

2020-  
2025

# WAHNAPITAE FIRST NATION STRATEGIC PLAN 2020-2025

WFN BCM 20/21-12-170



*Our traditional name is Wahnapietaeping "That place where  
the water is shaped like a molar tooth".*

Chief LR



Table of Contents

**Introduction** ..... 2

**Message from the Chief**..... 3

**Message from the Executive Director** ..... 4

**Mission** ..... 5

**Vision**..... 5

**Community Overview** ..... 6

    Safety ..... 6

    Community Maps ..... 9

        Use and Occupancy Mapping ..... 9

        Framework Agreement on First Nation Land Management ..... 9

    Infrastructure ..... 10

    Communication ..... 10

**Focus on Departments**..... 12

    Culture ..... 13

    Housing ..... 14

    Public Works ..... 17

    Fire Department ..... 19

    Land/Environment ..... 20

        Taighwenini Technical & Environmental Services Group ..... 22

    Education ..... 23

    Health ..... 25

    Economic Development ..... 27

        Rocky’s Restaurant and Marina ..... 28

        Roq Parq ..... 28

    Governance ..... 29

**Organizational Chart**..... 31

    Fig.1 Administration ..... 31

    Fig.2 Health ..... 32

    Fig.3 Education ..... 32

    Fig. 4 Lands ..... 33

    Fig. 5 Rocky’s ..... 33

**Achieving Success** ..... 34



## Strategic Planning 2020-2025

### Introduction

The development of a community strategic plan for Wahnapitae First Nation is a time to capture our future goals, achievements, and accomplishments in a holistic way by reflecting our past, present and future with input, opinions, concerns and direction from our youth, elders, leadership, staff and all Wahnapitae First Nation members alike.

Wahnapitae First Nation has taken great initiative to seek goals, future ideas and the concepts to fully understand and engage our vision as a community in an ideal plan that ensures safety, culture, infrastructure, lands, education, health, economic development and governance.

Wahnapitae First Nation acknowledge and support the ideas created by our people and recognize all input as holistic, powerful, and meaningful.

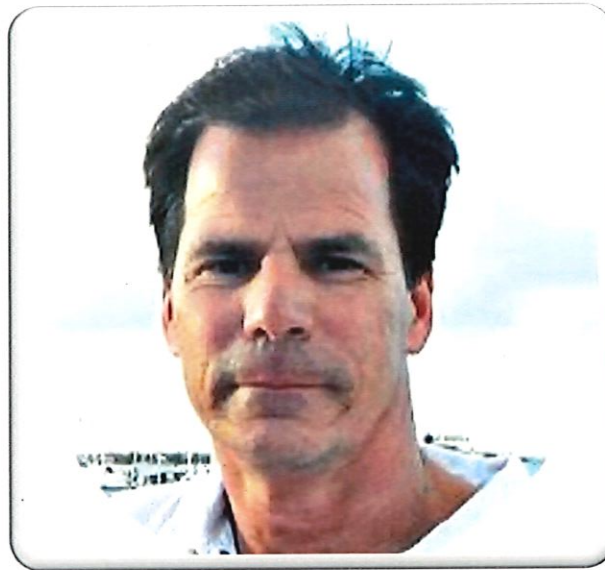
Wahnapitae First Nation takes great pride in our memberships engagement, support and continued strength to strive for genuine results as this plan was developed and intended for.

The planning process was designed to capture all views, concerns and ideas through sincere consultation of group workshops, discussion with youth and elders to better understand issues, conditions, long and short-term goals, aspirations, and all possibilities.

The Wahnapitae First Nation Strategic Plan provides a realistic framework including identification of current state of strengths, weaknesses, opportunities and threats that will guide a plan of action for the betterment and understanding of direction to implement our goals for a successful future.



## Message from the Chief



---

*Wahnapitae First Nation has developed a Strategic Plan that will guide us as we set our priorities to lay the path of our future. Our home has grown and developed significantly over the last several years and we need to adjust and grow with it. I am confident that our administration has captured achievable objectives and will work together to get it done.*

*Bamaapii  
Chief Larry Roque*

---



## Message from the Executive Director



---

*This Strategic Plan is the baseline to our planning within our organization. It plays a very important role in the direction and process we aim to achieve. We met together as staff and engaged in good dialogue and worked as team to develop the information captured within this plan. We then engaged with youth, elders and adults to enhance our vision of where we want to be. I want to thank everyone that has contributed to this plan and am excited to get where we want to be as a community.*

*Miigwech Julie Fontaine*

---



## Mission

*Wahnapiitae First Nation is a vibrant, growing, prosperous and proud Anishinabek community whose belief is based on the principle that this land is only borrowed from future generations.*

