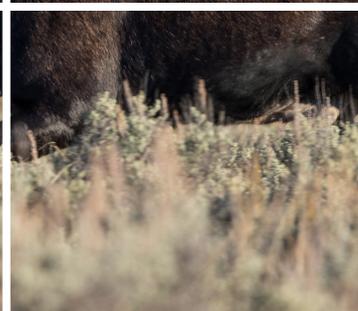


# KEBAOWEK FIRST NATION STRATEGIC PLAN



# Vision Statement

To develop into a strong, unified community whereas our Anicinabe rights and title to our traditional territory have been acknowledged by all government levels. Whereas our community, through economic development, can prosper in a sustainable manner to be self-sufficient.

## Message from Chief & Council

Dear Community Members,

This first Strategic Plan represents a vision for our future development and is based on community members and employee input along with known information and current funding levels and it represents a balance of what we wish to attain and accomplish over the next five years.

The plan is a roadmap for the future, it is not engraved in stone and if required, it can and may be adjusted, but it represents what we realistically hope to achieve in the coming years.

There is an old saying that if you fail to plan, you are planning to fail. We hope that this plan will be used as a blueprint for the future to correct challenges that we have identified and to address our hopes and dreams for a strong, vibrant and healthy community. We will also produce a report card and annual report to the community on the implementation of the plan.

I wish to express our gratitude to the community members and staff that provided input to this plan and further wish to thank Ms. Deborah Decontie for her expertise and work in accessing the information and pulling it together in the drafting of this five year Plan.

**Lance Haymond**  
Chief, Kebaowek FN



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# Executive Summary

## Strategic Planning in Kebaowek

All community leaders generally want what is best for their members. When a community engages in the process of preparing a strategic plan, it is an opportunity for both leadership and the community to get a fresh perspective on the place they live, work, and call home. There is no doubt that the Kebaowek First Nation Chief and Council give great attention to the present and long-term needs of their community members as a whole.

This purpose of the current strategic plan is to provide community direction for leadership in the coming years. A number of goals and objectives have been developed to ensure the community continues to thrive within the Algonquin Nation, specifically over the next five years, with the resources currently available. A number of concrete actions outline how each objective will be achieved, and specifies the department responsible for implementation. The respective department(s) will ensure sufficient resources are mobilized to execute each action within the allocated timeframe. Additionally, updated information on the status of action items is being planned in the form of a report card, to be provided to the community annually.

## Strategic Planning Process

An external consultant from Kitigan Zibi was hired to coordinate the Strategic Plan process. A series of focus groups were planned and conducted to give all community members the opportunity to provide input to Chief & Council. A brief survey was developed and distributed to all KFN employees. Additionally, a number of interviews were held with key employees to discuss the successes and challenges within the programs and services offered. These discussions provided unique insights into community challenges from diverse perspectives.

A literature review process was undertaken to reference relevant KFN community-produced documentation including the *KFN Health Center Community Activity Report for 2015-2016*, and the *Kebaowek First Nation Mazinaigan* monthly newsletters from the past two years. The newsletter has an average circulation of 470 copies each month, with 135 issues being distributed door-to-door and 335 copies mailed to off-reserve members.

Finally, to ensure that overall aims and interests identified are realistic and feasible, work was conducted as a group with the KFN Chief and Council, the Director of Administration and the Economic Development Officer (EDO). The EDO is currently in the process of developing a Comprehensive Community Development Plan over the next two years, which will no doubt prove complimentary to this current plan, and offer a larger scope of community interests and health determinants.

The following page summarizes five main areas where the Kebaowek First Nation will focus their efforts in the coming years.



# Strategic Priorities 2017-2021

## SECTION I:

### INFRASTRUCTURE & COMMUNITY BETTERMENT

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**GOAL;**

To develop infrastructure that will meet the current and future needs of the Kebaowek First Nation

To promote health, wellness and physical activity at facilities that are safe and accessible for community members and employees.

To ensure the safety and security of community members on roadways.

To capitalize on potential economic development opportunities to create employment and generate revenue.

To meet the needs of a growing population

To implement initiatives that promotes community betterment.

## SECTION II:

### STRATEGIC INTERNAL RESTRUCTURING

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**GOAL:**

Maximize the potential of current material and human resources for the benefit of the community.

To ensure community children receive a quality education.

To enable the community to take increased control of how the land is managed

To restructure or create new job positions that would fill current gaps for the optimal functioning of administrative/technical areas within the Band.

To promote Algonquin language and cultural pride by making use of traditional resources

## **SECTION III:**

### **QUALITY IMPROVEMENT OF PROGRAMS & SERVICES**

---

**GOAL:**

To equip KFN employees to deliver the best quality of programs and services to community members through capacity-building, purchasing of resources and the support of internal (administrative) and external (partnerships) mechanisms.

To ensure accountability, transparency and fairness among Band employees and programs.

To ensure employees have access to proper and safe material resources.

## **SECTION IV:**

### **LONGTERM COMMUNITY PLANNING**

---

**GOAL:**

Take a proactive approach to community planning and development.

To plan with the future in mind so decisions are strategic, and advantageous to the long-term development of the community.

## **SECTION V:**

### **COLLABORATION & NETWORKING**

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**GOAL:**

To engage in positive and productive collaboration efforts for the benefit of community members, employees and partners.

To promote a healthy work atmosphere.

To make connections and linkages through mutual partnerships.



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# Historical Context

Kebaowek First Nation is a beautiful Algonquin community located near Kipawa, Quebec, close to the Ontario border. The Kebaowek First Nation is located 13 km north of Temiscaming and is 20.9 hectares in size, on the southern shore of Lake Kipawa. The community was originally formed in 1965 with the amalgamation of the Kippewa and Brennan Lake Bands.

In his book, *Kipawa: Portrait of a People*, Kermott Moore provides the following historical details:

- The territory was affirmed as Indian land through a proclamation made by King George III in 1763 and, for the Native residents of the area, this proclamation remains the foundation of their legal rights to the land.
- At one time, the entire territory was made up of hunters and gatherers who migrated seasonally from wintering to summering camps and back. Beaver, moose, deer and other animals were the principal animals hunted and farmed to ensure a continuous supply. Bear was held sacred by the people, and so was hunted with respect.
- In the 1930s and the 1940s, there began a migration of Natives from the outlying communities—Hunters Point, Brennan Lake, Wolf Lake and elsewhere—to Kipawa and communities outside Kipawa territory. There were several reasons for this migration—depletion of game in the bush due in large part to the encroachment and development of the forest industry harvesting in traditional hunting grounds, limited job opportunities, and, after the start of World War II, emigration of the males to the battlefield overseas or the war factories in the cities.

