



Strategic Action Plan

2021-2025



Wahkohtowin
Development GP Inc.

Executive Summary



Wahkohtowin Development Corp GP Inc. represents the communities of Chapleau Cree First Nation, Missanabie Cree First Nation and, Brunswick House First Nation. Wahkohtowin was established after 10 years of developmental work by the Northeast Superior Regional Chiefs Forum and its supporting projects. Wahkohtowin's Mission is to advance a sovereign, regional, and collaborative approach that

Vision

*WE ARE THE RIGHTS HOLDERS OF THE ACTIVITIES
THAT OCCUR ON OUR TRADITIONAL TERRITORY.*

*OUR PEOPLE ARE THE KEY GUARDIANS IN
ENSURING SUSTAINABILITY AND HARMONY
WITHIN OUR LANDS*

enhances social, cultural, and environmental wellbeing for the long-term health and prosperity of our shared traditional territory.

Wahkohtowin was seeking direction for the development of foundational planning documents for the organization with the goal of

completing this strategic plan. This plan was facilitated and compiled by Cheryl Recollet with active collaboration and direction provided by the Chiefs and Board of Directors. We have determined that the communities of Chapleau Cree First Nation, Missanabie Cree First Nation and Brunswick House First Nation believe Wahkohtowin should act as a vehicle for asserting:

- Asserting jurisdiction and governance over our shared traditional territory
- Creating opportunities and increasing participation in resource development; and
- Providing resources and capacity development support for communities.

The communities have also identified that their highest priority is asserting control and jurisdiction over their shared traditional territory. The following priorities will help meet this overall goal:

1. Policy and Governance Support
2. Environmental Management and Monitoring
3. Lobbying
4. Innovation Centre
5. Cultural Revitalization

Contents

- Executive Summary 2
- Background 4
- Who We Are 4
- Our Vision..... 5
- Our Mission 5
- Our Principles..... 5
- Serving Our Communities 5
- Our Communities’ Priorities 6
- Our Goals 6
- Our Objectives 7
 - Goal #1- Guardians Program 7
 - Goal #2- Self Sustainability/Prosperity 7
 - Goal #3- Control of Our Lands/Territory SOVEREIGNTY 8
 - Goal #4- Diversification & Innovation 9
 - Goal #5- Cultural Programming..... 9
- Our Implementation..... 10
- Our Review..... 10
- Our Acceptance 10



Wahkohtowin
Development GP Inc.

Strategic Plan

| AUGUST 2021 |

Background

Wahkohtowin Development GP Inc. is a collective of the communities of Chapleau Cree First Nation, Missanabie Cree First Nation, and Brunswick House First Nation. Wahkohtowin was established after 10 years of developmental work by the Northeast Superior Regional Chiefs Forum (NSCRF) and its supporting projects. Incorporated in late April 2016, the corporation has focused on maintaining service delivery on projects of the NSRCF and operationalizing key business areas in Forest Management Services, holding an equity position in the Hornepayne Sawmill/Cogeneration, establishing forest harvesting services – initially with trucking and partnering with a Human Resource – Recruitment and Placement Service provider. Wahkohtowin's activities have mainly been centered around fostering the development and management of its Guardian Program, and; acting as a representative for communities at various Ministerial and other tables, lobbying for more active participation in the forestry sector in the Chapleau Forest.

Who We Are

Wahkohtowin stands for kinship and connectedness and recognizes the complexity and interconnectedness of our people, animals, lands, air, and waters. Wahkohtowin Development GP Inc. recognizes that it is the vehicle for asserting jurisdiction and control over our shared traditional territory. Our communities include Chapleau Cree First Nation, Missanabie Cree First Nation and Brunswick House First Nation. Our communities will manage, monitor and foster successful relationships with our partners in order to ensure the effective management and protection of our lands and waters.

Our Vision

We are the Rights Holders of the activities that occur on our traditional territory. Our People are the key guardians in ensuring sustainability and harmony within our lands.

Our Mission

To advance a sovereign, regional and collaborative approach that enhances social, cultural, and environmental wellbeing for the long-term health and prosperity of our shared traditional territory.

Our Principles

We have developed our principles to guide and direct our management actions.

Principle 1:	We have inherent Rights and Responsibilities to The Land and Believe We Must Protect and Safeguard the Integrity of Our Mother, Mother Earth.
Principle 2:	We Believe in Wahkohtowin.
Principle 3:	We Believe in Rekindling Our Culture, Spirit, Language, and Relationship with the Land in a Good Way.
Principle 4:	We are Results-Driven and Support Innovation and Creativity.
Principle 5:	We Believe in Inclusion of All Our Community Members and Work Collaboratively with Our First Nation Communities.