*Wahnapiitae First Nation will protect the land, water, air and environment while promoting programs and services to our membership in pursuit of a self-sustaining community that will continue to enhance and expand all aspects of traditional, socioeconomic and cultural opportunities by providing spiritual, physical, and emotional support to its members through increased participation and commitment.*

## Vision

*To ensure healthy well-being, and to create, promote, enhance and maintain a greater awareness of traditional knowledge and teachings while following the seven grandfather teachings of respect, love, honesty, humility, wisdom, bravery and truth.*





## Community Overview

### Safety

*To provide and enhance the quality in life relating to public safety and emergency services.*

#### Strategies

- Update a clear, precise Emergency Plan
- Create a Safe Place
- Increase police presence on Wahnapitae First Nation
- Develop and implement a defined security surveillance system
- Create additional Emergency Medical Services
- Target Additional Resources and Training for Fire Department
- Access roads, streets and intersections
- Security company/Bylaw Officer
- Helipad/Firesmart

#### Plan of Action

Updating and implementing public knowledge of an emergency plan and working with building relationships and partnerships to establish funding opportunities, mutual aid and any additions services that we can access.

Creating a safe place for Wahnapitae First Nation members and their family in time of crisis. Obtain a dwelling that feels like a home that can support a family at any time when needed in which they can feel safe and have a sense of security.



Increase police presence by having a full-time constable on duty in the community which will ideally decrease traffic infractions and other criminal activity as well as enhance awareness of police monitoring within our community and on our roads.

Having updated security systems that can be accessed in real time from a handheld device and constantly recorded will significantly increase the sense of security and safety within our establishments. These include the Centre of Excellence, Rocky's Restaurant, Safe House, Public Works, and Education Building.

Enhance Emergency Response services by adding an additional element of a First Responders Team. This team is trained at a level higher than a first aider but a level under a paramedic. Being in a rural community time is precious in any critical situation and having a team trained with adequate equipment and supplies on site until paramedics arrive is crucial.

Funding has always been an issue with fire services. Using our internal resources to assist with searching for funding to obtain additional training and equipment is essential with increasing the quality of service delivery having proper fitting gear, update equipment, and maintaining mutual aid resources with the City of Sudbury is critical to assist with engaging in building new relationships and new ventures that can improve skills and knowledge of our Fire Team.



Wahnapiitae First Nation roads will have visual safety signs in critical areas of concern within our community. Resurfaced roads, free of obstructions and maintained regularly to repair danger spots including snow removal.







Additions of a Security Company or Bylaw Officer will increase the overall security of members. A Bylaw Officer would uphold accountability of Bylaw enforcement and can document and report to higher authorities, when needed.



A sanctioned Helipad will be situated for Orange Air Ambulance in a central area that can easily be accessed for Land Ambulance, it will be fenced with appropriate lights and will be constantly maintained for 24 hours, 7 days a week access with location determined to be in front of Centre of Excellence, in which trees would have to be removed for easy access from air to landing pad.



## Community Maps

To identify current community assets and future project planning we must collect data that will create maps of our area that will define values and traditional territory, that will also create funding opportunities, consultation, development, natural resources and generating information of what we have been doing and what we can be doing in the future.

### Use and Occupancy Mapping

This project began in 2016 and has been ongoing to date. The gathering of information from 42 participants capturing over 2800 identified values that will create top notch of high-quality maps that are never dismissed or ignored and will never get thrown off a negotiation table or out of court.

An extension of the project has been submitted to capture even more information containing Traditional Ecological Knowledge (TEK) specifically targeting harvesters, and elders.

### Framework Agreement on First Nation Land Management

The Framework Agreement is a Government to Government Agreement between Wahnapitae First Nation and Canada. A First Nation signatory to the Framework Agreement develops its land governance system by creating its own Land Code, drafting a community ratification process and entering into an individual agreement with Canada. Drafted and approved by the community, the WFN Land Code becomes the basic land law of Wahnapitae First Nation. When it comes into effect, approximately 44 sections of the Indian Act no longer apply, and Canada or its Ministers are no longer involved in the decision making of the First Nation lands and resources. This will provide Wahnapitae First Nation with the authority to draft, approve and implement land laws with respect to development, conservation, protection, environment, zoning and land use.



## Infrastructure

Infrastructure are the necessary facilities including, public and private roads, bridges, water supply, electrical grid, sewer/septic and telecommunications. The plans to maintain and improve existing buildings, roads, culverts and septic systems are ongoing. Introducing new roads to access residential lots and starting the process of creating new industrial sites and lots are forthcoming within this strategic timeline.

## Communication

One of the most important functions in any organization is communication. Communication is the bridge between departments, members, staff, and leadership. Internal and external communication between management and employees whether it be face to face via email, letters, social media, notes or telephone must be clear and respectful to enrich the connection that will in turn increase the level of productivity. Trust must be embedded by having an open, neutral dialogue in meetings, community engagement, programs and services.





