.



Future Housing Needs

On-reserve population growth will have a direct influence on future housing needs in the community. Future housing needs were calculated based on the assumptions that an average household is made up of four people, situated on an 0.33 acre lot (based on Indigenous Services Canada development guidelines), with an additional 25% of land allocated for infrastructure servicing and open space. Based on these assumptions and considering projected on-reserve population, Mihkoskiwakak Nehiyawak Nation will need approximately 136 acres of developable land to accommodate new residential growth over the next 20 years, which would allow for approximately 330 single unit residences. It should be noted that this does not include the current demand or wait list for homes, only estimated new demand for the on-reserve population.





Community Vision

Mihkoskiwakak Nehiyawak thrive in strengthening its foundation by protecting our land, supporting our people and the economy through improvements in health, education, independence and self-sufficiency for all Band members while upholding our Cree customs, language, and traditions.

Community Mission

Mihkoskiwakak Nehiyawak is striving to exercise and affirm our Inherent Right to self governance through policy making and strengthening our organizational structure, to become a self sustaining First Nation.

PLANNING FOR THE FUTURE

This section of the CCP is directly created from the goals and objectives identified by Mihkoskiwakak Nehiyawak Nation members through the engagement efforts. Based on the input received, goals and actions were created for each of the ten theme areas. For each theme, background information, data, and community goals are provided. As the CCP is implemented the Community Navigator will work to collect data currently listed as TBD.





HOUSING

Where are we now?

Mihkoskiwakak Nehiyawak Nation’s position on housing is to continue to exercise the Treaty Right to shelter as established under the Treaty 5 agreement with Canada and the Crown of Great Britain. The Housing Department works together with Indigenous Services Canada, and Canada Mortgage Housing Corporation to provide housing in the community.

As of 2020, the community is developing a Housing Policy to effectively and efficiently manage and allocate housing, establish criteria for applicant selection, and prioritize houses for renovation. The community is committed to meeting and addressing the social need of shelter for members.

There are currently 207 homes in the community, all of which are single-family units. The majority of homes are overcrowded and not suitable for larger families. There are several families that are currently on the waiting list for a home in the community, indicating a need for imminent residential development. At least 100 families that are living in urban centres would like to return to the community but can’t because there are no available houses. Through community engagement, members expressed interest in developing both single unit homes as well as multi-family units (such as duplexes, fourplexes, etc.) in the future.



Where do we want to be?

Goal: Improve housing management

Actions:

- » Establish and implement Housing Policy that includes procedures for allocating housing, job descriptions for housing staff and contractors, housing maintenance, and matrilineal property rights (band-owned or family-owned)

Goal: Ensure all members have access to safe, adequate, and appropriate housing

Actions:

- » Develop housing units specifically for Elders to allow them to age in place.
- » Advocate for additional Federal funding to support new housing developments.
- » Eliminate current housing waitlist by prioritizing housing allocation for families in need and to address overcrowding.
- » Create partnerships and/or alliances to develop more houses on-reserve.
- » Create partnerships with off reserve aboriginal and non-aboriginal entities for housing initiatives to support off-reserve members.
- » Focus new housing construction in areas where there is all weather access and power, water, and sewer servicing can be installed efficiently
- » Require that houses have up to date fire alarms and are regularly inspected for electrical/fire hazards
- » Design new houses with flood prevention measures in place
- » Provide information to members regarding available housing alternatives and community housing initiatives

Goal: Increase residential density and capacity

Actions:

- » Allocate potential areas for housing development
- » Design and develop blueprints for custom built homes
- » Develop a variety of housing styles including semi-detached dwellings, apartment style units, one-bedroom units, 2 bedrooms houses for small families, and single people

- » Apply for renewable energy and energy storage grants to reduce greenhouse gas emissions to homes as well as reducing power consumption to homes.

Housing Data

- » Community Data
 - Number of on-reserve housing units – 207 (2018) – 196 (2022)
 - Average persons per household – 8
- » Community Survey (2020)
 - Members whose current housing meets their needs – 54%
 - Members homes that need renovations – 73%
 - Members that are interested in owning their own home in the community – 63%
 - Members that have 7 or more people living in their home – 57%
 - Members that have three bedrooms in their home – 50%
 - Members that have 1 bathroom in their home – 92%
 - Members that prefer single unit homes for future development in the community – 24%
 - Members that prefer multi-unit homes for future development in the community – 31%
 - Members that prefer apartment units for future development in the community – 19%
- » Statistics Canada Census (2016)
 - One family households – 135
 - Couple family households – 120
 - Female lone parent households – 15
 - Multi-family households – 50
 - Non-family households – 10
 - Dwellings constructed more than 10 years ago – 140
 - Dwellings constructed within the past 10 years – 45

- Dwellings requiring minor repairs – 55
- Dwellings requiring major repairs – 120



LANDS & RESOURCES

Where are we now?

Mihkoskiwakak Nehiyawak Nation No.29 and 29A is located 75km east of Nipawin, Saskatchewan in the mid-boreal lowland ecoregion of Saskatchewan. The First Nation occupies 2,280 hectares of land, 785 hectares of which is available for development and 646 hectares of land is not suitable for development. The Carrot River Indian Reserve No. 29A is prone to flooding during the spring season due to the spring melt and runoff. Existing land uses in the community include residential areas, one commercial development, and various community service and infrastructure buildings.

