

# BINGWI NEYAASHI ANISHINAABEK COMPREHENSIVE COMMUNITY PLAN



GEH-ZHE NAAK-KO-NE-GEHING  
“HOW WE WILL RULE”

# MIIGWETCH

Sincere thanks to the many community members, staff, directors, Elders, and Chief & Council for the many ways you all contributed to the completion of Bingwi Neyaashi Anishinaabek's "Geh-zhe Naak-ko-ne-geh-ing: Comprehensive Community Plan (CCP)". In particular, we wish to acknowledge the contributions of the following individuals and organizations that played a key role in this process and the completion of this project:

Miigwetch to Chief & Council for ongoing guidance and input throughout the project:

- *Chief Paul Gladu*
- *Councilor Lillian Calder*
- *Councilor Tracy Gibson*

Miigwetch to the community members who stepped forward to participate on the CCP Implementation Committee and dedicated many hours to CCP discussion from June 2021 – February 2022 in the first phase of the project. Our CCP Committee Members were:

- *Jeff Fuller*
- *Ryan Gorrie*
- *Ashley Stevenson*
- *Jennifer Davis*
- *Joe Ladouceur Jr.*

Miigwetch to the Elders & Language Keepers for providing cultural and Anishinaabemowin translation support:

- *Marcel Donio*
- *William Esquaga*
- *James Mishquart*

We sincerely thank the staff members and managers who made time to speak with us in workshops and interviews

about their ideas, updates and planned new actions based on community input.

The CCP logo, icons and graphic design for this report were designed by Jake Alfieri, BNA Communications Coordinator, based on input from community members, Leadership, and Elders.

Additional CCP resources, support and advisory services were provided by:

- Nokiiwin Tribal Council, CCP Advisor Lisa Haessler
- NADF, CCP Advisors Janet Knight, Hudson McLellan and Shannon Labelle

Funding for this project was provided by Indigenous Services Canada (ISC), with additional resources from Nokiiwin Tribal Council's CCP Advisory Services program which is supported by FEDNOR.

Miigwetch for your contributions to this project's success.



Indigenous Services  
Canada

Services aux  
Autochtones Canada





# A MESSAGE FROM CHIEF & COUNCIL

Boozhoo Fellow BNA Members,

Geh-zhe Naak-ko-ne-gehing "How We will Rule" Comprehensive Community Plan (CCP) will enable and guide Bingwi Neyaashi Anishinaabek in our continued journey of creating a self-sufficient, supportive community where members thrive and culture is celebrated.

Since the beginning of the CCP in 2019, we are thankful to the dedication and work put in by staff and our community. Despite a pandemic, the CCP persevered by adapting to a new way of communication. We are happy to announce it's finalization.

The CCP recognizes the many achievements and progress BNA has made to date and looks to a bright future. It supports a broad range of planning areas including: Housing, Traditional Lands, Community Lands & Development, Health & Wellness, History & Culture, Economic Development, Governance & Administration, and Energy & Infrastructure.

Your voices, opinions and feedback are essential as we shape the future of our community together.

Thank you for your continued interest and input into our CCP. The community will be updated on the progress of the plan annually, and based on our implementation plans, we look forward to working with our entire community and our Staff to implement the Bingwi Neyaashi Anishinaabek Comprehensive Community Plan in the years ahead.

Miigwetch,  
Chief and Council

# EXECUTIVE SUMMARY

## Boozhoo!

Welcome to the first edition of Bingwi Neyaashi Anishinaabek's Comprehensive Community Plan (CCP)! We're excited to share this new long-term, community-driven plan with our friends, neighbours, partners, funders and anyone interested in learning more about our First Nation's goals and vision for the future.

## *Our CCP Process at a Glance:*

Our CCP process unfolded over an extended period of time, thanks to the COVID-19 pandemic, but we persevered and were able to complete the process with some extra help from our Community Coordinator and CCP Advisor from Nokiiwin Tribal Council.