WAKARUSA FIRE NATION  
10/20/21



## Focus on Departments

Wahnapitae First Nation Staff along with Chief and Council met in June 2019 to develop a foundation on their views and vision on where their department currently stands and how they plan to grow. We met during a 4-day working session in working groups and then as an entire group for each department. Engagement sessions were then scheduled to capture members views comprised of youth, adults and elders.

Our top priorities and focus areas, with realistic goals that can be achieved in a 5-year timeframe are as follows;



A SWOT Analysis of each department was identified and allowed us to properly evaluate each department's ambitions to properly prioritize realistic goals and ensure they are achieved.



## Culture

*We are the conduits to the past and through the spirit of our ancestors, we are the preservers of our Culture, Language and Traditions.*

*We are the guardians of our History and the Ancestral path for the Vision and the youth of our future.*

## Strategies

- Language
- Pow Wow Grounds
- Sweat Lodge Ceremony Grounds
- Bass Lake Trails
- Traditional Workshops and Programs





## Plan of Action



Embedding our Anishinaabemowin Language into everyday functions at work and home are important for who we are as Anihinaabe people. Creating templates, classes and easy to use accessories will encourage the eagerness to learn our language and pass on to future generations.

Over the next year the Pow Wow grounds will need to be revamped with a new arbour, permanent bathrooms, shaded elders lounge, cultural centre, technical booth with upgrades with inground wiring system, and MC booth.

Sweat Lodge Ceremony grounds to be upgraded with bathroom, changeroom, landscaping, lodge structure material, and picnic tables.

Bass Lake Trail modifications, in conjunction with other Wahnapitae First Nation Departments plan on making the trails to bass lake more accessible for youth and elders.

Traditional workshops and programs are to be planned with the engagement of members so that we may capture the needs and wants of our members.

Togetherness and communication amongst our people, is a great demonstration of our culture and who we are.





## Housing

*To provide adequate past, present and future housing needs, goals, policies, applications and programs that ensure all members of Wahnapitae First Nation have efficient, well-built, habitations and structures.*



## Strategies

- Policy Development
- Industry Relationships
- Housing Development
- Lot Development
- Maintenance





## Plan of Action

Update and develop policies, procedures, applications, agreements, maintenance, scheduling, and building relationships with industry to meet the needs of members and their families.

Building relationships with industries and creating our own database with trades professionals that we can access will create a more efficient and trusting work connection.

More members and their families want to move back home, therefore the need for homes range from 2 to 4-bedroom depending on applicant's needs. Within the next 2 years the plan is to build 5 homes for members who apply and fit the criteria of the application process.

Having a designated residential area is the first step to moving forward with building. Working within departments to finalize lot development and access is planned for the next year.

Scheduling for maintenance of existing rentals and rent to own homes is essential in providing a standard of living for our members and teaching future homeowners the dignity and care needed to be successful homeowners. Providing education and accountability augments a healthy and safe environment.





## Public Works

*The Public Works Staff strive to responsibly deliver, enhance and maintain vital infrastructure along with essential services for the overall good of our community.*



## Strategies

- Policy Development
- New Shop/Public Works Location
- Capital Equipment
- Training
- Workplan
- Dome for Salt Sand Storage



## Plan of Action

Update and develop policies to work in line with what we do as a department to ensure proper protocol, pricing, and service delivery.

Our community has grown in terms of development. With new housing, businesses, buildings and infrastructure the need for additional capital equipment and a place to store them is set as a high priority within the next few years. With the additional equipment, the importance of having a fully certified public works crew to operate new heavy equipment will also be prioritized accordingly.



Development of a visual workplan designed to work around required seasonal work, along with new developments, emergency and urgent



situations, weather and everyday work will require the collaboration with other Wahnapitoe First Nation departments. This will generate accurate timelines and timeframes that will increase the effectiveness of realistic objectives and productivity.

Generating our own salt sand and other aggregate supply has created the need for having a storage dome to protect our investment and make it easier to function during the winter months while maintaining and keeping our roads safe.

A new Public Works building that has multiple, size appropriate bay doors to access enough space creating an ideal storage space for equipment, tools and supplies.