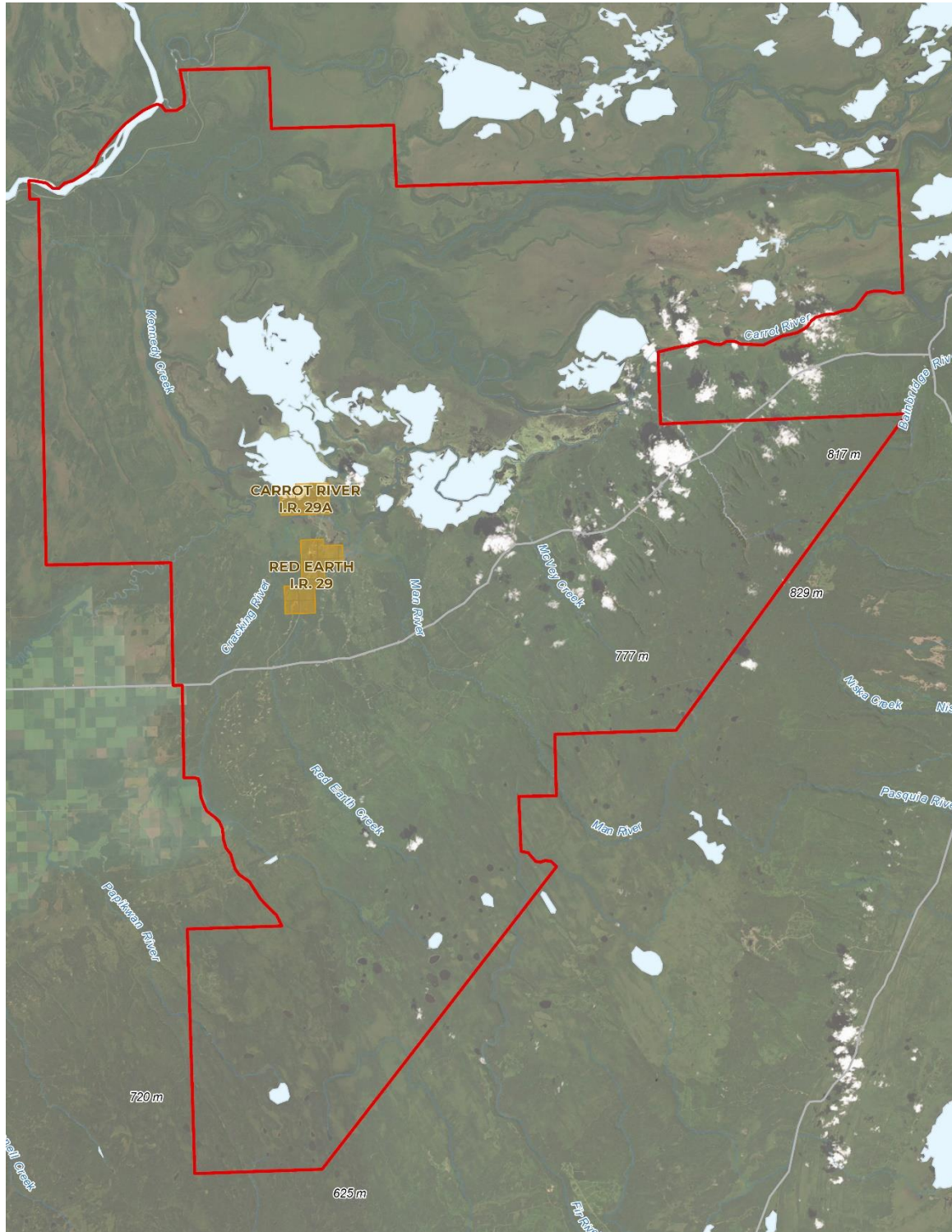
The following two pages include maps of the reserve area and the Mihkoskiwakak Nehiyawak Nation traditional territory area.



Mihkoskiwakak Nehiyawak Reserve Lands



Sipanok Traditional Territory Area



Where do we want to be?

Goal: Protect natural resources and the environment

Actions:

- » Develop and implement an Environmental Bylaw
- » Pursue, reclaim, and protect the natural resources within the Sipanok Traditional Territory
- » Share and preserve traditional knowledge of the land and resources

Goal: Improve land management

Actions:

- » Establish a Lands Department
- » Enter into the First Nations Land Management Act
- » Develop Land Use Plan and Zoning Bylaw
- » Develop a Land Code
- » Lobby for Land Claim Settlements

Lands and Resources Data

- » Community Survey (2020)
 - Members that are aware of environmental concerns in the community – 33%
 - Members that are aware of traditional or cultural sites that need to be protected in the community – 29%
 - Members that have concerns pertaining to land use in the community – 17%
 - Members that agree that the community should pursue land development opportunities in the future – 45%
- » Statistics Canada Census (2016)
 - Total reserve land – 2,280.9 hectares (5,636.2 acres)





EDUCATION

Where are we now?

Mihkoskiwakak Nehiyawak asserts that education is a Treaty Right. Members attend school in the community at Mamawe Awasis Elementary for Pre-Kindergarten to Grade 8 and John William Head Education Center offers Grade 9 to 12. There is a training centre that currently provides post-secondary classes in the evening and safety training courses are offered when available.

Mihkoskiwakak Nehiyawak offers a Post-Secondary Kiskonomawakan Support Program for members.

The community education philosophy is:

- » To be able to use and enjoy the best of both First Nation and non-First Nation world views;
- » To be fully bilingual and bicultural;
- » To help students reach their full potential; and
- » To ensure the school is a part of the community and the community is a part of the school.

Where do we want to be?

Goal: Expand education programs and services

Actions:

- » Incorporate teachings on reconciliation and Indigenous Knowledge into the school curriculum
- » Provide university transition support services for high school students
- » Address growing waitlist for post-secondary funding and prepare for more students to access the funding
- » Partner with urban Indigenous education institutions to deliver training and post-secondary initiatives on reserve

Goal: Invest in education infrastructure and staff

Actions:

- » Provide staff with opportunities to attend professional development training and workshops
- » Utilize resources in the community to provide services such as mental health therapists, coaches, etc.
- » Expand schools to include more playground space, a cafeteria, exercise space, additional classrooms, and an elementary gymnasium

Goal: Recognize students' achievements

Actions:

- » Highlight current education accomplishments of members in the community
- » Create a space for the Hall of RECN Membership Achievements
- » Allocate available scholarship funding for both funded and non-funded students in the education program

Goal: Invest in preserving the Cree language

Actions:

- » Lobby for cultural program funding to provide additional language and cultural workshops through Elder teachings
- » Provide land-based learning activities
- » Pilot a Cree based curriculum in community schools

Goal: Encourage collaboration between both schools for cultural sharing

Actions:

- » Foster and grow partnerships between both schools
- » Encourage and support parental and Elder involvement in children's everyday learning

Education Data

- » Community Data
 - Students funded by post-secondary program – 34 (2020)
- » Community Survey (2020)
 - Members who indicated they are able to achieve their career goals now – 57% (Community Survey 2020)
 - **Statistics Canada Census (2016) data:**
 - On-reserve population aged 15 years and over – 620
 - On-reserve population aged 15 years and over, with no degree, certificate or diploma – 335
 - On-reserve population aged 15 years and over, with high school diploma or equivalent – 210
 - On-reserve population aged 15 years and over with trades/apprenticeship or other non-university certificate – 55
 - On-reserve population aged 15 years and over, with university certificate below bachelor level – 0
 - On-reserve population aged 15 years and over, with university degree (bachelor level or higher) – 20







GOVERNANCE & ADMINISTRATION

Where are we now?

