

Creating Our Future



Missanabie Cree First Nation

Comprehensive Community Plan

First Draft - August 2015

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We are the Anishnabe of the Missanabie Cree First Nation whose vision is to have a united and self-governing body that will determine our destiny guided by the seven laws.

We have a vision of a leadership that is open, honest, trustworthy; a leadership with conviction, accessible to the people; a leadership that is progressive yet respectful of our traditions, values and beliefs; a leadership with confidence, always watchful and assertive in protecting and preserving the treaty and aboriginal rights of our people; a leadership that is directed by its people and with exclusive accountability to our people and our people alone.

We have a vision of our community re-established on the traditional lands that were once the homeland of our ancestors where institutions of our government, economy and education can once again thrive.

We have a vision of a people where individuals and families can stand strong and find healing through tradition and spirituality; individuals and families who are loving and compassionate.

We have a vision of a people who are bi-cultural and bi-lingual; a people who can walk in both worlds contributing to our wellbeing, the wellbeing of our brother and sister First Nations; contributing and competing globally.

We have a vision of a Nation of people who respect the dignity of all; a people who find balance through equality of all ages, male and female alike.

We have a vision of people who respect the environment, harvesting and reaping the resources of the land in a sustainable manner as responsible stewards for the use of future generations.

We are the Anishnabe of the Missanabie Cree First Nation whose vision it is to regain and restore our rightful place and through the strength of our people, never again be denied our place in society.

Our Quest for our own Homeland and Sovereignty

Since the early 1990s, the Missanabie Cree have worked toward our goal of re-establishing a sustainable community in our traditional territory and of ensuring the continued development of self-sufficiency and capacity-building for our membership. We are a distinct group of the Mushkegowuk Cree and our traditional territory is centered in and around Missanabie Lake, Dog Lake, and Wabatongushi Lake in northern Ontario. The Missanabie Cree have used and occupied the lands and rich resources in this area from time immemorial to the present to hunt, fish, trap, and harvest to provide for the cultural, spiritual and economic wellbeing of our people. The Missanabie Cree First Nation has been recognized as a band by the federal government since 1951. By the early 1990s, members began to come together and, in 1992, we elected our first Chief and Council under the Indian Act. The Missanabie Cree First Nation continues to work toward our shared vision to ensure the wellbeing of our families and community. *(Excerpted from the Missanabie Cree First Nation website: www.missanabiecree.com)*

Brief Historical Timeline

- ❖ Evidence and records suggest that by as early as the 1570s, members of the Missanabie Cree had settled in the areas surrounding present day Missanabie Lake, Dog Lake and Wabatongushi Lake. According to Elders' testimony and

anthropological evidence, the Missanabie Cree had utilized these lands from time immemorial to hunt, fish and trap for food, for ceremonial purposes and to provide for the cultural, spiritual and economic well being of their people.

- ❖ In the 1660s Father Allouez confirmed that the Cree people regularly traveled between Lake Superior and James Bay.¹
- ❖ In the 1730s Cree speaking people with summer encampments at Bawating (Sault Ste. Marie) gathered to fish, trade and do ceremonies.²
- ❖ In 1904 the Indian Affairs Department recognized Missanabie Cree as an Indian band to be 'treated with' by Treaty Commissioners for the purpose of adhesions to Treaty 9 scheduled for 1905.
- ❖ In 1905 Canada and Ontario enter into Treaty 9 with various Cree and Ojibwa groups to obtain surrender of 130,000 square miles (340,000 km²) of land.
- ❖ In 1906 the Crown did not sign formal adhesions to Treaty 9 with the Missanabie Cree First Nation. The Crown did not set apart any reserve for 98 members of the First Nation living at Missanabie.
- ❖ In 1915 Missanabie Cree's request for land was turned down by the Department of Indian Affairs and Northern Development (DIAND).
- ❖ In 1925 the Chapeau Crown Preserve was created which abrogated Missanabie Cree's treaty rights to hunt and fish for subsistence living.
- ❖ In 1929 Missanabie Cree's request for land was turned down by DIAND.
- ❖ In 1951 Missanabie Cree were formally recognized by DIAND as an Indian band.
- ❖ In 1992, under the *Indian Act*, the first Chief and Council are elected by the Missanabie Cree First Nation.
- ❖ In 1993, Missanabie Cree First Nation submitted a specific claim for outstanding Treaty Land Entitlement (TLE).
- ❖ In 1996, Missanabie Cree First Nation received a letter from Canada accepting the claim, with the condition that Ontario, also a signatory to Treaty 9, be at the table. Ontario began a legal review of the claim.
- ❖ In 1998, Missanabie Cree and Canada begin preliminary meetings in April.
- ❖ In 1999, jointly funded studies began. These included genealogical, traditional use, site selections, and loss of use. Legal review by Ontario was completed in June. A letter from Canada stated that negotiations could begin, if Ontario came to the table.
- ❖ In 2000, the Ontario Native Affairs Secretariat sent a letter indicating Ontario would be presenting its position.
- ❖ In 2001, preliminary discussions of the negotiation process began between First Nation and both levels of government. The development of a work plan and negotiation framework continued.
- ❖ In 2006, Ontario agreed to a land transfer of 15 square miles (39 km²) with conditions attached. The transferred land was to be credited towards the eventual