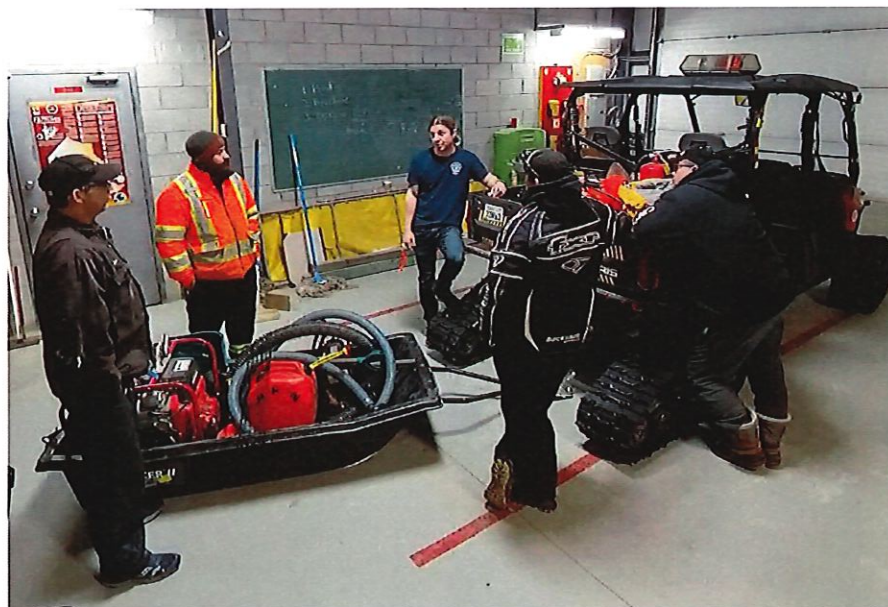


## Fire Department

*To provide quick, efficient, and high-quality emergency response services to members and visitors of Wahnapitae First Nation.*

### Strategies

- Policy Development
- Trailer for Side by Side
- First Responder Ambulance
- Training
- Equipment and Gear
- 4x4 Fire Dept Pick up Truck





### Plan of Action

Policies and Terms of Reference will be updated with new roles and responsibilities. A reporting system will be implemented to ensure proper record keeping of events that may occur.

During the winter months we have a sled for extra winter gear, which turned out to be a low-cost efficiency. The idea is to have a trailer for the same result to transport our summer gear and increase efficiencies.

With respect to training, the Fire Department crew along with some Health department employees will gain First Responders Training that will enable us to be dispatched to respond to medical calls. Along with the training that Wahnapitae First Nation will receive, we will also receive a fully equipped and supplied medical ambulance. The ambulance itself will not be used for transporting patients but used to assist in supply storage.

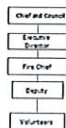
Additional training of the Fire Department in order to meet the provincial standards of a Volunteer Fire Fighter has always been a goal. Partnerships and Mutual agreements with the City of Sudbury Fire Department are forthcoming 2020-2021.

Fire Fighter equipment and gear are always a costly requirement of having emergency services. Wahnapitae First Nation Fire Department has future training opportunities with the Six Nations Fire Department that may include updated proper fitting gear.

Having a truck specifically for a Fire Chief or Deputy Chief on call during an emergency situation aids in organization to the scene and adds additional traffic control while also encompassing additional space to transport Fire Fighters and Equipment to the scene.



Wahnapitae First Nation Fire Department  
2021





## Land/Environment

*To protect our shkamik-kwe and ensure that the lands and resources are managed in environmentally sensitive and sustainable manner and strengthening our culture for future generations.*

### Strategies

- Fisheries
- Recycling/Waste Awareness
- Provincial park
- Agreements
- Forestry
- Biodiversity

### Plan of Action

Create a 10-year plan and invite all first nations to meet and have open discussions about concerns to determine common grounds and build relationships, this will create confidence and allow for preparation in order to have improved First Nation involvement within the plan.

Incorporate Compliance Inspection Training funded through the MNRF. This Compliance Licence would enable WFN during harvest operations to ensure work/sustainability is being done or accommodated accordingly in areas around Wahnapitae First Nation.

Bid Contracts with Vermillion Forestry to develop relationships that allow members to collect wood left behind from forestry operations to then bring back to the band office for the community's use, this would promote the use of wasteful practice.



Develop programs and workshops to educate members and campers the importance of disposal, compost and recycle awareness.

Landfill Assessment to specify landfill lifespan and follow proper procedures to develop a new plan to accurately measure and determine our future needs.

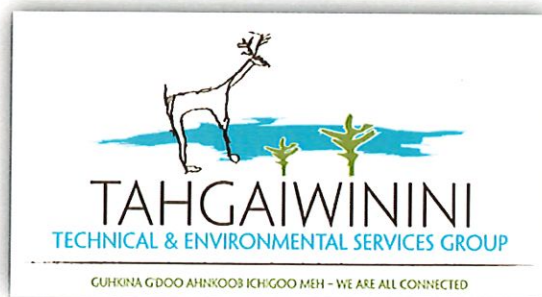
New location of stump dump with a modified disposal process chipper.

Bass lake project with a upgraded trail access with highly visible signs to describe featured plants. This project will develop new programs with youth and adults alike to explore our sanctuary and gain knowledge of what grows and what is accessible here.

Develop new agreements and access to local provincial park to better protect and visit within our traditional territory.