The Administration and Band Office oversees the following departments:

- » Education
- » Housing
- » Justice
- » Public works and Infrastructure
- » Economic Development
- » Social Assistance
- » Indian Registry Community Development

Commissions are responsible for implementing policies and providing support to program managers to deliver program services. The active commissions are as follows:

- » Education Commission
- » Health Commission
- » Custom Council
- » Emergency Response Committee
- » Housing Commission
- » Justice Commission
- » Economic Development Commission
- » Lands/Resources Commission

During the community planning process, the following documents, plans, policies, and acts were identified as needing to be developed and updated:

- » Chief and Council Orientation package
- » Governance Plan
- » General Commission Policy
- » Election Act (update)
- » Membership Code and Act
- » Housing Strategy Plan
- » Designation of Treaty Landmarks
- » Recreation Strategy
- » Economic Development Strategy and Plan (update)
- » Membership Communication Plan and Policy
- » Transfer Station Plan
- » Language and Cultural Revitalization Plan
- » Land Use Plan
- » Elders Council
- » Youth Strategy Plan
- » Women's Commission Policy
- » Red Earth Minor Hockey Association Organizational Plan and Structure Development

Where do we want to be?

Goal: Affirm our Inherent Right to self governance

Actions:

- » Develop a framework for achieving self-governance
- » Identify, review, and enact policies needed to achieve self-governance
- » Implement mandatory Elder's advisory board
- » Develop a Senate Act

- » Hire a historian to collect and revitalize the history of Mihkoskiwakak Nehiyawak
- » Develop and adopt the Membership Code

Goal: Improve communication among staff and between leadership and membership

Actions:

- » Develop a Community Consultation Strategy
- » Establish a communications department
- » Create and implement mandatory reporting guidelines for leadership and program managers
- » Update RECN website
- » Create a monthly members newsletter to report on each department's progress
- » Include members in decision making processes

Goal: Improve transparency and accountability of community administration

Actions:

- » Develop Governance Policy/Executive Act for leadership
- » Create an orientation package for leadership and staff
- » Strengthen leadership capacity through leadership training
- » Continue to be transparent regarding community financial status and decisions
- » Develop a financially responsible plan to implement community goals

Goal: Improve information and data management

Actions:

- » Ensure all program managers have Lime Survey software for data records
- » Provide USB to all staff with all policies and acts
- » Implement guidelines for assemblies and meetings
- » Implement new electronic system for payroll and social assistance banking deposits

Goal: Expand administration and band office staff**Actions:**

- » Establish an urban office to provide transitional support services
- » Hire assistants for all program managers and one executive assistant for Chief and Council

Goal: Strengthen internal relations between staff and community members**Actions:**

- » Pilot a conflict resolution/mediation service for employee conflict and membership conflicts (i.e. holistic healing restoration)
- » All departments to arrange and provide support for community events to bring the community together
- » Restore kinship within the community

Goal: Promote external relationship building**Actions:**

- » Encourage leadership and staff to seek off reserve partnerships
- » Welcome visitors and potential partners through cultural sharing

Governance & Administration Data

- » Community Data
 - Male:Female Ratio for Chief and Council – 1:4 (2018-2020)
 - Number of eligible voters – 1,008 (2020)
 - Number of general band meetings held annually – 4 (2020)
 - Average length of time served in role of Chief and Council members – 2 to 3 terms

Where are we now?

The new Chief Miller Nawakayas Memorial Complex offers mental health support, social development support, and recreation opportunities for children, youth, and the general membership. Health staff offer local health services and administration support.

Currently the following First Nation and Inuit Health Branch programs are made available to community members:

- » Fetal Alcohol Spectrum Disorder (awareness and education programming)
- » Canada Prenatal Nutrition Program (breastfeeding and prenatal support)
- » Aboriginal Head Start on Reserve (childhood health and education support)
- » Healthy Child Development
- » National Native Alcohol and Drug Abuse Program (awareness and understanding of substance abuse, providing healthy alternatives)
- » Brighter Futures (community-based programs promoting Elder participation)
- » Aboriginal Diabetes Initiative (promoting healthy eating and active living with youth and Elders)
- » Home and Community Care
- » Non-insured Health Benefits Program (develop and maintain a sustainable transportation system for membership)
- » Mental Health Crisis Management
- » Suicide Prevention (education, information, and healthy alternatives)
- » Communicable Disease Control
- » Children's Oral Health Initiative (promotion of oral care practices)
- » Health Consultation and Liaison

Where do we want to be?

Goal: Ensure quality health services and programs are available to meet the needs of the community

Actions:

- » Create programs that focus on prevention of health-related issues such as cancer, heart diseases, diabetes, etc.
- » Promote physical activity and wellness through events and programming
- » Provide special needs members' with accessibility and mobility equipment
- » Support members in building their self-awareness, self-esteem, and self-accountability through empowerment workshops
- » Implement Non-Disclosure Agreements for Health Staff to ensure confidentiality and trust amongst members
- » Ensure the Head Start Program and Day Care are sufficiently funded and continue to have qualified employees

Goal: Create a safe and healthy community

Actions:

- » Develop a crisis shelter for youth, women and men
- » Provide continuous NNDAP programs to address addictions
- » Address abuse and mental health issues by raising awareness of physical, mental, emotional, and psychological abuse
- » Provide workshops to increase awareness on effects of bullying, harassment, suicide, grief and loss

Health Data

- » Community Survey (2020)
 - Members who do not feel safe while on reserve – 23%
 - Members who feel that fire fighting services are effective – 40%
 - Members who feel that ambulance services are effective – 59% Members who feel that police services are effective – 42%





RECREATION & YOUTH

Where are we now?

Through community engagement, community members identified that additional recreation opportunities are needed in the community. Members are involved with seasonal recreation and sport activities including hockey, volleyball, golf, and slo-pitch baseball.

Having a large youth on-reserve population presents challenges when pursuing team-based sports. Mihkoskiwakak Nehiyawak requires funding, staff support, and volunteer organizers to provide recreation opportunities at the community level. There is currently no program manager for recreational development.

Where do we want to be?