¹ Reported by C. Bishop, *The First Century: Adaptive Changes Among the Western James Bay Cree*

² Historians A. Greenberg and J. Morrison

settlement of the land claim (to be determined through legal action). Land area was selected. Discussions with Canada continued over additions to the Reserve process and loss of use compensation.

- ❖ In 2008, Missanabie turned down an offer of \$15 million from Canada.
- ❖ In 2011, on August 17th, The Missanabie Cree First Nation and the Government of Ontario signed an agreement to provide the Nation with 15 square miles (39 km²) of land as an initial allotment of a total 70 square miles (180 km²) to which they are entitled under Treaty 9.³

(Retrieved from http://en.wikipedia.org/wiki/Missanabie_Cree_First_Nation on October 22, 2014)

Springtime after a Long Winter

After a long winter, there are many signs that spring is coming, and the land is waking up. Birds that migrated south in the fall begin to return. The smell of damp earth is in the air. The sounds of water running, the discovery of tiny shoots of green poking through the ground and new buds on the trees all tell us that the season of growing is upon us.

There are also signs that tell us when a community is waking up after a long winter of forgetting who they are and being asleep to their own true potential and possibilities.

1. Young people begin stepping forward, offering to do things for the community.
2. Leaders begin to really listen to the people and make significant efforts to ensure that everyone who has something to say can be heard.
3. The people begin accepting their own history and cultural past as a foundation for moving forward. Even those who previously rejected this past begin to accept it.
4. Other communities begin to look to the awakening community for leadership.
5. Calls for healing and unity may be heard from across lines of previous differences and conflict within the community. Significantly, there is a new willingness to look in the mirror and to look within to find the root causes of problems.
6. The progress of the community as a whole is increasingly seen to be inseparable from the progress of every individual. “No one left behind” becomes an important value.
7. Members of the community begin to step into the circle of the human family, bringing the gifts and strengths of the community to the world.

During the twelve months of work that has led to the preparation of the Missanabie Comprehensive Community Plan, all of these signs were evident in and around the process.

We saw young people stepping forward with ideas and initiatives for change. We saw leadership making significant and repeated efforts to ensure that the voices of the community members are heard, both in the planning work itself, and related to other important community matters. We saw many signs of people reaching out to each other across religious, family and other divides and we saw many people from all backgrounds

³ <http://media.knet.ca/node/1447>

responding eagerly to opportunities to learn more about their history, language and cultural heritage.

The plan represented within this document is strongly infused with the value that the welfare of the whole is inseparably linked to the wellbeing of each and every individual community members. Many of the plans, goals and strategies presented are specifically intended to support and assist grassroots community members, and their families. Some of the goals focus on Nation building in terms of reinforcing and expanding the capacity of community systems, programs, services as well as governance and management processes.

It is also true that Missanabie members are now scattered far and wide and many are making outstanding contributions to human knowledge and progress through contributions in the arts, spiritual and cultural leadership, political leadership as well as technical and professional contributions across Canada and around the world.

All of this points to a highly important reality. The community of Missanabie is experiencing a new awakening; a spiritual springtime that will eventually produce a rich and abundant harvest of new growth, positive change, healing and new possibilities for every member of the community.

What is a Community Plan?

A community plan is not the same thing as a “strategic plan” of the type often made by Chief and Councils, and various departments. A Comprehensive Community Plan is the action framework within which all strategic plans will now need to be made. It defines the primary vision and strategies for moving the First Nation and its people forward on the path of progress towards a sustainable life.