## *Our CCP Project Activities*

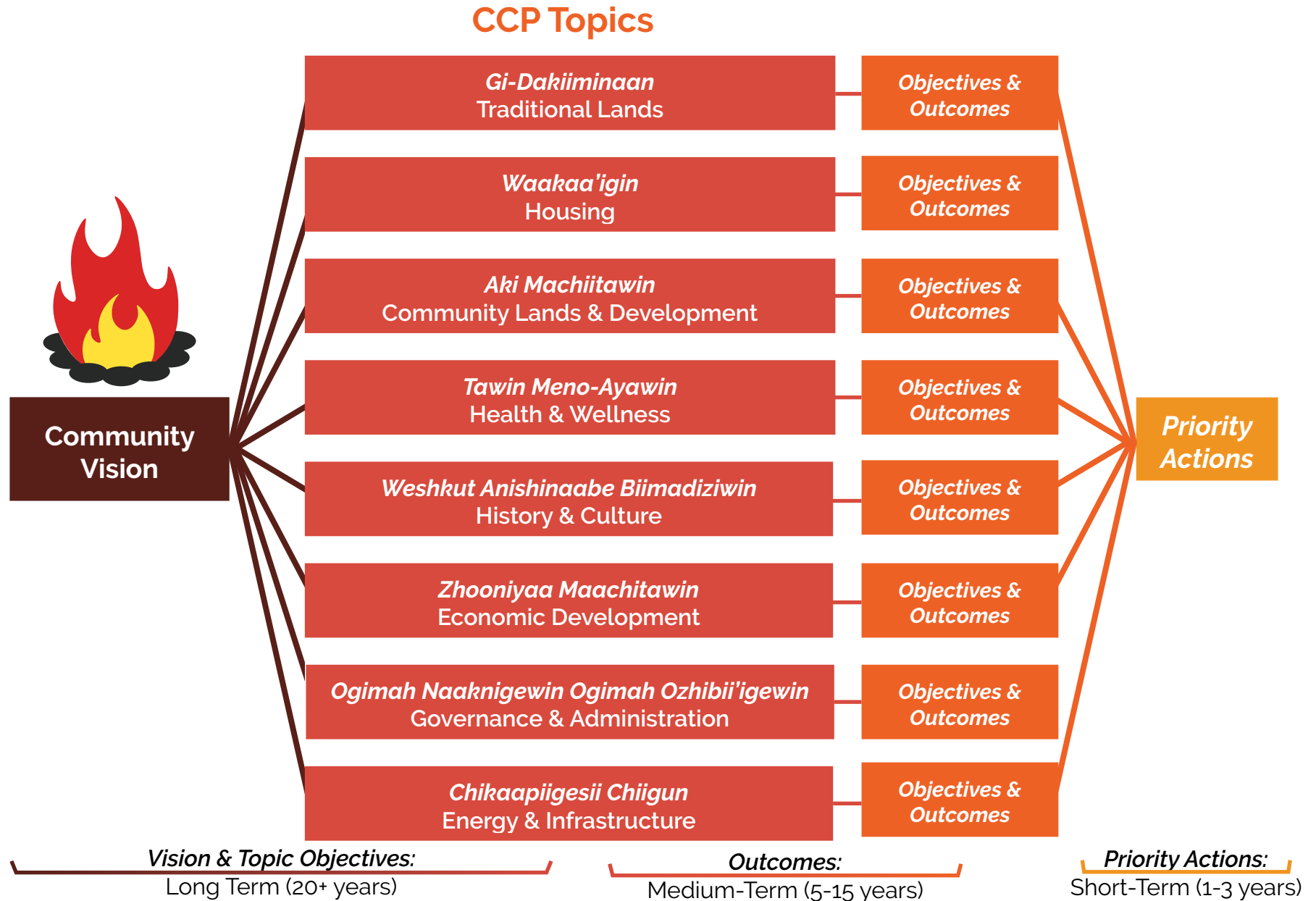
- BNA Historical Research & CCP Topics chosen (2019 - 2020)
- CCP Committee recruitment and Topic virtual discussions (2020-22)
- CCP Training & Workshops (2021-22)
- CCP Summary Report (2022)
- BNA Communications Coordinator hired (2022)
- Community Meeting Presentations + Input Activities (Feb 2022, Jan 2023, Nov 2023, Mar 2024)
- Design of CCP Logo & Icons – 3 iterations! (2023-24)
- Youth Council Focus Group – virtual (April 2023)
- Community Survey (June – Sept 2023)
- Elders and Older Adults Focus Group (May 2023)
- CCP Input Booth at Pow Wow (June 2023)
- All Staff Workshop (Oct 2023)
- Leadership Team – Action Planning (Dec 2023)
- Final Report Drafting (Jan - Mar 2023)
- CCP Finalization (Mar 2024)
- CCP Launch (April 2024)





## Our CCP Framework

Our CCP Framework allows us to take all the great input and ideas that our community members shared during the project activities and organize them by Topic, Specificity, and Timeframe so that it's easy to understand where we want to go and how we aim to get there.