For many years, the community was known as Eagle Village First Nation, a name adopted in the eighties. However, the decision was recently made by the Chief and Council, with overwhelming support from the community to have the name changed back to its original Algonquin name –Kebaowek First Nation (KFN).

Kebaowek First Nation's official logo was revealed on June 21, 2016 on Aboriginal Day. A logo contest was held in the community with Samantha Green providing the winning design. The logo well represents Kebaowek which means the landing place. The designer explains "I incorporated the Aboriginal in the canoe to represent the Algonquin's on their journey. The Medicine Wheel represents the different directions the Aboriginals may have been travelling in. The trees, water and sun represent our culture with our land."



# Current Context

## Administration

The Administration Office houses the positions of Chief & Council, Director of Administration, Receptionist, Accounting Clerk, Housing Administrator, Social Assistance/Account Payable Clerk, Employment & Training Administrator, Recreation Coordinator, Band Membership Administrator, Education Administrator, Economic Development Officer, Information Technology Officer and Public Works Supervisor.

## Education & Training

There is currently no school within the community, although there are 30 students on-reserve and 22 students off-reserve that are school aged. There are also presently 44 adult students that access post-secondary funding to attend institutions including Canadore College, Nippising College as well as others. There are also roughly 25 clients per year who access employment and training funds with the First Nations Human Resource Development Commission of Quebec.

Countryfest is a major event that occurs annually within the community, a country music festival that attracts people from the community, the town of Kipawa and the surrounding areas numbering anywhere from 1000-2500. The lineup of guests includes local musicians and big name artists in country music who have included Joe Diffie, Marty Stuart, Sammy Kershaw and Charlie Major to name a few. The stage is set up at the community ball field.



## Health

Health services and programs are organized and administered within the community in accordance with Health Canada's objectives to encourage healthy lifestyles among KFN community members in order to prevent and reduce the incidence of disease, ill health and mortality. A number of community programs and client services are offered by the Health Center including:

- Diabetes, Nutrition and Community Health
- Diabetic Retinopathy
- Communicable Disease, Immunization and other mandatory programs
- Foot Care Program
- Children's Oral Health Initiative (COHI) Program
- Early Detection & Screening (e.g. heart disease, diabetes, cholesterol)
- Home and Community Care Program
- First Line Services
- Addictions & Wellness Program
- Mental Wellness/Community Links Program
- Sports and Mentorship Program
- Environmental Health and Community Based Water Monitoring Program
- Medical Transportation Program
- Maternal Child Health

Community members can access the nursing services provided within the clinic to address everything from minor cuts and injuries, to daily dressing changes and treatment ordered by physicians as well as vaccines and other injections. Venipuncture clinics (lab) is available twice a week. The clinic also receives a visiting primary care physician from the Groupe de Médecine de Famille (GMF) of the Centre de Santé et de Services Sociaux Témiscaming-et-de-Kipawa (CSSST-K) a few times per month.

Home Care program services are available to clients from 8:00am – 4:30pm Monday to Thursday, and from 8:00am – 12:00 pm on Friday.