Goal: Establish a permanent recreation program

Actions:

- » Leadership to lobby for additional recreation funding
- » Collaborate with JWHMEC to hold regular gym nights

Goal: Provide art and sports programming

Actions:

- » Lobby for funding/grants to provide arts and sports
- » Support youth in sports and art to represent their community in regional, provincial and nations competitions

Goal: Expand the youth athletic group

Actions:

- » Create and implement an Organizational Structure and Policy for Hawks Minor Hockey Association
- » Support yearly planning for sport and coaching camps
- » Develop an athlete system for fitness and training
- » Provide opportunities for coaching certification
- » Encourage leadership and teambuilding skills through community involvement

Goal: Invest in recreation facilities

Actions:

- » Develop a recreation/fitness centre to create a positive space where members can come together
- » Provide members access to exercise equipment
- » Develop a second ball diamond
- » Install playgrounds in all sectors
- » Construct a youth centre
 - » Research and invest in a campground development where feasible

Goal: Host community sports, games and activity nights

Actions:

- » Establish a yearly plan for monthly activities i.e. cribbage, poker, family nights, etc.
- » Utilize community hall

Recreation & Youth Data

- » Community Data
 - Number of youth members involved in sports – 25 (based on youth nights at JWHMEC)



ECONOMY

Where are we now?

Mihkoskiwakak Nehiyawak value:

- » Respect;
- » Good governance;
- » Sustainability, transparency, and openness;
- » Commitment;
- » Christian spirituality; and
- » Ethics.

Mihkoskiwakak Nehiyawak's Economic Development program established a strategy in 2011 and created a business charter in 2013. The Economic Development Strategy provides a guide for future activities and investment decisions made by the Board of Directors of Red Earth Cree Developments Inc. As of June 2020, a new lands and resources commission was established.

The Lionel Head Memorial Store is one of Mihkoskiwakak Nehiyawak's economic ventures established on reserve. The store provides grocery and confectionary items to members.

Where do we want to be?

Goal: Enhance the economic development program

Actions:

- » Provide financial support to economic development initiatives
- » Review/update business charter and business strategy
- » Develop Business Plans for initiatives feasible to pursue on and off reserve
- » Create an inventory of members current skills and certifications to provide employment opportunities

Goal: Support the development of skills and employment readiness of members

Actions:

- » Advocate for additional program funding to create job opportunities for members in the community
- » Create opportunities for youth to come together and learn important workplace skills
- » Implement code of ethics policy for members participating in training and skills opportunities
- » Explore opportunities for off reserve partnerships

Goal: Invest in economic development opportunities that generates own source revenue for the community

Actions:

- » Pursue off-reserve economic development opportunities
- » Pursue the development of 9-mile Corner Project
- » Develop partnerships to grow and support community economic development success (i.e. Nipawin, Carrot River)
- » Pursue a ski hill resort on traditional territory
- » Create a feasibility studies for camping parks in or around the community

Goal: Support entrepreneurship

Actions:

- » Encourage members to innovate and create sources of revenue and jobs in the community
- » Educate members on available federal and provincial funding and grant opportunities
- » Provide personal finance training for members
- » Provide funding to support potential successful business ideas

Economy Data

- » Community Data
 - Number of employed individuals working full time – 151 (2020)
 - Average employment income for full time full year workers - \$30,000-\$70,000 (2020)
 - Economic Leakage – 90 (2020)
- » Community Survey (2020)
 - Members that are in favour of both community and privately owned businesses – 69%
 - Members that are comfortable with resource exploration and extraction on community owned lands – 81%
- » **Statistics Canada Census (2016)**
 - **Persons aged 15 years and over with income – 500**
 - **Average total income of all persons with income – \$18,649**
 - **Median household income – \$40,832**
 - **Earnings % of income – 47%**
 - **Government transfer % of income – 51%**
 - **Other money % of income – 2%**
 - **Unemployment rate – 24.3%**
 - **Industry employment**
 - **Agriculture, Resources – 0**
 - **Manufacturing, Construction – 10**
 - **Wholesale, retail – 25**
 - **Finance, real estate – 0**
 - **Health, education – 90**
 - **Business services – 10**
 - **Transportation, warehousing – 0**
 - **Other services – 25**



OPERATIONS, MAINTENANCE & INFRASTRUCTURE

Where are we now?

The Operations and Maintenance Department oversees the maintenance of the following buildings and facilities:

- » Mamawe Awasis Elementary School
- » John William Head Memorial Education Centre
- » Lionel Head Memorial Store
- » Red Earth Cree Nation Band Office and Administration Office
- » Mamawe Community Hall
- » St. Joseph Anglican Church
- » Full Gospel Church
- » Water Treatment Plant
- » Lagoon
- » Piped water system/waste water system
- » Indigenous Child and Family Services Building
- » Nechapanuk Child and Family Community Centre
- » Old Admin Building
- » Chief Miller Nawakayas Memorial Health Complex
- » Daycare Centre

Where do we want to be?

Goal: Develop Operations and Maintenance Policy and Procedures

Actions:

- » Establish roles and responsibilities for program manager and contracted workers
- » Establish procedures manual for heavy equipment operator, water treatment plant workers, etc.

Goal: Improve community road conditions to ensure all weather access

Actions:

- » Lobby for gravel around public buildings and major roads and ensure continuous grading of roads
- » Pre-grade areas for commercial and residential development
- » Install new reflectors at bridges
- » Install new street lights where pedestrians walk