It is called a “community plan” because the foundation thinking and direction utilized in making the plan come from community members themselves. The Missanabie Community Story document (a basic situation and needs analysis) carried out by community members, formed the foundation, and the draft itself was reviewed and endorsed by community members.

That is why a comprehensive community plan is not something to be ignored or superseded by successive groups of elected leaders. On the contrary, a comprehensive community plan should be a fundamental charter for Nation building that provides continuity and a guide to steady progress across successive administrations.

This is a draft of the Missanabie Cree First Nation Comprehensive Community Plan. It is intended for final review by community members, staff, Chief and Council and other important entities and groups within the community. It has been produced after extensive input and review by Missanabie Cree community members, program staff and leadership and represents a strong community consensus about what the important issues and challenges are, and which steps are needed to create the community we want.

Phase One: Making the Plan

The process of making this Plan began in the summer of 2014 when, through the support of the Northeast Superior Regional Chiefs' Forum, the Missanabie Cree First Nation contracted the Four Worlds Centre for Development Learning to serve as facilitators and technical support providers to the community in making a comprehensive community Plan. Phase One consisted of 3 parts, and resulted in this draft.

Part I entailed establishing a Steering Committee, appointed by Chief and Council, and finalizing an arrangement for implementing the planning process.

Part II consisted of a community-based needs assessment and situation analysis. During this phase, approximately 70 community members participated in many large and small consultations, on the basis of which the following reports were produced.

1. *The Rapid Program Review* (tabled in September 2014)

This process consisted of interviews and meetings with all programs and departments within the Missanabie Cree First Nation focused on: a) the current state of programs and services, b) challenges and barriers to program effectiveness, c) staff analysis of community realities and needs, and d) assessment of program capacity to address the present and anticipated future community needs. The findings of the Rapid Program Review are especially relevant to the implementation phase of the Comprehensive Community Plan, since much of the real work in important planning areas such as economic development and employment, housing, infrastructure development, health, elders, education, and child and family services will fall to the community program staff to implement in a combined effort with leadership, voluntary organizations and community members.

2. *The Missanabie Cree First Nation Community Story* (tabled in January 2015)

The Missanabie Community Story is the story of what happened to our people in the past and our understanding of how that past has shaped who and what we are today. It is also the story of what is happening to us today (the present), in the lives of our children and youth, in our family and community relations, in our social and cultural life, and in the political and economic life. But, the story would be incomplete without also talking about the future we want. What will our community look like when we achieve our goals? From the Community Story, we will be able to see clearly where we need to go and what we need to do to get where we want to go.

As the process began, the story was held in many pieces, like a puzzle. Different people held different important pieces of the puzzle. The Community Story was a

way for all of us to come together, to fit our pieces of the story into a larger whole that we can all share.

The Community Story process uses a medicine wheel framework to facilitate a highly interactive dialogue about:

- a. The wellbeing of Missanabie people, using four main questions:
 - i. What is going on in the life of Missanabie Cree children, youth, women, men and elders?
How healthy and strong are their families?
 - ii. What can we learn from the past that can help Missanabie individuals and families fulfill their potential for balanced, happy and prosperous lives?
 - iii. What will things be like in a positive future for Missanabie individuals and families?
 - iv. What are the steps that can be taken to support the realization of this positive future?
- b. Prosperity and the wellbeing of our community, again using four main questions:
 - i. What is going on in the political, economic, social and cultural life of the Missanabie Cree First Nation? Are the community's programs, services and infrastructure meeting the needs of individuals and families? How is the community regaining its land base and its capacity to manage its natural resources in a way that contributes to present-day prosperity without compromising the wellbeing of future generations?
 - ii. What can we learn from the past that can help the Missanabie Cree First Nation achieve greater wellbeing and prosperity?
 - iii. What will things be like in a positive future for the Missanabie Cree First Nation in terms of how we function as a community and Nation?
 - iv. What are the steps that can be taken to support the realization of this positive future?

The input for the Missanabie Cree Community Story was gathered between June and August 2014.

- a. A series of meetings for Missanabie Cree members was held in Thunder Bay, Sault Ste. Marie, Sudbury and Toronto between June 7th and 11th.
- b. A one-day workshop was conducted during the Missanabie Cree Annual Gathering on August 19th.
- c. Youth were given additional opportunities to provide input through a special meeting at the end of October 2014.
- d. The Missanabie Cree CCP Steering Committee reviewed the initial draft and provided additional valuable input.