**992**

## Registered Members

Age 0-17  
157 members

Age 18-64  
727 members

Age 65+  
108 members



**130+**

## Homes in the Community

Most are single dwelling units and duplexes

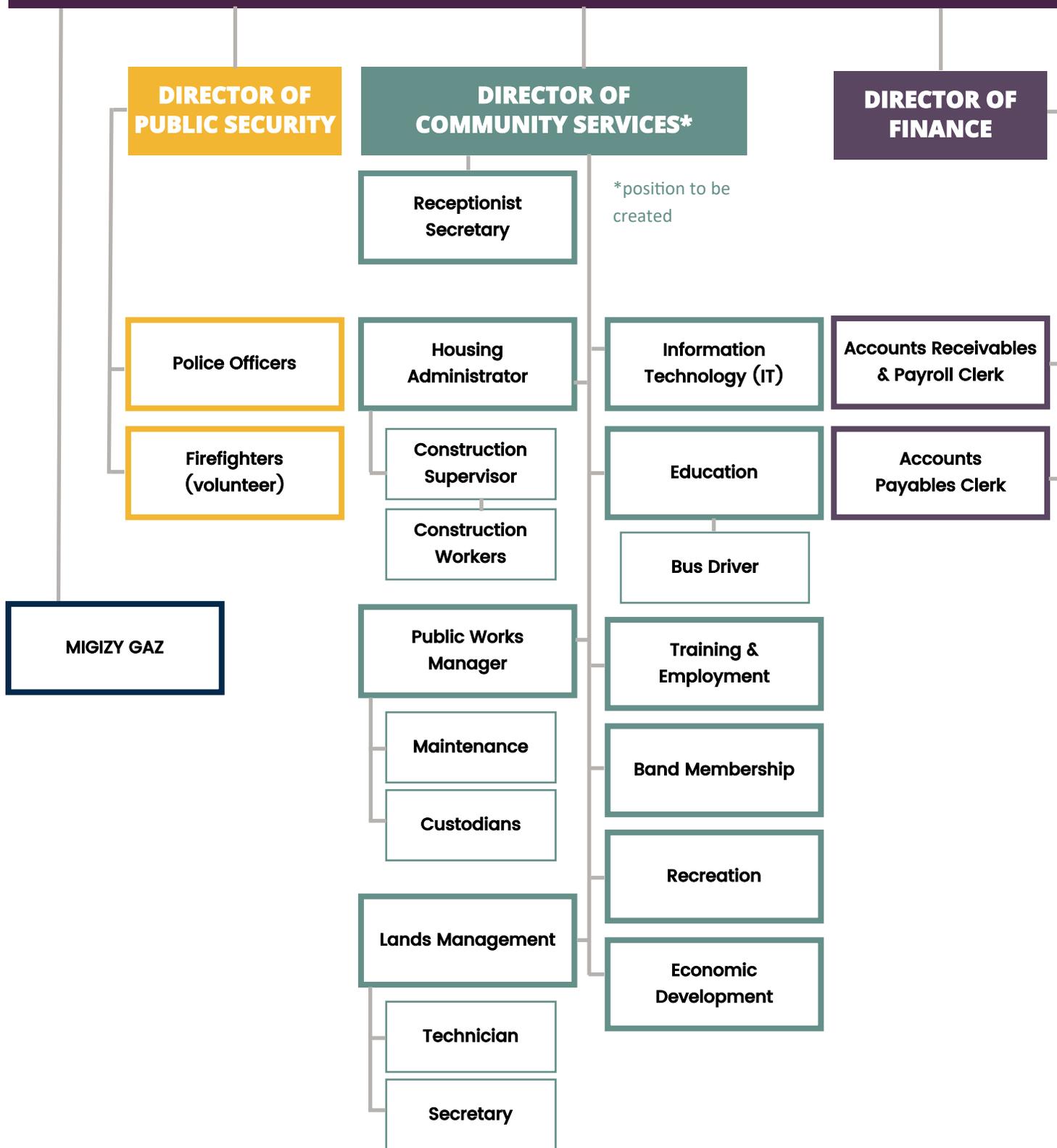


## 1 Chief & 3 Councilors

Serve a 2-Year Mandate

KFN is part of the Algonquin Anishinabeg Tribal Council

# KEBAOWEK FIRST NATION CHIEF & COUNCIL



# Organigram

**DIRECTOR OF HEALTH  
AND SOCIAL SERVICES**

Receptionist  
Secretary

First-Line  
Mental  
Wellness

Income  
Security

Community  
Wellness  
Programs

Clinical  
Programs  
Manager

Environmental  
Health &  
Safety

Medical  
Transportation  
& NIHB

Support  
Services  
LT.  
Janitorial  
O & M  
P.W, Director

Family Violence

Diabetes  
Chronic Diseases

Medical Secretary  
Data Central &  
Accreditation

Drivers

Elder Abuse

Addictions & Cultural  
Wellness

Mandatory Programs

Mini Pals

Sports, Leisure &  
Mentorship

Home & Community  
Care Service  
Home Support

Food Bank

Water Monitoring

Walk in Clinic &  
Clinical Wellness  
Program Support

Infant and Child  
Development  
(MCH, CPNP)

# Community Input

Every effort was made to solicit community input. The following outlines the community input that was obtained in preparing this plan. Three focus groups were planned, one with elders, with women, and with youth (although no one was present for this group).

An online survey was distributed to all KFN full-time employees. A total of 13 responded to the survey, with the results on the following pages.

## Focus Groups—Top Priorities

### ELDERS GROUP

1. Education  
No school within the community  
Concern over quality of education in provincial schools
2. Need for more programs for teenagers  
More activities (minimize partying )
3. Need for own radio station  
Fiddle Tunes, country music, contests, language learning, bingo, etc.

### WOMEN'S GROUP

1. Need for Old Age Home
2. Need for own radio station  
Fiddle Tunes, country music, contests, language learning, bingo, etc.
3. Need for more employment opportunities  
Other than carpentry and pulp and paper, eg. tourism
4. Education  
Concern over students who are “pushed ahead”  
Need for own school, aptitude test, write own curriculum to be recognized as an education center  
Enhance special education for KFN children.
5. Need for a fitness center  
Treadmills, machines, elliptical, etc.