Biodiversity Studies to analyse species at risk and evaluate current weather and weather changes that impact species at risk.

Protecting and having scientific data of our fisheries is important for the maintenance and protection of fish species in our area.



Taighwenini Technical & Environmental Services Group

Register TTESG as a business and trademark the name and logo as owned by Wahnapitae First Nation. Develop a business plan to better service our needs, propose overall scheduling and costs efficiencies as well as contracts within the mining and forestry industry.

Transparent information and agreements with the mining industry is an ongoing process that requires detailed scrutiny and trust to build healthy business relationships.



## Education

*Wahnapitae First Nation Education Staff members stand together to promote programs and services that foster a balanced education journey towards future success within and beyond our community.*

### Strategies

- Education Building
- Language and Culture
- Policy's and Procedures
- Adult Education Centre
- Private Day Care
- Youth Leadership
- Programs
- Agreements
- Land Based Teachings







## Plan of Action

The main objective within the next 5 years is the development of an Education Building. The building will be designed to fit the needs of our growing community for years to come. Culture will be embedded into the design where culture, language, programs and education for all ages can learn and experience knowledge and grow in a safe environment. The education building will also be capable of hosting exterior school classes to incorporate our culture into teachings for all to experience.

Adult education classes will also be housed within the education building to enhance the growth of our members and allow them to reach beyond barriers.

A private day care has also been a requirement for our members for the past several years. This need can be assessed and developed into the education building design, and further expand our capacity as a growing community.

Development of new programs that really capture land-based teachings such as seasonal hunt camp, harvesting, tanning and hiding. These are goals that is achievable with the hopes of repeated annual events.



The development of new policies and procedures will be a great asset with performing desired activities and programs along with creating agreements to increase participation.

The youth are our future, having youth council and participation is important for passing knowledge down from generation to generation.



## Health

*Our goal for the people and our future generations is to ensure their inherent rights to community, culture and tradition through a safe, wholistic and healthy approach to a good life (minobimaadiziwin).*

### Strategies

- Health Centre Expansion
- Long Term Care
- Medical Services
- Mobile Services
- Community Gymnasium/Fitness Centre
- Safe Place/Well Being Centre
- Palliation Care
- Programs and Workshops
- Safety and Emergency Services





## Plan of Action

We have identified that we have an aging community. The expansion of our Health Centre is imminent with additions of a Long-Term Care Facility including Palliation Care. New programs and workshops can assist to better service our members here at our Health Centre or off location in the comfort of their homes.

The addition of a Nurse Practitioner enhances our services incredibly. Medical services are easy to access in a safe and confidential area and are accessible without having to travel off reserve. Our off-reserve members can also gain access to the Nurse Practitioner and available services in the Killarney and Blind River areas and will be visited frequently by the medical team to assist in any medical requirements, assessments and needs.



Health care and wellness is a high priority. A community gymnasium and fitness centre are also part of our current plan. Having these features available to members and staff promote good health and a healthy lifestyle.

Access funding to assist with the development of safety features including the helipad, and additional training for Emergency Response is a health priority, WFN will continue to apply for funding in order to increase safety development within our community.

Having a safe house (place available for members in distress) is an important aspect for healing and security. A central location to accept any individual or family will be included in our community and is an important step for future progress.

We strive to continually improve existing programs and services and we are here to support our members to the best of our ability.



## Economic Development

*Our goal for our community through Economic Development is to promote a thriving, vibrant, successful economy through development and support of our community members.*

### Strategies

- Rocky's Restaurant
- Roq Parq
- Public Works
- Community Retail Space
- Hotel Accomodations
- Docks and Breakwall
- Provincial Park

### Plan of Action

Inaugurate a neighbouring Provincial Park to use as land-based teachings, tourism and camping that can be used in partnership with Rocky's Restaurant and Marina or by other band programs and departments.

Create a new business development retail space to encourage members to proceed with business ventures as this will allow space for them to rent and create economic growth within our community.

Create Cannabis ventures within Nations for Sustainable Economic Growth and Development.



Rocky's Restaurant and Marina  
Establish the location of new Restaurant/Accommodation Building. Ideally have guest rooms and restaurant with a view of Lake Wanapitei.

Establish a new public works location and re-establish a location for the gas bar and convenience store. This will

create open space and decrease congestion in parking lot of restaurant location to better assist efficiency of gas bar and restaurant simultaneously.

Create a new dock system and seek a break wall design to protect docks, shoreline and patrons' boats or personal watercrafts while visiting our location.

Create an accommodation of 30 rooms and conference room in the same building as the restaurant and create land development for a new septic system, parking lot, access to the lake, and other options of gathering spaces, firepits, walkways and sitting areas.

Constructing a boathouse with easy, safe gasoline purchases for boats in the summer and easy seasonal transfer to service snowmobiles in the winter.