Part III consisted of a consultative process to establish priorities, goals and strategies for the Missanabie Cree First Nation Comprehensive Community Plan with a 10-year horizon.

1. *Identifying planning priorities*

Based on a review of the Community Story, the CCP Steering Committee identified four key priorities for the plan; namely, a) resettlement, b) prosperity development, c) social and cultural development, and d) governance and public sector development. During this process, it was important to recognize that the Missanabie Cree First Nation does not yet have a reserve land base and that its human and financial resources are already stretched to the limit. It was also important to understand that Missanabie Cree members live in many different locations across Canada, and even further afield. Preparing a visionary but doable plan with these two realities in mind would require careful balancing between long-term vision and manageable goals.

2. *Establishing planning groups*

The implementation of Missanabie Cree's CCP will certainly require dedicated and focused effort on the part of elected leadership and Band personnel, but the goals cannot be achieved without the hard work of community members (usually on a volunteer basis) wherever they live. For this reason, CCP planning working groups were set up that included Band personnel as well as active community members for each of the four priorities listed under point #1 above.

3. *CCP planning workshop*

These CCP planning groups came together on April 24th and 25th in Sault Ste. Marie for an intensive workshop during which they identified short and long-term goals, as well as some of the specific strategies/initiatives that would be required to achieve those goals. In doing so, they reflected deeply on the community input gathered during the preparation of Missanabie's Community Story.

4. *Preparation of the draft CCP*

The notes from this planning workshop, as well as the recommendations made on the basis of the Rapid Capacity Review were then compiled into a first draft Comprehensive Community Plan (tabled in August 2015). This draft will be reviewed by Missanabie Cree community members during the August 2015 annual gathering.

Phase Two: Implementing the Plan

The second phase of the Comprehensive Community Planning process involves its implementation. The following considerations will be helpful during this work.

What's in a Plan?

Nearly every Band office in Canada has dozens of studies collecting dust on their shelves that no one is implementing. To qualify as a real **plan**, a guide to future action has to be connected to the minds and hearts of community members. It has to belong to people who fully intend to carry it out. ***A document is not a plan without this human connection.***

So, in order to develop and implement a truly viable Comprehensive Community Plan, a vibrant core group of community members, representing all important sectors of community life, needed to be engaged in the process of making the plan, and also need to be involved in implementing it. It has to be their plan. This core group needs to include representatives of Chief and Council and the Trustees of community funds, as well as all

key departments and agencies, but also needs to include the voices of community elders, youth, women and men wherever they may be living.

What a Comprehensive Community Plan (CCP) is and is not

A CCP is a general framework for guiding action. It is not a detailed work plan. In order to implement the CCP, the very next step (after the finalization of the framework) is to develop work plans with groups of implementers responsible for each of the identified work areas.

We have presented this CCP with a planning horizon of ten years. This is not to ignore 15 to 20 year projections and needs, but rather to focus the plan on what actually needs to be done and what can be done now in order to address the opportunities, issues, needs and concerns the community has identified.

This plan will need to be revised and refined annually and completely renewed every 3 to 4 years, beginning again with a renewal of the Community Story process (which basically maps the needs and dynamics that must be addressed through development efforts).

The CCP always has a ten-year horizon. In 2015 the target completion year for all goals is 2025. In 2020, the target for completion for all goals (many of them refined or completely new from those of 2015) will be the year 2030. No matter what the year, the ten-year plan is always looking ten years ahead.

The Critical Importance of Measurement

The only way to tell if the plan Missanabie has made is leading the community to the outcomes that have been identified as goals, or if the implementation process is being carried out effectively, is to engage all participants in the plan in very frequent monitoring and evaluation processes. Whatever we measure tends to improve. For this reason monitoring and evaluation will be built into the implementation process from the very beginning. This process will be described in more detail in the final section of this Plan.

Always in Draft

A good plan is always in draft because the world is always changing. Unlike some concepts of strategic planning that try to lay out lock-step strategies to deal with issues that are months or even years in the future, this Comprehensive Community Plan is designed to be flexible, nimble and adaptive to ever-changing realities and conditions. The only way to really know if your plan is a good one is to implement it. As you do, you will soon find out: a) if you have the knowledge, skills and resources you need to carry out your plan effectively; and b) if your planned strategies and activities are actually leading to the results you want.