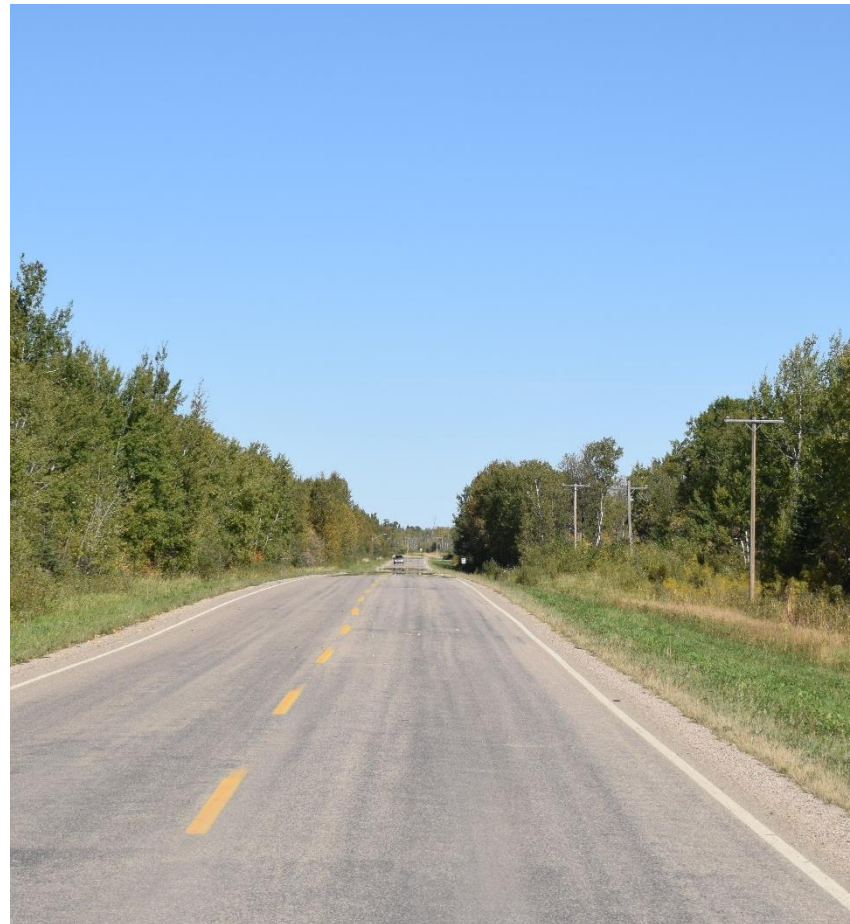
Goal: Invest in maintaining existing community facilities and infrastructure

Actions:

- » Develop an Infrastructure Plan
- » Ensure infrastructure maintenance equipment is maintained and available to use when needed
- » Utilize youth groups to clean and maintain areas in the community
- » Landscape public areas in the community
- » Lobby for a new Band Office and Administration Office complex
- » Upgrade water treatment plant facility, water storage reservoir, distribution pump, sewage pump stations, lagoon, and landfill.
- » Maintain cleanliness of all buildings and their surroundings

Operations, Maintenance & Infrastructure Data

- » Community Data
 - Number of trained water technicians – 2 (two certified)
 - Internet connectivity speed – low quality connectivity
- » Community Survey (2020)
 - Members that are satisfied with current community facilities – 79%
 - Members that are not satisfied with community road conditions – 69%
 - Members that are satisfied with community water services – 73%
 - Members that are satisfied with community sewage treatment services – 79%
 - Members that are satisfied with community garbage collection services – 78%





CULTURE

Where are we now?

The community is based on Cree culture and traditional customs. The majority of members are fluent in Cree and English. Members participate in culture camps annually and learn to live off the land through hunting, fishing, and trapping.

Where do we want to be?

Goal: Revitalize our Cree culture

Actions:

- » Ensure new fiscal year planning include culture camps for preserving customs and provide opportunities for traditional teachings
- » Develop digital material for hunting, trapping, and fishing
- » Develop an Elder's holistic teaching book
- » Preserve traditional foods for feast gatherings in the community
- » Pursue more land-based cultural activities
- » Develop community garden to improve food security
- » Share knowledge of traditions and customs for cultural practices



Culture Data

- » Community Data
 - Number of Elders – 25 (2020)
 - Cree as a First Language – 90% (2020)
 - Knowledge of an Aboriginal language – 90% (2020)
- » Community Survey (2020)
 - Members involved in community cultural events and activities – 41%
- » **Statistics Canada Census (2016)**
 - **Population with Indigenous language spoken at home – 93.1%**





JUSTICE

Where are we now?

The justice program carries out justice development at the community level. Mihkoskiwakak Nehiyawak signed a Memorandum of Understanding with the Government of Canada in 2019 to have its own justice system and create a Justice Department. Community members have access to the Alternative Measures Program, Liaison and Integration services, Court services, Youth Cadet Program, and Fine Option Program.

Mihkoskiwakak Nehiyawak is seeking to create its own justice department and establish:

- » Mihkoskiwakak Nehiyawak Court
- » Mihkoskiwakak Nehiyawak Charter of Rights and Freedoms
- » Laws that are fully enforceable by all levels of government
- » Mihkoskiwakak Nehiyawak Policing Unit

Where do we want to be?

Goal: Improve community safety

Actions:

- » Obtain funding to hire a Peacekeeper Officer
- » Implement community safety initiatives
- » Enforce bylaws

Justice Data – TBD





COMMUNITY IN ACTION

Updating this Plan

The purpose of this project is to provide direction to leadership, staff and community organizations on the goals of Mihkoskiwakak Nehiyawak Nation membership. Updating the CCP periodically will ensure it remains relevant as projects and priorities evolve.

This CCP will be updated by the community development coordinator. They will work in collaboration with a community implementation team, staff, and leadership to update annually. The annual update may become an annual report, an updated website, short summary document, or may simply be minor changes to the plan and coordinating tools (such as the implementation tables or capacity diagram). During the development of this CCP there was no defined annual report process, rather an openness to try a variety of processes and outcomes to see what will fit best for the community.

Every 5 years it may be warranted to have a more comprehensive update of the CCP through broad community engagement to ensure goals and priorities are relevant.

Implementation Tables

There are many identified actions and projects the community would like to undertake over the next 5-10 years. This information is illustrated in the Implementation Tables; the information in the table summarizes the key potential projects, describes their relative importance and identifies what resources (people, money) will be required. The Implementation Tables should be referred to and updated often as projects are completed and priorities change.

The Implementation Tables, along with community information within this document, should be used when applying for grants and/or project funding opportunities. This will ensure leadership, various departments, and community organizations are working towards the same goals.

Mihkoskiwakak Nehiyawak Nation will have a community implementation team working with the Community Development Coordinator to spearhead and coordinate community

actions/projects. One of the first tasks the implementation team will have is to prioritize the community actions.

To keep the Implementation Tables and the CCP current, the following actions are recommended:

- » Update on a bi-annual basis specifically paying attention to:
 - Identifying new funding sources and grant opportunities to leverage funding from multiple sources for high priority projects
 - Updating projects as they evolve include their priority, costs, and responsibility
 - Adding new projects as they emerge
 - Including new feedback gathered from community meetings
- » Add new community reports to the master copy of this CCP, which will ensure a 'library' of documents is maintained and available for leadership and various departments to review.