# 100%

## I THINK KEBAOWEK FIRST NATION IS A BEAUTIFUL & CLEAN COMMUNITY

### EMPLOYEE SURVEY

QUESTION 1:  
PLEASE CHECK OFF ALL PHRASES THAT YOU AGREE WITH

**23.08%**

I THINK KFN COMMUNITY MEMBERS CAN EASILY ACCESS OPPORTUNITIES TO LEARN ABOUT THEIR LANGUAGE & CULTURE

**76.92%**

I THINK MY COMMUNITY IS A SAFE PLACE TO LIVE

**38.46%**

I THINK THAT KFN COMMUNITY MEMBERS CAN EASILY ACCESS EMPLOYMENT OPPORTUNITIES

**53.5%**

I THINK THAT KFN ADULT COMMUNITY MEMBERS CAN EASILY ACCESS EDUCATION OPPORTUNITIES

**61.54%**

I THINK THAT THERE IS SUFFICIENT HOUSING FOR OUR COMMUNITY MEMBERS

**92.31%**  
I THINK THE MAJORITY OF KEBAOWEK FIRST NATION EMPLOYEES ARE COMPETENT & EXPERIENCED

**76.92%**

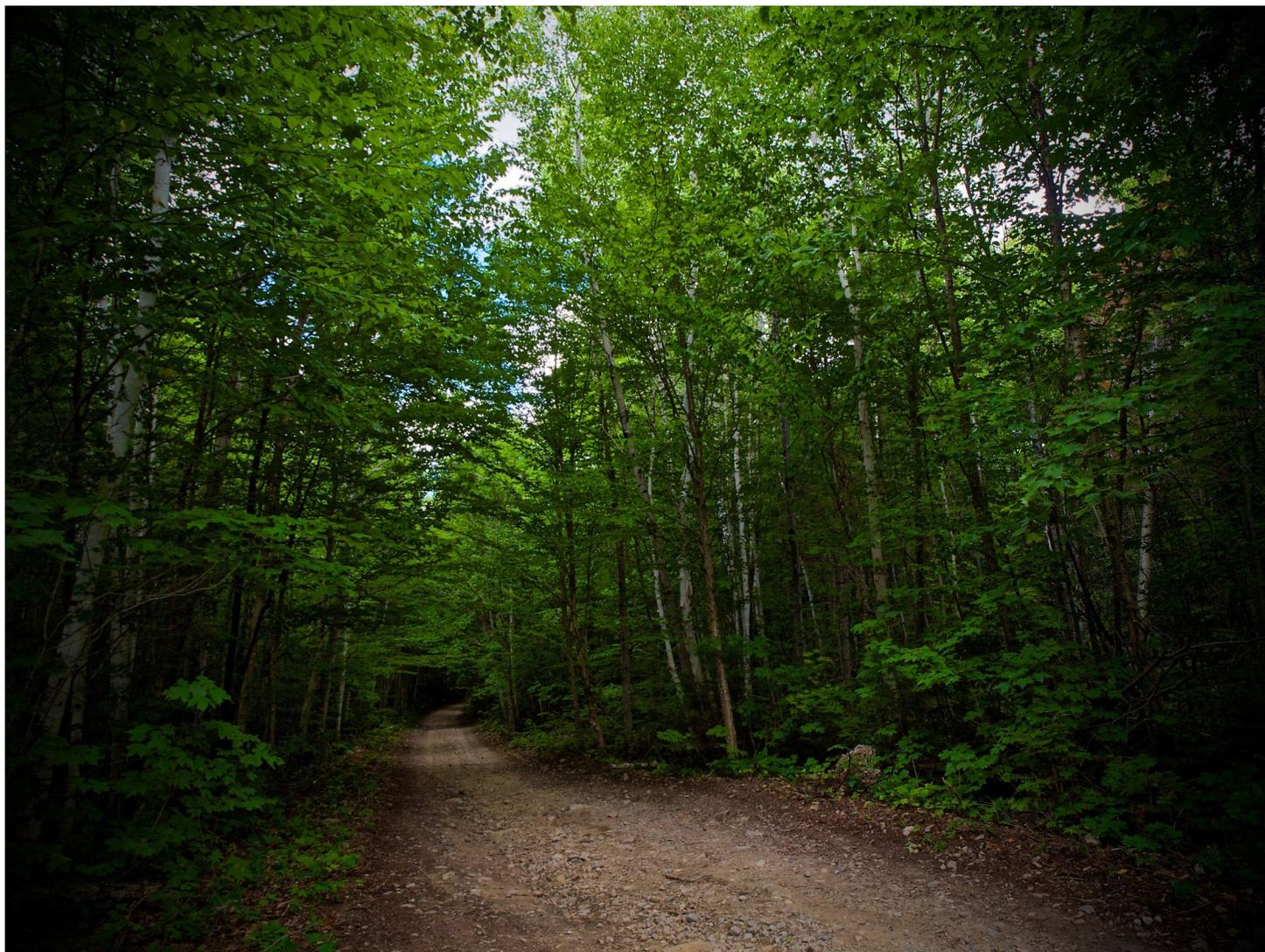
I THINK THE COMMUNITY HAS A GOOD INFRASTRUCTURE SYSTEM IN PLACE

**15.38%**

I THINK KFN STUDENTS ARE RECEIVING A QUALITY EDUCATION IN PROVINCIAL SCHOOLS

**61.54%**

I THINK KFN HAS A GOOD TECHNOLOGY & INFOSTRUCTURE SYSTEM IN PLACE



## **QUESTION 2:**

### **WHAT DO YOU LIKE MOST ABOUT KFN COMMUNITY?**

- the area
- It is a beautiful and clean community; its members take pride in sharing their knowledge about the area.
- small relatively quiet community. Location is beside beautiful lake Kipawa. Good people
- The location is beautiful
- I love that when a member of the community is in need, the community is always there to offer help. I love that when people are visiting Kipawa they don't realize they are on a first nation until they are told.
- We are a very established community, when it comes to management, public works, housing, community infrastructure, etc.
- Water quality.
- nice place
- geographical location
- Family oriented community, home town, beautiful area
- It is my home, it has beautiful homes and when we have visitors we are very proud to give tours of the community. the people are friendly for the most part and you are always met with a smile.
- We really pull together in emergencies
- the people and traditional homeland (off the reserve)

### QUESTION 3:

#### WHAT CHANGES WOULD MOST IMPROVE KFN COMMUNITY?

- More housing. School.
- Improving on the community resources such as new buildings that promote healthy lifestyles like a gym.
- organized structure which better reflects the current and future needs of community develop a plan for where we want to be in 5,10,15 years
- Separation of administration and council activities
- I think members getting involved in the community and supporting the decisions made. If they are involved then the results are more likely to be accepted. An important change would be to remove drugs and pill abuse from the community which is highly unlikely :( so maybe find ways to keep it minimized.
- More willingness from employees and community members to participate in meetings, gatherings, events, volunteering.
- Side walks. Community gym. Economic Development (more businesses, privately owned...not everything Band owned)
- Adoption of a new election code that includes a stipulation that you only have the right to vote if you attend 50% of all Band Meetings(General and Special) held during the term prior to the election.
- More jobs
- the community to stand as one and not be divided. To have all members treated the same in all forms of services.
- I would like to see more accountability for the employees. we often do things that aren't working and we stay doing it just because that's always been the way. transparency for all the spending. and have policies and follow the policies for everyone and everything. often a policy will apply for one member but not for another. and communication we don't communicate well or often. Lies and deceit are often at the forefront.
- having people off drugs and being clean from drugs and alcohol consumption

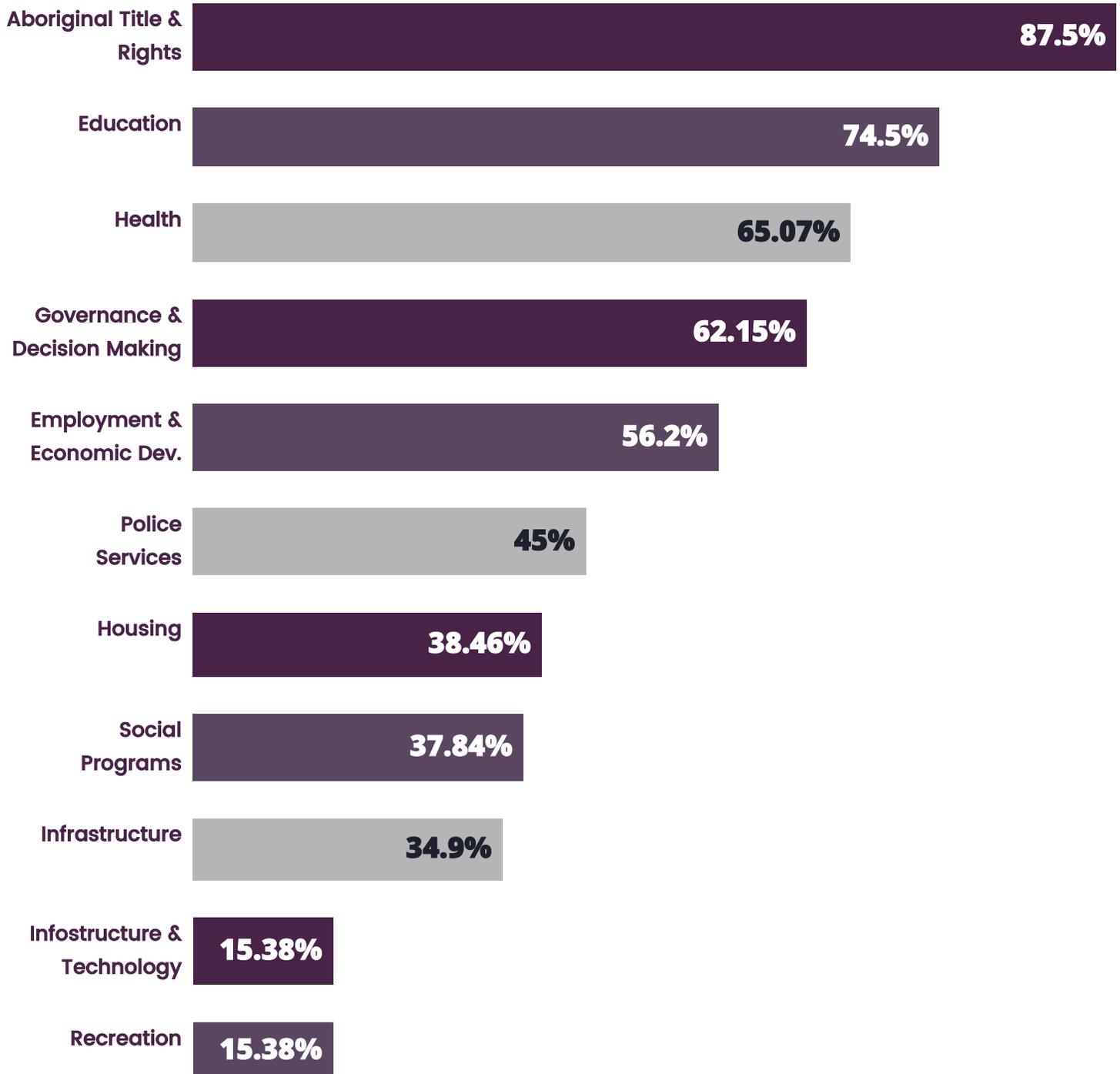
### QUESTION 4:

#### WHAT DO YOU LIKE LEAST ABOUT THE KFN COMMUNITY?

- drug issues are impacting the potential of youth, lack of budgets to address growing drug issues individual needs and wants over the community needs.
- Favouritism
- The drugs and pill abuse in the community. I feel that this is a big part of the members jealousy they look down on people that work hard and have accomplishments. To stop people for always looking for someone to blame for their actions and get them to be proactive instead of reactive. Never mind the excuses for this and that and get involved to help make your community a better place for all our members!
- Lack of community involvement
- Divisions of people based on family or political stance...
- Lack of community members' participation in official meetings. Everybody has an opinion the day after a meeting but only 10% of the Community actually shows up at the actual meeting!
- No resources or guidance for members with no schooling to find job opportunities or education.
- The old vehicles left to rot in the front yards. The animal owners who don't keep their pets at home and the neighbours need to deal with their feces left in their yards. How people are not true to themselves or others.
- All the gossip that flies around. often it is lies in order for someone to gain something. unfairness the occurs very frequently. lack of policies that allows people to not do their jobs. nobody seems to like the idea to change.
- I don't like all the normalization of drugs in the community, people in denial

**QUESTION 5:**

**IN ORDER OF PRIORITY, I THINK THAT CHIEF & COUNCIL NEED TO FOCUS ON ISSUES RELATING TO:**



*"We have been doing exactly what the community has mandated us to do and that is to do whatever is necessary to protect our rights and title and that effort will be increased as all of the Chiefs of the Algonquin communities...have agreed to work together to protect the territory and to work together to move forward on an Aboriginal Title Claim."*

*—Chief Lance Haymond  
Kebaowek First Nation Mazinaigan, February 2016*

**QUESTION 6:**

**WOULD YOU LIKE TO SEE IN YOUR COMMUNITY WITHIN THE NEXT FIVE YEARS?**

- Cultural activities. Awareness of the Residential Schools to teach our true history. Would like a Cultural Center.
- A nice walking path would be beneficial to the community as well as a gym. Both are good for the mental health of the community. Also a new school is important, the quality of education the students are receiving has decreased tremendously in the past few years.
- Human resources - Hiring of new employees be fair, annual performance reviews, review of job duties (some employees do alot of work while others hold positions that do not require much), Training employees is a priority, even if they are not "refundable", as alot of these "refundable" sessions are not very useful More activities for children to participate in) keeping them busy keeps them out of trouble) It seems that only "young" children have activities (5 and under) Treating the children at school equal (french and english) It seems that the children on the english side have scheduled activities or snacks available to them) All community events be posted in one place so that they all members can attend (off reserve members living near the community are not notified - a paper is only sent out to on-reserve houses)
- to have and compete proper training of our younger people in construction and maintenance water and sewers ready to replace our aging workers of today.
- new health center and school
- New Public Works Maintenance garage, rock quarry
- New Health Center
- I think that a new health center would be nice to be able to provide more services. Hopefully they would be able to incorporate language and culture. Development, and implementation of the policies and procedures for all departments. One of our biggest challenges is implementing the policies. These sometimes change depending on Chief and Council. I totally disagree with a Director General position because of the costs and this person is always essentially doing what Council wants. We need to have a position that would handle all human resources including evaluations and job descriptions. A clear message with a clear job description for everyone. If everyone is aware of the policies it should be easier for everyone. This position can not be terminated with an election unlike a DG.
- More economic development, both community owned and entrepreneurship and also filling the position of Director General.
- More frequent visit by doctors. (I understand its hard because of the situation at the hospital as well) Psychologist (more Mental Health professionals...) Community Gym (people pay memberships to use it) Cultural Center Funeral Home Old Age Home
- policies implemented and fairness to everyone. Chief and Council to fight the govt for our rights (title, health, mining) we are slowly losing our rights. people being respectfully to each other, people doing their jobs they are paid to do.
- not to have oppression practiced

**QUESTION 7:**

**IN THE PAST FIVE YEARS, AS A WHOLE, I BELIEVE THE QUALITY OF LIFE WITHIN THE KFN COMMUNITY HAS:**

<b>Improved</b>	<b>Stayed the Same</b>	<b>Declined</b>
<b>69.23%</b>	<b>15.38%</b>	<b>15.38%</b>

# SWOT Analysis

The SWOT analysis is used to analyze the Strengths, Weaknesses, Opportunities and Threats of Kebaowek First Nation.