Change takes Time

Development takes time. It is not an instant-add-water-and-stir affair. There are long periods of seeming inactivity such as when the anxious gardener waits for the first signs of new seedlings breaking ground. There are setbacks. There are dramatic rushes of activity that appear to be significant, but the results of which, when the dust has settled, appear to amount to very little. And what appears to amount to very little can be of enormous and crucial importance when the potent process of time and the proper circumstances are combined.

The gestation period for a human fetus is nine months in the womb, and about twenty years after that. The time for the rebirth of a people falls into a similar category. The strategies outlined in this plan are not of the instant noodle soup variety. It will take time to learn how to effectively implement them, and more time for them to stimulate the growth and change in community outcomes the Plan calls for.

What we do know is that both the vision of change as well as the goals and strategies described in the Missanabie Comprehensive Community Plan have been tested and found to be effective and successful in many community settings, both in Aboriginal Canada and around the world. ***The two greatest predictors of success in such a Plan are unity and systematic action. If the implementers of this Plan can remain united in their efforts and if they persevere in systematically testing and continuously refining the strategies they have devised, success is only a matter of time.***

A Brief Overview of the Missanabie Cree First Nation Comprehensive Community Plan

As stated earlier in this section, four priority planning areas were identified as critical for the next stages in the development of the Missanabie Cree First Nation. Each of these planning areas constitutes a separate section of the Plan. Here is a brief summary of the content of these four sections of the Plan.

1. ***Resettlement*** – This section focuses on the planning and implementation work related to the reestablishing of the Missanabie home community on its own land base and traditional territories, and the resettlement of people on that land base. Resettlement involves such matters as land-use planning, housing, infrastructure development, environmental management and community governance and management.
2. ***Prosperity development*** - This section deal with goals to support the prosperity of the individuals and families that make up the Missanabie Cree First Nation as well as the economic wellbeing of the Nation as a whole. Its goals and strategies look for a balance between increased economic activity and a commitment to the stewardship of the land.
3. ***Social and cultural development*** - Social development refers to: a) the challenge of fostering social cohesion and unity between people, families, and groups within the community and strengthening the community's collective capacity to think and act together for a common purpose; b) promoting strong, safe, and healthy families and healthy child development; and c) strengthening the wellbeing of key demographics within the community such as children and youth, women, men, and

elders. Cultural Development refers to the general pattern of life by which people live. It includes their customs, beliefs, values, morals, ideals, ceremonies, and spiritual practices, as well as their traditional language, ways of knowing, and indigenous skills, arts, crafts, and sciences.

4. **Governance and public sector development** - Governance refers to the leadership and management components of community decision-making as well as the oversight of various funds and resources of the First Nation; the protocols, processes and rules by which that leadership and management takes place; and the prevailing policies, priorities, activities and the working culture created by those entrusted with governance positions. Public sector management refers to the policies and procedures that have been put in place to guide the operation of the community's administration, programs and services, as well as the on-the-ground reality of how administration, programs and services actually function on a day-to-day basis to address the primary purposes which they are meant to serve as defined by ongoing work plans and policies.



This chapter of Missanabie's Comprehensive Community Plan (CCP) focuses on the steps required for the establishment and continued development of a settlement on Missanabie's land base (including the land already designated for that purpose and additional land that will become available through Missanabie's land claims). Strategies for implementing the following goals are included below: 1) develop a detailed, stage-by-stage plan for the resettlement of Missanabie people on our homeland, 2) develop and implement a home building strategy for the resettlement process, 3) co-generate electricity, 4) build a Turtle Lode as the anchor building of our new community, 5) develop a Missanabie Lands and Environmental Management Plan with clear designated enforcement measures, 6) develop an economic livelihood plan for the new settlement, 7) develop and implement a plan for land use by non-resident Band members and non-Band members, and 8) establish an elected Settlement Authority/ Council that operates within the framework of MCFN.