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Housing

| Goal: Improve housing management | | | | |
|---|----------|-----------|---|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Establish and implement Housing Policy that includes procedures for allocating housing, job descriptions for housing staff and contractors, housing maintenance, and matrilineal property rights (band-owned or family-owned) | High | 2021-2026 | Housing Commission & Housing Commission | P&ID |

| Goal: Ensure all members have access to safe, adequate, and appropriate housing | | | | |
|--|-------------------|-----------|---|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Develop housing units specifically for Elders to allow them to age in place | Medium | 2021-2026 | Housing department & Housing Commission | - |
| Advocate for additional Federal funding to support new housing developments | High | 2021-2026 | Chief and Council | |
| Eliminate current housing waitlist by prioritizing housing allocation for families in need and to address overcrowding | High Immediate | 2021-2026 | Housing department & Housing Commission | - |
| Create partnerships and/or alliances to develop more houses on-reserve | Medium | 2021-2026 | Chief and Council | - |
| Create partnerships with off reserve aboriginal and non-aboriginal entities for housing initiatives to support off-reserve members | High | 2021-2026 | Housing Manager | |

Goal: Ensure all members have access to safe, adequate, and appropriate housing

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|---------------------|-------------------|
| Focus new housing construction in areas where there is all weather access and power, water, and sewer servicing can be installed efficiently | High | 2021-2026 | Housing Manager O&M | |
| Require that houses have up to date fire alarms and are regularly inspected for electrical/fire hazards | High | 2021-2026 | | |
| Design new houses with flood prevention measures in place | High | 2021-2026 | | |

Goal: Increase residential density and capacity

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------|-------------------|
| Allocate potential areas for housing development | High | 2021-2026 | Housing O&M | - |
| Design and develop blueprints for custom built homes | High | 2021-2026 | Housing | PAGC |
| Develop a variety of housing styles including semi-detached dwellings, apartment style units, one-bedroom units, 2 bedrooms houses for small families, and single people | Medium | 2021-2026 | Housing | |
| Apply for renewable energy and energy storage grants to reduce greenhouse gas emissions to homes as well as reducing power consumption to homes. | High | 2021-2030 | Housing | |
| | | | | |

Lands & Resources

| Goal: Protect natural resources and the environment | | | | |
|---|----------|-----------|---------------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Develop and implement an Environmental Bylaw | High | 2021-2026 | Chief and Council | |
| Pursue, reclaim, and protect the natural resources within the Sipanok Traditional Territory | High | 2021-2026 | Chief and Council | |
| Share and preserve traditional knowledge of the land and resources | High | 2021-2026 | Culture Coordinator | |

| Goal: Improve land management | | | | |
|--|----------|-----------|---|-----------------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Establish a Lands Department | Medium | 2021-2026 | Economic Development Coordinator/Band Manager | LEDSP |
| Enter into the First Nations Land Management Act | Low | 2021-2031 | | FNLM |
| Develop Land Use Plan and Zoning Bylaw | Medium | 2021-2026 | | LEDSP |
| Develop a Land Code | Medium | 2021-2026 | Administration/Lands Department | P&ID |
| Lobby for Land Claim Settlements | High | 2021-2026 | Chief and Council | Basic Organization Capacity |

Education

| Goal: Expand education programs and services | | | | |
|--|----------|-----------|----------------------------------|----------------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Incorporate teachings on reconciliation and Indigenous Knowledge into the school curriculum | High | 2021-2026 | Culture Coordinator Education | ILCP Jordan's Principal |
| Provide university transition support services for high school students | High | 2021-2026 | Education | |
| Address growing waitlist for post-secondary funding and prepare for more students to access the funding | Medium | 2021-2026 | Education | |
| Partner with urban Indigenous education institutions to deliver training and post-secondary initiatives on reserve | Medium | 2021-2026 | Education University Partners | |

| Goal: Invest in education infrastructure and staff | | | | |
|--|----------|-----------|------------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Provide staff with opportunities to attend professional development training and workshops | High | 2021-2026 | Administration | P&ID |
| Utilize resources in the community to provide services such as mental health therapists, coaches, etc. | High | 2021-2026 | Education/Health | |
| Expand schools to include more playground space, a cafeteria, exercise space, additional classrooms, and an elementary gymnasium | High | 2021-2026 | Education O&M | |

Goal: Recognize students' achievements

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------|----------------------|-------------------|
| Highlight current education accomplishments of members in the community | Medium | 2021-2026 | Education | |
| Create a space for the Hall of RECN Membership Achievements | Medium | 2021-2026 | | |
| Allocate available scholarship funding for both funded and non-funded students in the education program | High | 2021-2026 | Education Commission | |

Goal: Invest in preserving the Cree language

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|---|-------------------------------------|
| Lobby for cultural program funding to provide additional language and cultural workshops through Elder teachings | Low | 2021-2026 | Portfolio Councilor Education Department | Jordan's Principal |
| Provide land-based learning activities | Medium | 2021-2026 | Education | Indigenous Language Component - ISC |
| Pilot a Cree based curriculum in community schools | Low | 2021-2026 | Education | Indigenous Language Component - ISC |

Goal: Encourage collaboration between both schools for cultural sharing

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------|----------------|-------------------|
| Foster and grow partnerships between both schools | Medium | 2021-2026 | Education | |

Goal: Encourage collaboration between both schools for cultural sharing

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------|-------------------|
| Encourage and support parental and Elder involvement in children's everyday learning | High | 2021-2026 | Education | |

Governance & Administration

Goal: Affirm our Inherent Right to self governance

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|---------------|--------------------------------|-----------------------------|
| Develop a framework for achieving self-governance | High | 2021-2026 | Chief and Council Band Manager | Grant for Nation Rebuilding |
| Identify, review, and enact policies needed to achieve self-governance | High | 2021 Annually | All Departments | Program departments |
| Implement mandatory Elder's advisory board | Medium | 2021-2026 | Administration Governance | Basic Capacity Development |
| Develop a Senate Act | Medium | 2021-2026 | Administration Governance | P&ID |
| Hire a historian to collect and revitalize the history of Mihkoskiwakak Nehiyawak | Low | 2021-2031 | Administration | P&ID |
| Develop and adopt the Membership Code | Low | 2021-2031 | Administration | P&ID |

Goal: Improve communication among staff and between leadership and membership

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------|---|-------------------------|
| Develop a Community Consultation Strategy | High | 2021-2026 | Administration | P&ID |
| Establish a communications department | High | 2021-2026 | Administration Chief and Council | Capacity Development |
| Create and implement mandatory reporting guidelines for leadership and program managers | High | 2021-2026 | Administration Governance | P&ID |
| Update RECN website | High | Immediate | Community Navigator | P&ID |
| Create a monthly members newsletter to report on each department's progress | High | 2021-2026 | Community Navigator Band Office Clerk All Staff | Band support funding |
| Include members in decision making processes | Low | 2021-2026 | Governance | |