#### Roq Parq

Create an environmentally safe campground which will adhere to new policies and procedures that reflect and capture Wahnapitae First Nation's Mission and Vision of our people, lands, socioeconomic development and culture. Roq Parq will enhance safety of campers and members through education and on sight physical presence of management.

Ensure all septic systems meet the regulations as specified by Health Canada and holding any camper accountable for wrongdoing to Wahnapitae First Nation by this means.

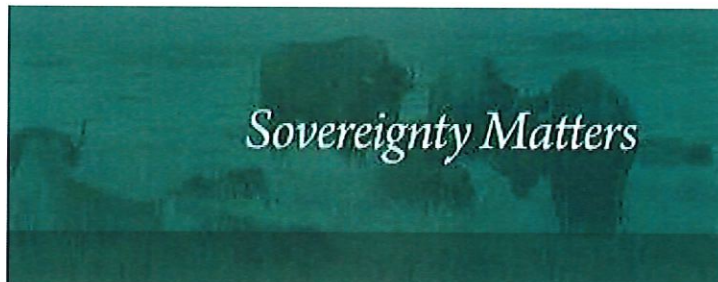


## Governance

*To promote accountable, transparent, stable and secure decision-making process and procedures. To successfully deliver fair, equality services to all Wahnapitae First Nation members.*

### Strategies

- Self Governance
- Information Technology (IT)
- Emergency Response Plan
- Policies and Procedures
- Laws and Bylaws
- Transparency
- Member Engagement
- Council Chambers
- Codes and Land Claim





## Plan of Action

Wahnapitae First Nation Chief and Council know the importance of good governance within our First Nation and are adamant about creating safe places for members and staff. Updating policies, procedures, laws, bylaws and codes is a desired result that will safeguard WFN's best interest as a community by prioritizing partnerships through industry and businesses. Having a Council Chamber will also establish Chief and Council as a governing body with an accessible, designated work area.

Wahnapitae First Nation is in support of being self-governing and will concentrate on future sustainability in terms of creating and supporting our own Laws following our Constitution in the desire to move away from the Indian Act that has been crippling our people for the past 144 years.

Safety within our community is top priority. To better ourselves as government we understand the need for safety implementation plans, emergency response plans, health and safety standards, as well as the physical presence of police, fire and ambulatory services in our community.

Transparency is important and builds trust with members, staff and industry. To assist with transparency Chief and Council are encouraging significant community engagement with all upcoming plans to encourage member participation in order to hear and understand all members point of view.

Keeping logistics up to date within daily operations to create structure and organization within departments will assist with good governance and additionally assist with the overall protection and wellbeing of Wahnapitae First Nation.

Ensuring our Land Claim is finalized within a suitable timeframe without compromising legalities or Wahnapitae First Nation is critical while negotiations are taking place.

Ensuring Wahnapitae is in good standings and set the footprints while carrying on with good governance for generations to come is Chief and Council's responsibility and will uphold this responsibility and ensure future leadership is upheld to the same standards





## Organizational Chart

Organization within Administration is key to reach our goals and our overall success. Wahnapitae First Nation staff have developed an organizational chart and continue to work on improving efficiency and expansion of staff, capacity and transparency.

Fig.1 Administration



## Wahnapitae First Nation Administration Organizational Chart May 2020

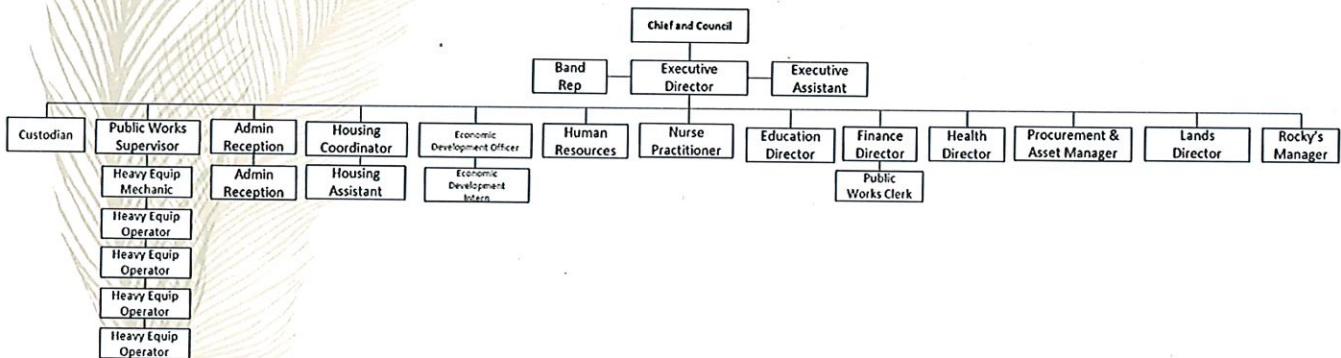


Fig.1 is Wahnapitae First Nation's organizational chart for our Administration. Further on the organizational charts are structured in Department Format.