## Strengths

- Experienced, well-trained and competent staff.  
Dedicated employees. Low turnover rates
- High rate of employment  
Due largely to mono-industry town of forestry, employment opportunities at Tembec
- Community Cohesiveness  
Community pulls together in emergencies
- Community Infrastructure  
Nice homes, clean community, public works services, fire department
- Potential Opportunities for Tourism  
Beautiful area with pristine lakes, Countryfest
- Cultural Resources  
Cultural youth camp, Traditional Teachings and Culture
- Access to Post-Secondary Education  
(e.g. Nipissing University, Canadore College)  
Community members with high levels of education
- Community Members have solid connection to the land  
Knowledge of traditions, hunting, fishing, camping
- Collaboration with other organizations for the benefit of the community  
Mental Health & Addiction Services, Community Economic Development Initiative (CEDi) Tourism Development
- Responsible and sound physical and financial management of available community resources
- Preferential Hiring Policy  
Community members serving community members, trained and competent KFN employees
- Open to new experiences  
Forward moving, innovative, willing to try new experiences, open to pilot projects.
- Creates employment within the community  
Forestry and Construction projects
- Own police force within the community  
Tripartite agreement with the province
- Own fire department
- Authority over Health Program
- Migizy Gas Bar  
Community owned, source of revenue and employment
- Clean and beautiful community  
New homes, beautiful land, sense of community pride, dogs not running rampant
- Countryfest  
Popular event for community members and surrounding municipalities
- Feeling of Safety and Security  
Low crime rate
- Work with external agencies:
  - Assembly of First Nations (AFN)
  - Secrétariat aux Affaires Autochtones (SAA)
  - First Nations of Quebec and Labrador Health & Social Services Commission (FNQLHSSC),
  - Assembly of the First Nations of Quebec & Labrador (AFNQL)
  - First Nations Human Resources Development Commission of Quebec
- Diabetic Retinopathy Screening Program
- Food Bank
- Summer students Program
- Construction  
Build units that comply with national codes
- Facilitate online training opportunities and Videoconferencing
- Own daycare  
Provincial funding
- Close proximity to a hospital  
Ville-Marie, 80 km from community
- Outdoor recreational areas  
Ballfield, Walking path/running court, playground, keeping kids busy
- Host popular community activities  
Health Fair, Aboriginal Day
- Community Gathering Place  
Community Hall (Dome) for private and public events
- Safe drinking water
- Completed a Verification Mapping study  
Showed where community members hunt, fish, pick berries, etc.

## Weaknesses

- Not enough doctor visits
- Non-acceptance of right to tax exemption by businesses in neighboring municipalities
- Higher User Fees for non-residents accessing services at the Centre.
- Lack of personal engagement for the betterment of the community
- Lack of culture, no pow-wow in the community
- Drugs within the community, prescription pills
- Ageing population
- Nearest old age home (on-reserve) is 130km away, don't have immediate access to family.
- Lack of community entrepreneurship
- Jealousy, bullying, lateral violence among community member, negative use of social media
- lack of volunteer spirit
- lack of long-term planning
- lack of funding dependent on funding, certain areas more apparent such as post-secondary education and policing
- language issues, being an English speaking community in Quebec harder for employment opportunities
- no current job performance evaluations for employees
- lack of activities for children and youth (e.g. covered rink, gym)
- minimal lake-front access, docking
- lack of space within offices Health Center "busting at the seams"
- no school in the community

## Opportunities

- Partnerships with external organizations that share community values (e.g. Organisme de bassin versant du Témiscamingue, Municipalité régionale de comté 'MRC' de Témiscamingue)
- High potential of TOURISM opportunities
- Use of natural resources
  - skidooing, 4 wheeling
  - develop a tourism plan – outfitting, sugarbush, excursions with Opemican park
- -eco-tourism, canoe camping
- -service job opportunities for guides, cultural interpreters
- Forestry operations
  - Pre-commercial thinning, tree planting, delimiting
- Member community part of the Coalition for English-speaking communities in Quebec to advocate for English language services in Healthcare

## Threats

- Federal and Provincial policies negatively impacting First Nations such as unilateral decisions to support development on our traditional territories, the increase of protected areas, and decisions that threaten the environment ,wildlife, and our way of life.
- Mining that occurs on the territory, e.g. Matamic Mines
- Development of Opemican Park
- Any self-identified or self-declared group or non-status organizations such as the Algonquins of Ontario Indians (A.O.O.) or Alliance Autochtone.
- Energy East Pipeline
- People in key positions retiring Loss of Corporate Knowledge



# I INFRASTRUCTURE & COMMUNITY BETTERMENT

**Develop infrastructure that will meet the current and future needs of the Kebaowek First Nation**

Building on infrastructure tends to be one of the most observable signs of a community's advancement and progress. There are plans currently in place to expand the reserve which will facilitate an increase in the number of community buildings and other infrastructure development over the next five years.

Every bit of available space is being used at the current Health Center, even to the point where some employees offices are rooms generally used for storage. A new Health Center will be built within the next few years to accommodate the growing programs. In addition, the construction of a gym/fitness center for use by the community is being planned. Plans are also being made to build a covered structure over the skating rink.

Under the community's capital plan, a number of improvements to the road system are planned for the next few years including establishing new lots and building roads to access them. All new roads will be accompanied with sidewalks for the safety and security of community members. Sidewalks will also be established on main roads that do not currently have them.

With the expansion of the community, various sites will be looked at to establish a cemetery, a community garage to house the Public Works heavy machinery, and potentially develop a gravel pit.

Along with the Economic Development department, the community will consider ways to capitalize on potential economic development opportunities to create employment and generate revenue. A campground site is one such project that shows potential considering the popularity of Countryfest, as well as the general attraction tourists have to the region. With the development of the Opemican Park, there would be a potential to develop a Cultural Education and Interpretation Center and walking trails. The Economic Development Department and Health Department will determine the potential and feasibility of building an old-age home within the community.

The community is also planning to build a public security complex to house the police station and Firehall, that will also include apartments for the police officers.

Finally, as a means of keeping the community safe and beautiful, a Band by-law will be passed requiring members to remove unused, old motorized vehicles and 'junk' from their yards.