Goal: Improve transparency and accountability of community administration

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|------------------------|-----------------------------------|--|
| Develop Governance Policy/Executive Act for leadership | High | Immediate 2021-2026 | Band Manager Chief and Council | Basic Organizational Capacity |
| Create an orientation package for leadership and staff | High | 2021-2026 | Administration | Basic Organizational Capacity P&ID |
| Strengthen leadership capacity through leadership training | High | 2021-2026 | Administration | Basic Organizational Capacity P&ID |

Goal: Improve transparency and accountability of community administration

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------------|----------------------------------|---------------------------------------|
| Continue to be transparent regarding community financial status and decisions | High | 2021-Continuous | Administration | N/A |
| Develop a financially responsible plan to implement community goals | High | 2021-2026 | Administration Chief and Council | Basic Organizational Capacity Funding |

Goal: Improve information and data management

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------|----------------------|
| Ensure all program managers have Lime Survey software for data records | High | 2021-2026 | Administration | Band Support Funding |
| Provide USB to all staff with all policies and acts | High | 2021-2026 | Administration | Band Support Funding |
| Implement guidelines for assemblies and meetings | High | 2021-2026 | Administration | Band Support Funding |
| Implement new electronic system for payroll and social assistance banking deposits | High | 2021-2026 | Administration | Band Support Funding |

Goal: Expand administration and band office staff

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------|--|
| Establish an urban office to provide transitional support services | High | 2021-2026 | Administration | Band Support Funding Urban Indigenous Program |

Goal: Expand administration and band office staff

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|-------------------|----------------------|
| Hire assistants for all program managers and one executive assistant for Chief and Council | Medium | 2021-2026 | Chief and Council | Band Support Funding |

Goal: Strengthen internal relations between staff and community members

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------------|--------------------------------------|------------------------------------|
| Pilot a conflict resolution/mediation service for employee conflict and membership conflicts (i.e. holistic healing restoration) | Medium | 2021-2026 | Chief and Council | CIRNAC Band Support Funding |
| All departments to arrange and provide support for community events to bring the community together | High | 2021-Continuous | All Departments Chief and Council | Band Support Funding SIGA Funds |
| Restore kinship within the community | High | 2021-Continuous | All Department Chief and Council | SIGA Funds |

Goal: Promote external relationship building

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------------|-------------------|-------------------|
| Encourage leadership and staff to seek off reserve partnerships | High | 2021-Continuous | Chief and Council | - |
| Welcome visitors and potential partners through cultural sharing | High | 2021-Continuous | Chief and Council | - |

Health

| Goal: Ensure quality health services and programs are available to meet the needs of the community | | | | |
|--|----------|-----------------|-----------------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Create programs that focus on prevention of health-related issues such as cancer, heart diseases, diabetes, etc. | Medium | 2021-Continuous | Health | |
| Promote physical activity and wellness through events and programming | Medium | 2021-Continuous | Health | |
| Provide special needs members' with accessibility and mobility equipment | Medium | 2021-Continuous | Health/Administration | |
| Support members in building their self-awareness, self-esteem, and self-accountability through empowerment workshops | Medium | 2021-Continuous | Health | |
| Implement Non-Disclosure Agreements for Health Staff to ensure confidentiality and trust amongst members | High | 2021-Continuous | Health | |
| Ensure the Head Start Program and Day Care are sufficiently funded and continue to have qualified employees | High | 2021-Continuous | Health | |

| Goal: Create a safe and healthy community | | | | |
|---|----------|-----------------|----------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Develop a crisis shelter for youth, women and men | Medium | 2021-2026 | ICFS/Health | |
| Provide continuous NNDAP programs to address addictions | High | 2021-Continuous | Health/NNDAP | |

Goal: Create a safe and healthy community

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------------|----------------|-------------------|
| Address abuse and mental health issues by raising awareness of physical, mental, emotional, and psychological abuse | High | 2021-Continuous | Health | |
| Provide workshops to increase awareness on effects of bullying, harassment, suicide, grief and loss | High | 2021-Continuous | Health | |

Recreation & Youth

| Goal: Establish a permanent recreation program | | | | |
|---|----------|-----------------|---|---|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Leadership to lobby for additional recreation funding | High | 2021-2026 | Recreation/Culture/Health/Education Chief and Council | Saskatchewan Parks and Recreation Association |
| Collaborate with JWHMEC to hold regular gym nights | High | 2021-Continuous | Recreation/Culture/Health/Education | |

| Goal: Provide arts and sports programming | | | | |
|---|----------|-----------|---------------------------------------|--|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Lobby for funding/grants to provide arts and sports | High | 2021-2026 | Chief and Council | Saskatchewan Arts and Cultural program |
| Support youth in sports and art to represent their community in regional, provincial and nations competitions | High | 2021-2026 | Health/Education/Economic Development | |

| Goal: Expand the youth athletic group | | | | |
|--|----------|-----------|--------------------------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Create and implement an Organizational Structure and Policy for Hawks Minor Hockey Association | High | 2021-2026 | Education/Economic Development | |
| Support yearly planning for sport and coaching camps | High | 2021-2026 | Health | |

Goal: Expand the youth athletic group

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|--------------------------------------|-------------------|
| Develop an athlete system for fitness and training | Medium | 2021-2026 | Health | |
| Provide opportunities for coaching certification | Medium | 2021-2026 | Economic Development/SAET | |
| Encourage leadership and teambuilding skills through community involvement | Medium | 2021-2026 | Chief and Council All Departments | |

Goal: Invest in recreation facilities

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|---|-------------------|
| Develop a recreation/fitness centre to create a positive space where members can come together | Medium | 2021-2026 | Chief and Council/Health/Administration | ICFS |
| Provide members access to exercise equipment | High | 2021-2026 | Health/Education | |
| Develop a second ball diamond | High | 2021-2026 | Economic Development | |
| Install playgrounds in all sectors | High | 2021-2026 | Economic Development | |
| Construct a youth centre | Low | 2021-2028 | Economic Development | |
| Research and invest in a campground development where feasible | Medium | 2021-2026 | Economic Development | CORP |