Definitions

Resettlement: *Resettlement covers the planning and implementation work related to the reestablishing of the Missanabie home community on its own land base and traditional territories, and the resettlement of people on that land base. Resettlement involves such matters as land-use planning, housing, infrastructure development, environmental management and community governance and management.*

1. Lands and Environment: *Ethical stewardship of the land and natural environment is based on the understanding that human beings are part of the natural world and not separate from it. Ultimately, the land provides us with all that we need and its bounty must be shared among all of us. This means that we have the responsibility to manage our land and natural resources conscientiously to ensure that the way of life of the current generation does not harm the capacity of the land to meet the needs of future generations as we seek new and creative ways of thinking about land as a lever and contributor to prosperity development.*

Community land use planning is essentially determining how land is to be used in the set up and operation of a community on a designated land base. It entails zoning for public buildings; commercial and industrial use; cultural and recreational areas; residential housing areas; roads, water, sewer, electrical and emergency access corridors; as well as solid waste disposal. A land use plan is about planning far beyond the present needs to the needs of generations yet to come. Beyond zoning, land use management also entails regulating who may use the land and in which ways.

2. Infrastructure: *Infrastructure development and management refers to the built environment of the Missanabie First Nation. It includes basic utilities such as water, electricity, and waste management. It also includes housing and roads, as well as the buildings the community uses to support its programs and services such as the school, band office, and recreational centre. It also includes churches and other buildings owned by community groups and the facilities that may have been developed to support economic activities (such as a business incubator or land that has been serviced with access to utilities).*

3. Housing: *Safe, affordable, and appropriate shelter is a fundamental human necessity, and according to the United Nations, a basic human right. If "home" is more than a roof over your head—if it means having someplace to live where you are always welcome, where you are safe, and where you live alone or with the people closest to you—then a very significant of Missanabie's population is virtually "homeless". This is a matter that is certainly one of the most pressing social and economic challenges. It is more than a problem of constructing safe and affordable housing for everyone, although that is undoubtedly an important component to it. It is also linked to pressing social problems associated with affordability, over-*

crowdedness, dependency, availability of land for new construction, and the maintenance of safe and healthy living environments for all.

Issues, challenges and opportunities

1. Missanabie Cree First Nation has not had a land base for more than 100 years because we were left out of reserve assignments from the 1905-06 Treaty Nine process, even though we are a signatory of that treaty.
2. In 1993, the Nishnawbe-Aski Nation (NAN) submitted a land claim on behalf of Missanabie Cree First Nation under Canada's specific claims policy arguing that MCFN has a legitimate claim to receive land and compensation for having been left out of the treaty land process. In 1996, Canada formally accepted our Treaty Land Entitlement claim for negotiation. In 2007, the Ministry of Aboriginal Affairs of the Government of Ontario (whose consent on land claims is required under the terms of Treaty 9) entered into formal negotiations with Missanabie Cree.

In 2011, Missanabie Cree was deeded an initial 15 square miles of land in our traditional territory. This land is now owned by MCFN under fee-simple title, and we have applied to the Department of Indian Affairs for converting the land to reserve status. Our full claim is for at least 90 square miles of land, and MCFN will be in court in February 2016 when our claim for additional territory and compensation will be adjudicated.
3. While we had no reserve land, many of our members did remain living in or near our traditional territory in the area of Dog Lake and Manitou Mountain until we were forced off the land in 1925 by the establishment of the Chapleau Crown Game Preserve. At that time, some of our members transferred to Michipicoten, and others left the area.
4. Our traditional territory straddles both the Treaty 9 and the Robinson-Superior Treaty areas. If our land selection process after a successful TLE (Treaty Land Entitlement) claim is in the Treaty 9 area, we will (likely) be able to secure that land without much difficulty. If, however, we decide to ask of land in the Robinson-Superior Treaty area, it will take more time and effort because we will need to negotiate with other First Nations who also claim that same land (for the same reasons we do; i.e. it was a part of their traditional territory. The reality is that both Cree and Ojibwe peoples shared that territory in the traditional past.
5. MCFN does not have a lands and environment technical person on its staff—a resource that is badly needed.
6. The First Nation needs financial capital to move forward with the resettlement process, and there is no designated government funding program to help us until the land is designated as reserve status. This will likely take until 2016, unless a way can be found to speed up the process.
7. Some, but certainly not even most of our people have plans to move back to our Missanabie land base. Most of our people have been living in cities like Thunder Bay, Sault Ste. Marie, Sudbury and Toronto, and are well established in those places. Those who do plan to move back are scattered, making it very difficult to work with them as a group to plan the settlement process. Those who do not plan to move back permanently still feel very strongly connected to the land and very much intend to be a part of the resettlement process as community members and as seasonal/part-time land users. Balancing all of these very different needs and aspirations on top of significant barriers created by the sheer

lack of proximity of our community and the lack of adequate funding to do the work that is needed makes our resettlement project extremely challenging to carry off.