**A) PROMOTE HEALTH, WELLNESS AND PHYSICAL ACTIVITY AT FACILITIES THAT ARE SAFE AND ACCESSIBLE FOR COMMUNITY MEMBERS AND EMPLOYEES.**

- 2017 Build a new Health Center
- 2017 Build a new Fitness Center
- 2020 Build a covered Skating Rink

**B) ENSURE THE SAFETY AND SECURITY OF COMMUNITY MEMBERS ON ROADWAYS.**

- 2017 + New Lot and Road Development
- 2017 Build sidewalks on existing roads

**C) CAPITALIZE ON POTENTIAL ECONOMIC DEVELOPMENT OPPORTUNITIES TO CREATE EMPLOYMENT AND GENERATE REVENUE.**

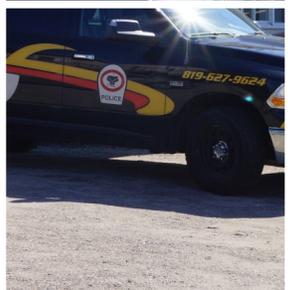
- 2018 Establish a campground site
- 2018 Establish Sugarbush operations
- 2018 Explore the possibility of a Cultural/Interpretation Center and Walking Path
- 2020 Development of a Gravel Pit

**D) TO MEET THE NEEDS OF A GROWING POPULATION**

- 2018 Establish a cemetery
- 2018 Build a new community public security complex (police station, fire hall, apartment)
- 2019 Build a public works garage
- 2021 Build an old-age home

**E) TO IMPLEMENT INITIATIVES THAT PROMOTES COMMUNITY BETTERMENT.**

- 2017 Adopt Band by-law regarding old vehicles in yards





## 2 STRATEGIC INTERNAL RESTRUCTURING

### Maximize the potential of current material and human resources for the benefit of the community

The current priority of the Kebaowek Land Management Department is to harmonize the future forestry operation and identified sectors with Tembec and the Provincial Government represented by the Ministry of Natural Resources (MNR) and to secure contracts for employment opportunities for KFN members. Within the next few years, focus on how the department can be restructured will be examined to ensure KFN plays a more prominent role in managing the land and its resources. Areas for expansion may include forestry operations, harvesting and trucking. An additional area of interest would be initiatives to protect species at risk and vulnerable animal populations, including habitat restoration activities that improve aquatic habitats. The extent of all initiatives regarding land and wildlife, however, will always be dependent on how KFN community members, as traditional keepers of the land, wish to proceed in protecting and respecting their natural and precious resources.

The education that KFN children are receiving in provincial schools is one of the most pressing concerns for its members as this topic was brought to the fore countless times in employee discussions and community consultation. The possibility that KFN students are receiving a sub-par education despite the funding that accompanies each student to their respective provincial schools is worrisome. Particular concern was generally expressed for students with special needs or learning disabilities—especially when learning assessments are not conducted and students are “pushed” along to the next grade level before academically ready, complicating their situation only further. A serious examination of how the education system can be

restructured, not only to accommodate KFN students, but also to allow them to thrive needs to be considered. Other Algonquin communities are privileged to have schools directly within their community, where their students receive a quality education in a culturally appropriate educational setting, often provided by competent and qualified teachers who are community members themselves. The possibility of having a community school within Kebaowek First Nation will be explored further within the coming years to ensure all students receive the education they deserve.

There is currently one qualified Water plant operator/ technician within the community. Plans are currently in place to train and recruit other technicians to ensure the community always has access to safe potable water.

A few gaps in the administration office have been identified. Therefore, any new positions, including newly vacated ones, will be evaluated by the Chief & Council before the job position is posted to maximize funding sources.

There are currently only 5 or so members that speak Algonquin fluently within KFN, who are mostly advanced in years. Initiatives to revitalize language and culture are being planned through workshops and the development of children’s stories. Additionally, KFN will consider working with the daycare to expose Algonquin to infants and toddlers - a developmental stage of life when the facility of learning language is greatly increased.

**A) TO ENSURE COMMUNITY CHILDREN RECEIVE A QUALITY EDUCATION**

2017 Explore options to restructure the education system for community children

**B) TO ENABLE THE COMMUNITY TO TAKE INCREASED CONTROL OF HOW THE LAND IS MANAGED**

2017 Strategic restructuring of the Lands Management Department

**C) TO RESTRUCTURE OR CREATE NEW JOB POSITIONS THAT WOULD FILL CURRENT GAPS FOR THE OPTIMAL FUNCTIONING OF ADMINISTRATIVE/TECHNICAL AREAS WITHIN THE BAND**

2017 Train or recruit a Water Plant Operator/ Technician

2017 Hire a Quality Improvement Coordinator

2017+ Restructure/Re-evaluate any new positions

**D) TO PROMOTE ALGONQUIN LANGUAGE AND CULTURAL PRIDE BY MAKING USE OF TRADITIONAL REOURCES**

2017 Host cultural workshops (e.g. traditional medicines)

2017 Promote Algonquin at the Daycare through in collaboration with resource persons

2017 Develop Algonquin storybooks for children





### 3 QUALITY IMPROVEMENT OF PROGRAMS & SERVICES

**Maximize the potential of current material and human resources for the benefit of the community**

Openness, transparency, fairness and accountability are of particular importance to the present Chief and Council, as such factors contribute to providing quality programs and services for each and every community member. Clear and well developed policies play a significant role in ensuring fairness when implemented, as both community members and service providers know exactly what can be expected. There is a need to update and clarify several administrative policies, particularly ones in the Education department. In recent years, requests for post-secondary funding currently exceed available funding, undoubtedly a ripple effect from having new members on the band list following S3 which gave third generation members First Nation status.

One identified resource currently lacking within KFN Administration is a position that deals with Human Resource administrative-related issues in the management of all KFN employees such as ensuring job descriptions are up-to-date, employee performance evaluations are conducted regularly and succession plans are in place for key positions. In the coming months, KFN will be developing a job description for a Community Services Director, a person dedicated to working with and overseeing program service and delivery of KFN employees.

New and exciting changes are being planned for Health program and service delivery. Along with the planned construction of a new Health Center facility, under the Health Director, KFN Health employees will be engaging in the Accreditation process. The Accreditation process is a thorough and comprehensive process to ensure programs and services meet required standards around safety, efficiency and geared towards their population (among others) and are on or above par with similar Aboriginal community-based organizations.

The Public Works Department and Police Department will require new and updated equipment in the next 5 years. All efforts to seek out necessary funding to absorb these costs will be sought out .