Goal: Host community sports, games and activity nights

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------------|-------------------|
| Establish a yearly plan for monthly activities i.e. cribbage, poker, family nights, etc. | High | 2021-2026 | Recreation Committee | - |
| Utilize community hall | High | 2021-2026 | Recreation Committee | - |

Economy

Goal: Enhance the economic development program

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|----------------------------------|------------------------------------|
| Provide financial support to economic development initiatives | High | 2021-2026 | Administration/Chief and Council | Band Support Funding SIGA Funds |
| Review/update business charter and business strategy | High | 2021-2026 | Economic Development | - |
| Develop Business Plans for initiatives feasible to pursue on and off reserve | High | 2021-2026 | Economic Development | CORP |
| Create an inventory of members current skills and certifications to provide employment opportunities | High | 2021-2026 | Economic Development | - |

Goal: Support the development of skills and employment readiness of members

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|---|-------------------|
| Advocate for additional program funding to create job opportunities for members in the community | High | 2021-2026 | Economic Development Coordinator/Administration | Yes Program |

Goal: Support the development of skills and employment readiness of members

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|--|-------------------|
| Create opportunities for youth to come together and learn important workplace skills | High | 2021-2026 | Economic Development Coordinator/Administration | YES Program SAET |
| Implement code of ethics policy for members participating in training and skills opportunities | High | 2021-2026 | Economic Development Coordinator/Administration | P&ID |
| Explore opportunities for off reserve partnerships | High | 2021-2026 | Economic Development Coordinator/Community Navigator | - |

Goal: Invest in economic development opportunities that generates own source revenue for the community

| Action | Priority | Timeline | Responsibility | Potential Funding |
|--|----------|-----------|---|--------------------|
| Pursue off-reserve economic development opportunities | High | 2021-2026 | Economic Development Coordinator | Band based funding |
| Pursue the development of 9-mile Corner Project | Medium | 2021-2026 | Economic Development Coordinator | P&ID CORP Funding |
| Develop partnerships to grow and support community economic development success (i.e. Nipawin, Carrot River) | Medium | 2021-2026 | Economic Development Coordinator | P&ID CORP Funding |
| Pursue a ski hill resort on traditional territory | Medium | 2021-2030 | Economic Development | P&ID CORP Funding |
| Create a feasibility study for camping parks in or around the community | High | 2021-2026 | Economic Development Coordinator/Administration | P&ID CORP Funding |

Goal: Support entrepreneurship

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------|----------------------------------|-------------------|
| Encourage members to innovate and create sources of revenue and jobs in the community | Medium | 2021-2026 | Economic Development Coordinator | - |
| Educate members on available federal and provincial funding and grant opportunities | Medium | 2021-2026 | Economic Development Coordinator | - |
| Provide personal finance training for members | Medium | 2021-2026 | Economic Development Coordinator | - |
| Provide funding to support potential successful business ideas | Medium | 2021-2026 | Economic Development Coordinator | |

Operations, Maintenance & Infrastructure

| Goal: Develop Operations and Maintenance Policy and Procedures | | | | |
|---|----------|-------------------|----------------|----------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Establish roles and responsibilities for program manager and contracted workers | High | 2021-2026 | Administration | Band Support Funding |
| Establish procedures manual for heavy equipment operator, water treatment plant workers, etc. | High | 2021-2026 | O&M Department | P&ID |
| Establish asset management plan | High | Done - Continuous | O&M Department | ISC |

| Goal: Improve community road conditions to ensure all weather access | | | | |
|---|----------|-----------|-----------------------|--------------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Lobby for gravel around public buildings and major roads and ensure continuous grading of roads | High | 2021-2026 | O&M Chief and Council | ISC |
| Pre-grade areas for commercial and residential development | High | 2021-2026 | O&M/Housing | ISC |
| Install new reflectors at bridges | High | 2021-2026 | O&M | SGI Safe Driving Program |
| Install new street lights where pedestrians walk | High | 2021-2026 | O&M | SGI Safe Driving Program |

Goal: Invest in maintaining existing community facilities and infrastructure

| Action | Priority | Timeline | Responsibility | Potential Funding |
|---|----------|-----------------|-------------------------------------|----------------------------------|
| Develop an Infrastructure Plan | High | 2021-2026 | Administration/O&M | P&ID Capital Based Funding |
| Ensure infrastructure maintenance equipment is maintained and available to use when needed | Medium | 2021-Continuous | O&M | |
| Utilize youth groups to clean and maintain areas in the community | Medium | 2021-2025 | Youth Group | |
| Landscape public areas in the community | Medium | 2021-2025 | O&M/Youth Group | |
| Lobby for a new Band Office and Administration Office complex | High | 2021-2026 | Chief and Council Administration | ISC |
| Upgrade water treatment plant facility, water storage reservoir, distribution pump, sewage pump stations, lagoon, and landfill. | High | 2021-2026 | O&M | |
| Maintain cleanliness of all buildings and their surroundings | High | 2021-Continuous | O&M/Administration | Band based funding |

Culture

| Goal: Revitalize our Cree Culture | | | | |
|--|----------|-----------------|--|--|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Ensure new fiscal year planning include culture camps for preserving customs and provide opportunities for traditional teachings | High | 2021-Continuous | Health/Social/ Education/Administration | Community Culture Grants Program |
| Develop digital material for hunting, trapping, and fishing | Medium | 2021-2026 | TBD | Capacity Development |
| Develop an Elder's holistic teaching book | High | 2021-2026 | Health | Capacity Development |
| Preserve traditional foods for feast gatherings in the community | High | 2021-Continuous | Health | P&ID |
| Pursue more land-based cultural activities | High | 2021-Continuous | Education | Sask Culture: Aboriginal sports, Culture, Recreation |
| Develop community garden to improve food security | High | 2021-2026 | Health/Administration | Agri-culture Indigenous Initiative |
| Share knowledge of traditions and customs for cultural practices | High | 2021-Continuous | Health/Administration | Indigenous Language component funding |

Justice

| Goal: Improve community safety | | | | |
|--|----------|-----------|-------------------------|-------------------|
| Action | Priority | Timeline | Responsibility | Potential Funding |
| Obtain funding to hire a Peacekeeper Officer | High | 2021-2026 | Justice/Chief & Council | CIRNAC |
| Implement community safety initiatives | High | 2021-2026 | Justice/Chief & Council | CIRNAC |
| Enforce bylaws | High | 2021-2026 | Chief & Council | |

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