8. Another significant set of barriers is related to the impact historical trauma (such as loss of lands and livelihood and residential schooling) has had on our people. Deep-rooted patterns of mistrust, conflict and disunity have prevented some of us from working with others. We need a strong core of our people put aside their differences and their expectation of being paid for everything they do or of being cared for (dependency), so that we can use our collective Indigenous intelligence to rebuild our Nation's homeland.

Goal One: Develop a detailed, stage-by-stage plan for the resettlement of Missanabie people on our homeland, with the goal of beginning actual settlement by 2017 and achieving full occupation by 2020

Strategy #1: Chief and Council will empower a Resettlement Committee to provide ongoing leadership to the resettlement process. All pertinent studies, maps, surveys and other relevant documents will be put under their control. A Resettlement Coordinator will be hired to work with the Committee when funds become available.

Strategy #2: Preplanning – The Resettlement Committee, in full consultation with the Missanabie people and qualified experts will:

- a. Identify and address all legal barriers to resettlement and ensure that any work on the land before reserve status is completed is designated as “temporary” to avoid triggering an environmental assessment or some other delay to completing the shift to reserve status.
- b. Identify who of our people will move to the land base in each of the first 4 years of resettlement
- c. Identify which supports individuals and families need to make the move, recognizing that MCFN will not be able to finance the move for individuals and families, but will assist with logistical coordination and links to possible financial support
- d. Continue to push the Canadian Government to speed up the transfer of our 15 square miles of land now held in fee-simple status to reserve land
- e. Identify funding sources to pay for basic infrastructure development such as roads, utility corridors, etc.
- f. Develop a draft land and environmental management code for the settlement to be approved by Chief and Council after community consultation

Strategy #3: Preparation – Under the guidance of the Resettlement Committee, the following preparations will be made:

- a. A detailed Land Use Plan will be developed in consultation with Missanabie community members. This plan will need to address such important issues as the following:
 - Location of permanent community town centre, public and commercial building sites (such as a Band office, school, health centre, elders complex, and community recreation centre)

- Size and location of residential building sites (with planning at least 20 years into the future)
- Zoning for cultural and spiritual, recreational, commercial and industrial activity
- Location of main and access roads, utility corridors, emergency access corridors, water and sewage plants, cemetery and land fill sites
- Location and size of summer/part-time camp sites, bath and laundry facilities and equipment storage areas.
- Location of temporary housing for initial phases of resettlement
- Turtle Lodge is constructed and put into use immediately as a centre for community healing

- Strategy #4: Phase One initial site development – In this phase, the following will be completed under the guidance of the Resettlement Committee
- a. Funding for initial basic infrastructure will be secured
 - b. land is surveyed and all building sites and corridors mapped and marked
 - c. temporary housing for initial construction team established
 - d. roads and utility corridors established and basic water, sewer and electricity installed
 - e. residential lots for the first wave of settlers (in 2016-17) serviced
 - f. funding for residential construction identified and specific plans prepared
 - g. basic land use and environmental regulations are established

- Strategy #5: Phase Two – First wave settlement
- a. The first wave of residential construction is carried out (2017-18) and some people begin to move onto the land
 - b. Priority public buildings are constructed: Band office? Post office? Laundry? Community hall? Elders complex? Internet café? Community refrigerator facility?
 - c. Lots for 2nd, 3rd and 4th wave residential construction are serviced as planned and construction is approved

Goal Two: Develop and implement a home building strategy for the resettlement process that meets the needs of the full range of individual and family circumstances of our community members

- Strategy #1: Develop a diversified funding strategy. We recognize that our community members will need multiple models for financing residential construction depending on their economic circumstances. Options include, but are not restricted, to the following:
- a. Private home ownership
 - b. Privately owned rental units

c. Missanabie Housing Authority owned rental units (leased on a rent-to-own basis)

Working with the Native Market Housing Program CMHC, banks and other relevant agencies and sources, appropriate funding formulas will be identified for each of the models to fit our community's needs