Serving Our Communities

Wahkohtowin Development GP Inc. serves our communities of Chapleau Cree First Nation, Missanabie Cree First Nation and Brunswick House First Nation. We have been created to support our community needs:

- To create opportunity and increase participation in resource development:
 - Employment opportunities.
 - Business Opportunities.

- To provide resources and capacity development support for communities:
 - Lands and Resources department support.
 - Cultural /Traditional Practices

Our Communities' Priorities

The main priority of our communities is to assert jurisdiction and control over our shared traditional territory. Our communities want to benefit from resource development through increased participation and decision making. To meet the needs of our communities, we have laid out the following priorities:

1. Policy and Governance Support - To support informed decision making in resource development and to support communities in policy development.
2. Environmental Management and Monitoring - To increase active meaningful participation in the environmental sector.
3. Lobbying - To create a unified front to move jurisdictional issues forward
4. Innovation Centre - To develop a sustainable business case for the innovation centre.
5. Cultural Revitalization - To inspire and assist our communities to return to traditional ways of being.

We have developed an actionable list of measures to meet our communities' objectives. These priorities and measures should guide the organizational and programming development of Wahohtowin. The list can be found in **Appendix A**.

Our Goals

Our goals will help meet our communities' priorities and support assertion, jurisdiction and control over our shared territory. These organizational goals will serve to strengthen the organization through:

1. Guardians Program – To foster the sustainable development of the Guardians program with guidance and integration from our cultural advisors.
2. Self-Sustainability/Prosperity – To build an organization that is less reliant on community investment and fettered funding sources.
3. Control of our Lands/Territory, Sovereignty – To assert our jurisdiction and be the decision makers on matters that occur on our lands.
4. Diversification and Innovation – To diversify our business lines and incorporate innovative practices and procedures into all the work we do.

- Cultural Programming – To incorporate cultural tradition and practice into the work we do and deliver cultural programming in our communities to foster cultural revitalization.

Our Objectives

Our Objectives outline our program areas of focus and provide actionable areas to help us foster and reach our goals for implementation by our Wahkohtowin team.

Goal #1- Guardians Program

To foster the sustainable development of the Guardians program with guidance and integration from our cultural advisors.

Actions	Results	Success
Host Planning Session to determine elements of Guardians Program.	Guardians Strategic Plan.	Sustainable Guardians Program with Actionable Strategic Plan.
Recruitment of Participants.	Active participants in our programs.	Environmental Departments. Trained community members.
Participant retention and placement in communities.	List of interested candidates for program.	Next cohort ready to enter program.
Explore business structure of Guardians program.	Appropriate structure for future development and expansion of the program	Development and Expansion of Program.
Incorporate Cultural and Traditional Practice into Program.	Learn from Community Elders.	Cultural and Traditional Practices championed by Guardians.
Ground Truthing that include gap assessment by Elders.	Gap assessments identified.	Guardians protecting and monitoring Lands and Waters.
Accreditation	Investigate accreditation options.	Guardian program participants have accreditation pathways.

Goal #2- Self Sustainability/Prosperity

To become less reliant on community investment and fettered funding sources.

Actions	Results	Success
Apply for government program funding (IFI, etc.)	Funding for Projects/Programs.	Stable funding for foundational development.
Community Investment	A proposal driven model where WDGPI presents to the LP Partners - special projects and budgets to consider making contribution toward.	An annual system/process of project proposal presentation and funding commitment is adopted.
Forest Sector Economy	Bioeconomy and Co-generation.	Income generated to support Wahkohtowin and payback to communities.

Fee for Service	Provide environmental services to generate income for Wahkohtowin.	Wahkohtowin has income from environmental services to clients.
Review structure for Wahkohtowin.	Hybrid financial model for Wahkohtowin (non-profit/profit).	Assertion and service delivery funding mechanisms.
Investigate charitable status.	Mechanism to accept donations.	Charitable status. Donation \$.
Marketing Strategy	Wahkohtowin communication tools developed.	Awareness and knowledge of Wahkohtowin.
Funders' Forum	New funding relationships.	Long term funding.
Increase Staffing	Environmental Coordinator Program Manager Researcher	Long term employees.
Investigate and apply for funding from CIRNAC (RIRSD and Nation Building.	Support to communities to implement jurisdiction.	Multiyear funding agreement with CIRNAC.

Goal #3- Control of Our Lands/Territory SOVEREIGNTY

To assert our jurisdiction and be the decision makers on matters that occur on our lands.