**A) TO ENSURE ACCOUNTABILITY, TRANSPARENCY AND FAIRNESS AMONG BAND EMPLOYEES AND PROGRAMS**

- 2017 Update Administrative Policies
- 2017 Update Job Descriptions
- 2017 Conduct performance evaluations for all KFN employees
- 2017 Develop succession plans for key positions
- 2017 Update and clarify education policies
- 2017-2019 Health Programs to engage in the Accreditation process
- 2017+ To improve communication with all community members through the website, newsletter, radio station, Facebook page and electronic billboard
- 2017 Establish a radio station
- 2017+ Prepare an annual Activity Report and Financial Statements to be posted on the website
- 2017+ Prepare an operational plan and budget to be posted on the website



**B) TO ENSURE EMPLOYEES HAVE ACCESS TO PROPER AND SAFE MATERIAL RESOURCES**

- 2017 Purchase of Public Works equipment
- 2017 Replace and upgrade police equipment





**A) TO PLAN WITH THE FUTURE IN MIND SO DECISIONS ARE STRATEGIC, AND ADVANTAGEOUS TO THE LONGTERM DEVELOPMENT OF THE COMMUNITY**

2017-2021	Development of a 5 Year Health Plan
2017-2021	Health Programs to engage in Accreditation Process
2017-2020	Develop a Comprehensive Community Plan
2017-2018	Develop a Tourism Development Plan
2021	Develop a new Capital Plan
2017	Develop a Business Continuity Plan in conjunction with the Emergency Development Plan
2021	Develop a New Management Development Plan

# 4 LONG-TERM COMMUNITY PLANNING

**To take a proactive approach to community planning and development.**

Long-term planning for Aboriginal communities can sometimes be a challenge for various reasons. In a community where Chief and Council has the potential to change every two years, the momentum of progress and community development can be hindered in certain areas, and in some cases brought to a complete halt depending on the priorities of its current leaders. Long-term planning is also difficult when the community is completely dependent on government funding. In spite of this, however, long-term plans, such as this one, can be developed and used to guide and direct both the community and its leaders.

A 5-year Health Plan will be developed by assessing the Health needs of the community, both current and future. Goals and objectives will be set with an action plan in place to meet them. Engaging in the Accreditation process will undoubtedly be complimentary in the development of this Health plan.

A Comprehensive Community Plan (CCP) is also in the process of being developed and will continue on for the next two years. The CCP is an overarching and holistic plan that

is developed by the community, for the community and owned by the community. The plan will focus on nation building and community development by addressing a wide range of planning themes such as Governance, Land and Resources, Health, Infrastructure Development, Culture, Social Development and Economy. A CCP will assist KFN to identify its vision for the future, core values, and top priorities—as well as providing a framework to achieve that vision through a set of clearly defined steps.

A Tourism Development Plan will continue to be developed by the Economic Development and Lands Management Department. This plan will look at potential tourism opportunities for the community on traditional lands including the feasibility of a sugar bush production facility—along with road access and infrastructure development.

The community currently has a Capital Development Plan and a Management Development Plan. Both these plans will require evaluation and development of new recommendations every 5 years.



# 5 COLLABORATION & NETWORKING

**To engage in positive and productive collaboration efforts for the benefit of community members, employees and partners.**

Workshops are being planned for the KFN staff to promote a healthy work atmosphere. It is inevitable that in small communities, differences of opinion will arise among employees, however, the purpose of such workshops be to encourage teamwork, despite employee differences, for the benefit of community members receiving KFN services. Workshops will focus on team building, professionalism and the importance of not engaging or tolerating lateral violence.

In the past year, the province has seen major restructuring when it comes to Health. A number of partnerships, links and collaboration agreements need to be revisited for the benefit of the community. As always, KFN will work to strengthen ties with surrounding municipalities in various areas, for the mutual interest of both parties.

## **A) TO PROMOTE A HEALTHY WORK ATMOSPHERE**

2017      Teamwork Building among Staff

## **B) TO MAKE CONNECTIONS AND LINKAGES THROUGH MUTUAL PARTNERSHIPS**

2017-2021      Renew collaboration agreements with the CSSS

2017-2021      Strengthen partnerships with surrounding municipalities

# Timeline

	Chief & Council	Administration	Health
2017	<p>Adopt band by-law regarding old vehicles in yards</p> <p>Explore restructuring of Education System*</p> <p>Restructure Lands Management Department*</p> <p>Restructure Band Membership position*</p> <p>Strengthen partnership with surrounding municipalities</p>	<p>Hire a Community Services Director</p> <p>Restructure vacant positions</p> <p>Update Administrative Policies</p> <p>Update Job Descriptions</p> <p>Conduct Performance Evaluations</p> <p>Conduct Program Evaluations</p> <p>Succession Planning</p> <p>Develop Annual Activity Report &amp; Financial Statement</p> <p>Prepare operational plan and budget</p> <p>Develop a Business Continuity Plan in conjunction with Emergency Preparedness Plan</p> <p>Teamwork building among staff</p>	<p>Build a new health center</p> <p>Submission proposal for gym/ Fitness Center</p> <p>Provide cultural workshops</p> <p>Algonquin Resource at Daycare*</p> <p>Children's Story Project*</p> <p>Engage in Accreditation Process</p> <p>Renew collaboration agreements with the CSSS</p> <p>Development of 5 Year Health Plan</p>
2018			<p>Explore possibility of Cultural &amp; Interpretation Center</p>
2019			
2020			<p>Build a covered skating rink</p>
2021		<p>Develop a new Management Development Plan</p> <p>Develop a new Capital Plan</p>	<p>Build old-age home*</p>

<b>Economic Development</b>	<b>Lands Management</b>	<b>Public Works</b>	<b>Public Security</b>	<b>Education</b>
<p>Establish Radio Station</p> <p>Development of Comprehensive Community Plan</p> <p>Development of Tourism Development Plan</p>	<p>Restructure Lands Management Department*</p>	<p>Build sidewalks on existing roads</p> <p>Train/Recruit Water Technician</p> <p>Purchase of New Equipment</p>	<p>Upgrade Police Equipment</p> <p>Purchase Fire truck cube van</p>	<p>Explore restructuring of Education System*</p> <p>Algonquin Resource person at Daycare*</p> <p>Children's Story Project*</p> <p>Update/Clarify Education Policies</p>
<p>Establish a campground site*</p> <p>Establish Sugarbush*</p>			<p>Public Security Complex</p>	
		<p>New Lot and Road Development (and Sidewalks)</p> <p>Establish cemetery</p> <p>Band Garage</p>		
<p>Gravel Pit*</p>				
<p>Build old-age home*</p>				

\*indicates a project to be completed in collaboration with another department



## **Kebaowek First Nation Strategic Plan 2017-2021**

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*This plan was prepared by Deborah Decontie for Kebaowek First Nation.  
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**[www.kebaowek.ca](http://www.kebaowek.ca)**