Strategy #2: A diversity of housing designs – A range of residential unit designs will be approved, including single-family homes, 1-2 bedroom condo or apartment units, and small 1 -2 person cabins. A range of needs will be accommodated for elders, youth and single people, small to large extended families. All public buildings will need to be wheelchair accessible. What will not be approved is cheap, cut-rate construction (that falls apart in a few years) that is not beautiful, comfortable to live in, efficient (warm in winter, cool in summer, reasonable cost to heat, etc.). Our people on reserves have been forced to live in badly constructed, grossly over-valued and inadequate housing. We will not replicate those mistakes. Ontario building codes will be followed. Where possible, local materials will be used and green building techniques and materials will be encouraged, as will beautiful and durable designs.

Goal Three: Co-generation of electricity

Strategy #1: Using a combination of available strategies, Missanabie will seek to generate all of its own electricity, without the use of expensive fossil fuels. Encourage solar, wind, geo-thermal and micro-hydro generation for all public buildings and for all permanent residences, taking advantage of all possible subsidy programs. Sell power back to the grid when that becomes feasible to pay for the maintenance of power generation equipment.

Goal Four: Build a Turtle Lodge as the first (anchor) building of our new community

Strategy #1: Utilizing funds obtained through the Northeast Superior Region Chiefs' Forum, we will build a Turtle Lodge to serve as a centre for cultural renewal and healing for our people. This traditional use of the land will be the foundation of our resettlement process.

Goal Five: Develop a Missanabie Lands and Environmental Management Plan with clear designated enforcement measures

Strategy #1: Initially based on land use and environmental management plans and regulations developed by other First Nations, area municipalities and Ontario, we will develop and pass into law a land use and environmental management code designed to ensure that our settled land, water, air, wildlife and forest lands are protected and that our building and land use codes are followed and strictly enforced.

Strategy #2: We will develop a Guardianship Program (like an environmental neighbourhood watch) to facilitate oversight, and a designated enforcement officer will be appointed by Chief and Council.

Goal Six: Develop an economic livelihood plan for the new settlement that will identify viable pathways toward sustainable prosperity for the residents of the Missanabie settlement and for the community as an entity

Strategy #1: An integral part of MCFN's Prosperity Development Plan (See Section Two of this document) deals with the process of job creation, business and enterprise development centered in and around the Missanabie settlement, and aimed at ensuring that settlers can earn a reasonable living while living on our land base. We understand this to be critical to our success. How can our people occupy our traditional territory unless they have some way of earning their livelihood while based there?

Joint ventures targeting the needs of the mining and forestry industries, such as our new partnerships in the explosives, camp maintenance, catering, transportation, equipment leasing and security sectors serve as models for initial job creation. Further development of tourism-based initiatives anchored by an enhanced Island View Camp also presents very tangible possibilities.

Eventually, Missanabie settlement will likely need its own development corporation, or at the very least a branch of our existing corporation, along with competent human resources to focus on community economic development.

Goal Seven: Develop and implement a plan for land use by non-resident Band members and non-Band members

Strategy #1: Hold a consultation with members to determine which specific uses of the land non-resident Band members wish to have. Based on this consultation, develop a plan and land use management regulations, including a plan for at least basic user cost recovery to pay for maintenance, year-round security RV storage, water, hydro, sanitation facilities and land use regulatory enforcement. In order to ensure that there is a place for everyone, camping lots will be designated as part of the overall land use plan, as well as seasonal facilities, such as a shower and wash house and picnic shelters for the use of summer residents.

Goal Eight: Establish an elected Settlement Authority/Council that operates within the framework of MCFN

Strategy #1: Once the first wave of settlers has moved onto the land, the Resettlement Committee will facilitate the election of a Settlement Council consisting of 2/3 permanent residents and 1/3 seasonal users. This body will have delegated authority from Chief and Council to run the day-to-day affairs of the community.

Strategy #2: Develop a constitution for the Settlement Council that also becomes part of the Missanabie Cree Nation's constitution. The Settlement constitution will spell out

the role of the Council as well as its structure, rules of operation, limitations of power, the role of community participation and consensus, an elections code, a code of conduct for Council members, a financial code, and transparency and accountability requirements.

Strategy #3: The Settlement Council will be empowered to develop social enterprises to pay for its operations.

Strategy #4: The Settlement Council will have human resources to support its primary activities, which will be centered on the social, economic and infrastructure development of the settlement.