Fig.2 Health

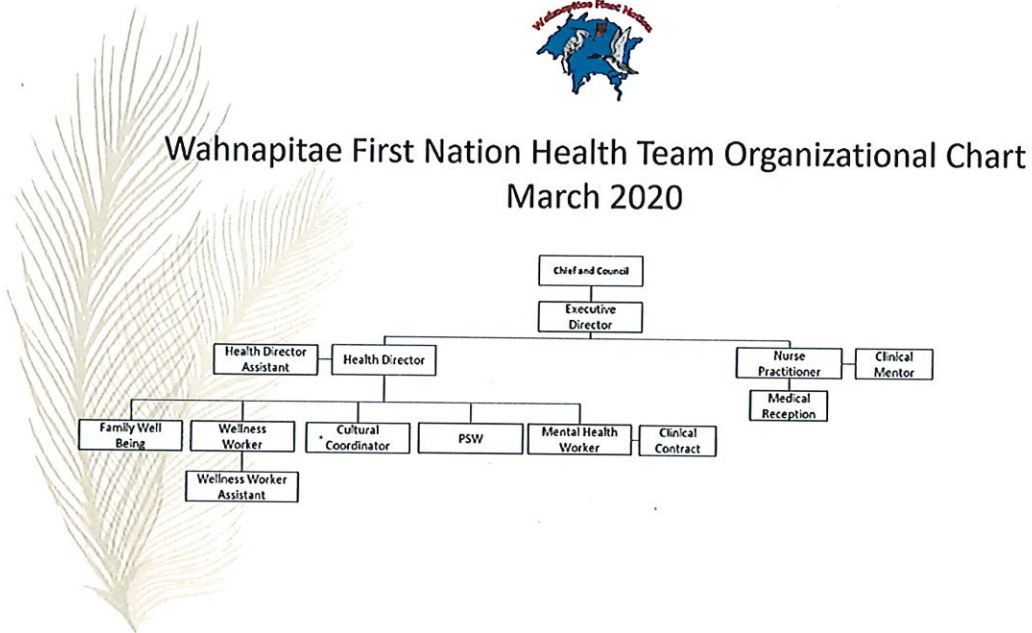
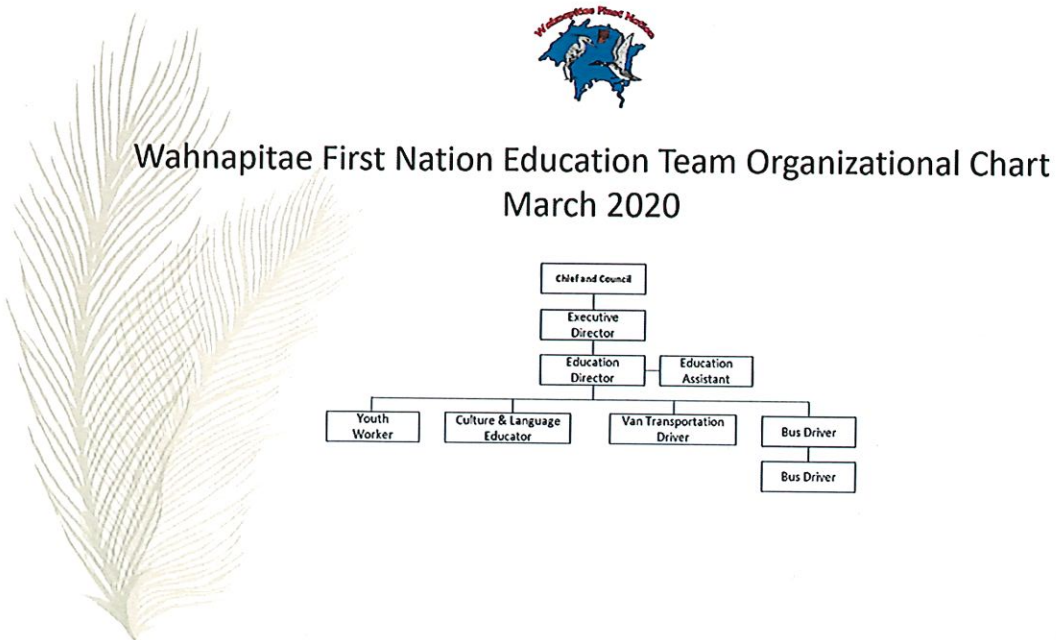