Actions	Results	Success
Research and Innovation	Research and Policy Development for owner communities (Membership, Constitution, etc.)	Inventory Updated maps Innovation Center
Informed Decision Making	Briefings on Strategic Initiatives.	Active decision making on lands and resources.
Government Relationship	Briefings on Priorities from Federal/Provincial government.	Meaningful relationships. Create stronger voice in government.
Herbicide Use – Stop the use.	Relationship Table – Workplan (Cease herbicide spray and Moose Recovery – mgt and monitoring)	5 year pilot CCA/RT
Climate Change Action	Adaptation mechanisms.	Resilient communities.
Rights and Use and Occupancy	Landscape level and water management.	Technology – Values Mapping and Consultation.
Policy/Law Development	Our own space for engaging in forest policy, nations law making authority.	Leaders on political tables. Strategy Sessions.
Accountability- Holding companies to timelines and desired outcomes.	Post harvest waste management; harvesting practices – systems to reduce impact on environment; and reduction of herbicides to get to zero use.	Meaningful industry environmental relationships and community specific standards.
Lands Resources	Grow and support collective LR Dept policies using FN consultation protocols that set out jurisdiction and protects rights.	Collaboration with LR Depts and Economic Development Corporations.
Launch Lawsuit	Support/Coordination (more meetings)	Sept/Oct?

Traplines	Support communities in recovering traplines.	Families utilizing traplines.
Incidental Cabins	Revisit court decisions and practices of our people.	Implement our own system. Public Education
Legislative Leads	Track UNDRIP, C-15 Treaty	Active assertions.

Goal #4- Diversification & Innovation

To diversify our business lines and incorporate innovative practices and procedures into all the work we do.

Actions	Results	Success
Enhance Innovation Centre	Space to create sustainable solutions.	Utilizing space to enhance forest innovation in our communities.
Research or Policy Institute	Policy Thinktank to support assertion of jurisdiction.	Jurisdiction implemented.
Understand Laws and Legislation	Court decision fact sheets for awareness and advocacy.	Jurisdiction implemented and recognized.
Knowing our Treaty and History.	Attend other areas and Nations, learn from them.	Our Own laws govern our ways.
Partnership Opportunities	Post secondary institutions.	Increased partnership opportunities.
Grow Innovation Services	Diversify Activities and Technology.	New services offered to communities and clients.
Team Capacity	Inventory of resources/human capital. Identify gaps and strengths.	Researcher hired. Skills Inventory to help develop our members.
Advocacy	Growing advocacy within our membership.	Heart, passion, strong voice.

Goal #5- Cultural Programming

To incorporate cultural tradition and practice into the work we do and deliver cultural programming in our communities to foster cultural revitalization.

Actions	Results	Success
Cultural Plan	Planning Session	Cultural Coordinator hired.
Cultural Sharing	Cultural Workshops	Cultural integration into daily business.
Protocols	Smudging at meetings, Sacred fire, include Elders at meetings.	Informing Solutions
Cultural Networks	Identify and create a contacts list of healers and spiritual people to support revitalization.	Teachers available to share the knowledge.
Annual Gatherings	Attend Ceremonies	Intercommunity Wahkohtowin Gathering (Round Dance)
Implement FN Laws	Cultural and land use practices, spiritual connection.	Participation, culturally appropriate governance, and respect for our people

Our Implementation

Our Wahkohtowin leadership and team will implement the goals and objectives identified in this plan through the development of reportable annual work plans for each program/staff. The workplans will be based on the actions identified in this plan. The annual workplans will be approved and reported to by the Board of Directors.

Our Review

Our Strategic Plan will be reviewed annually with our Communities and Board of Directors to ensure that the plan is continually being implemented and meeting the needs of the communities.

Our Acceptance

Our Board of Directors have shared and communicated this plan thoroughly with our community partners and are hereby endorsing and accepting this plan through Board Motion #: 2021 – 005 on this 21st day, of September, 2021.

Appendix A: Priority List to Meet Community Objectives

We have developed an actionable list of measures to meet our communities' objectives. These priorities and measures should guide the organizational and programming development of Wahkohtowin.

Community Priority	Areas to Explore
Policy and Governance Support	<ul style="list-style-type: none"> • Terms of references (How often do we meet? Who's at the table? Meeting structures?) • Business structure • Committees
Environmental Management and Monitoring	<ul style="list-style-type: none"> • Training- Guardian Program • Fee for service contracts
Lobbying	<ul style="list-style-type: none"> • Declaration or Protocol on the position of Wahkohtowin and its mandate • Current issues to explore: stumpage, biomass opportunities • Meet with community leadership (needs assessment) • Determine if this requires a new position
Innovation Centre	<ul style="list-style-type: none"> • Policy, research, law making • Long-term monitoring • Build capacity in community lands and resources • Collaborative community mapping (moose monitoring, vegetation surveys)
Cultural Revitalization	<ul style="list-style-type: none"> • Assist communities with traditional practices • Identify community elders to attend meetings, consult with as necessary • Create understanding of the importance of culture and tradition, protocols • Business case for p/t cultural coordinator • Open house celebration for communities

Amendments

January 19th, 2022 - See Board Minutes - Re: Goal #2