Fig.3 Education



Wahnapitae First Nation  
 Chief *LR*



Fig. 4 Lands



### Wahnapitae First Nation Lands Team Organizational Chart March 2020

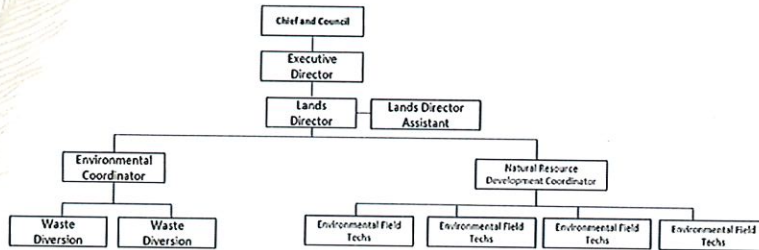
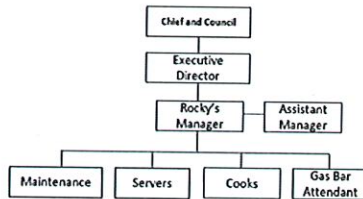


Fig. 5 Rocky's



### Wahnapitae First Nation – Rocky's Restaurant Organizational Chart March 2020





## Achieving Success

Although there will be challenges and perhaps obstacles that will be faced, the goal is the betterment of our community and our people.

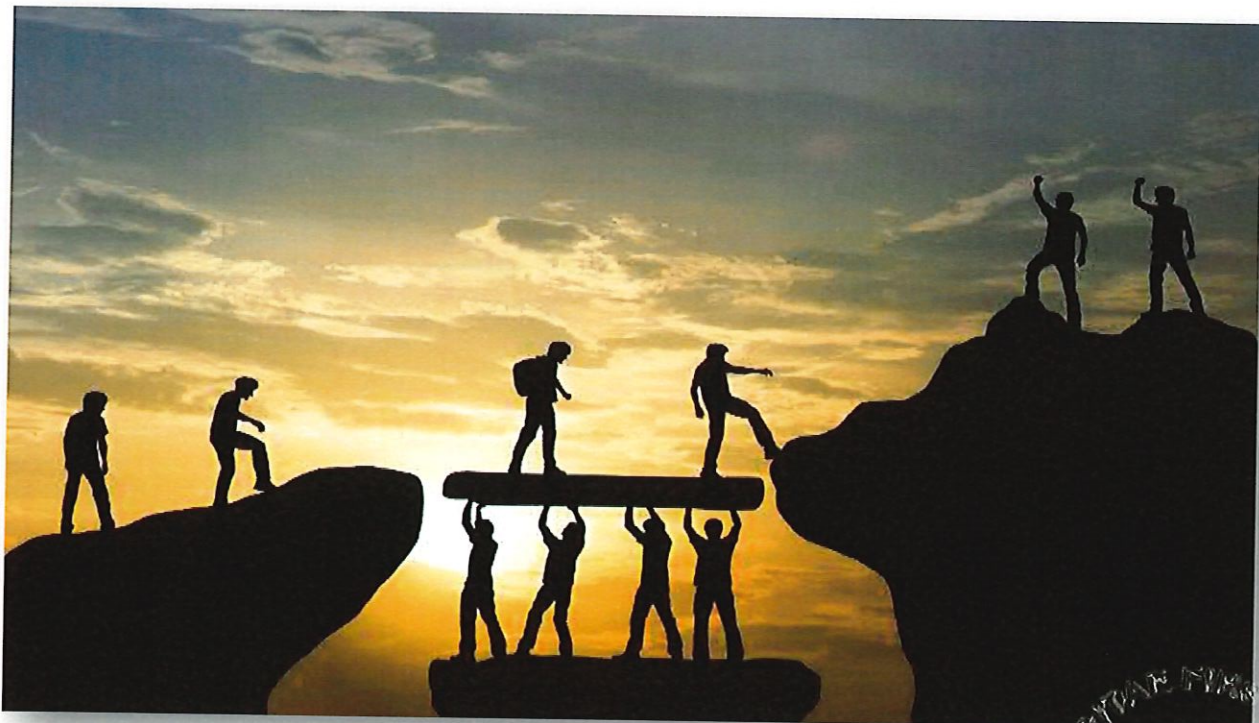
To achieve these goals, we must band together in terms of governance, administration and members. The balance of members, leadership and administration is imperative while making key decisions and moving forward with engagement, participation and development. These factors will lead to success.

Clear budgets and proper planning will highly influence our overall outcome, which may result in adjusting and modifying our strategic plan. With this in mind administration plans to meet yearly to analyze and measure our key performance indicators and make any necessary adjustments.

We all have roles and responsibilities as staff, leaders and members. Chief and Council appreciate and encourage member participation and openly welcome input.

Together, we can develop our future.

Miigwech



# Wahnapiatae First Nation



## Wahnapiatae First Nation

259 Taighwenini Trail Road

Capreol, Ontario

P0M 1H0

Tel: (705) 858-0610 Fax: (705) 858-5570



Chief *LR*