### **Gi-Dakiiminaan (Traditional Lands)**

As inhabitants, stewards, and caretakers of our Traditional Lands since time immemorial, we will oversee and guide activities in our traditional territory to sustain it for all future generations to enjoy and thrive on.

### **Waakaa'igin (Housing)**

As we rebuild in Sand Point, we will develop safe, sustainable, flexible and fair housing options so all BNA Members who wish to live in our community can do so.

### **Chikaapiigesii Chiigun (Energy & Infrastructure)**

As we rebuild our community at Sand Point, we will prioritize energy and infrastructure that is sustainable, reliable and in harmony with the land and seasons.

### **Ogimah Naaknigewin Ogimah Ozhibii'igewin (Governance & Administration)**

As a First Nation that values serving our members with fairness and transparency, we will grow and strengthen our governance, finance and administration operations through traditional ways and modern best practices.

### **Zhooniyaa Maachitawin (Economic Development)**

As innovative and resourceful people, we will manage our economic growth and opportunities in alignment with community needs and values to realize our dream of financial self-sustainability.

### **Weshkut Anishinaabe Biimadiziwin (History & Culture)**

As our ancestors have guided us, we will restore, preserve and share our history, our ways and our stories for the benefit of our people today and our future generations.

### **Aki Machiitawin (Community Lands & Development)**

As we celebrate our new beginnings, we will manage our community development through laws, strategies, policies and community input to balance residential, commercial, recreational and community service demands.

### **Tawin Meno-Ayawin (Health & Wellness)**

As a caring community, we aim for all BNA members to have good quality of life through access to programs and services that serve their physical, spiritual, emotional and mental health at all stages of life in an inclusive and safe space.














## CCP Next Steps:

As you read through section 4 and 5 of the report, you'll understand in greater details how we intend to achieve our Vision, through our Priority Actions which are organized according to our CCP Topics and their associated medium-term Outcomes (goals).

## Choosing Priority Actions:

Our CCP Priority Actions are selected through an assessment of each proposed action or project by two sets of criteria, which help clarify what actions need to happen as soon as possible. The CCP Priority Actions for the next two years are listed in *Section 5* starting on page 49.

I. Urgency Criteria	
	<b>Deadline:</b> Is there a vital deadline we will miss if we don't begin in the next 12 months?
	<b>Opportunity Cost:</b> What will we lose out on if we do not act soon?
	<b>Volume &amp; Repetition:</b> How often is this a concern raised by BNA staff or members?
	<b>Potential Harm:</b> Will inaction on this item lead to harm, damage, or financial losses?

II. Readiness Criteria	
	<b>Community Support:</b> Do our members strongly support it? Does it align with our CCP and community values?
	<b>Information/background:</b> Is the groundwork done? Is there research, project planning, studies, or policies that must be completed first?
	<b>People Power:</b> Do we have the right people in place to do the task well? Do we have enough staff capacity (time and resources)?
	<b>Financial Resources:</b> Has a budget been prepared? Do we have enough financial resources to complete the project? Do we need to secure funding, grants or investors?
	<b>Expertise:</b> Do we have all the expertise needed within our team, or do we need to hire contractors for additional knowledge or specialized skills?

## ***Action Planning & Implementation***

Once a task or project is chosen as a Priority Action, the Lead person or team will complete a more detailed planning process to develop a work plan, budget, timeline and define the deliverables or targets that define successful completion of it.

## ***Monitoring & Communication***

Our community is moving so quickly on our progress at present that it's essential we check in on our progress at least every three months and provide updates annually. Our Leadership team is responsible for tracking progress on the Priority Actions that their teams are responsible for and evaluating how successfully we completed the Action. Updates on our progress and successes will be shared via our community newsletters and on a dedicated CCP tracking page on our community website.

## ***Keeping the Our CCP "Alive"***

Our CCP is meant to be a "living document", not a document that will be left on a shelf to collect dust and become irrelevant. This means that our CCP must be responsive to evolving community needs through continued input from our staff and members. It also means that we must keep our CCP current by updating our Priority Action list annually by adding new Actions due to start in the next 24 months and by moving completed Actions out of the list (these will be noted separately in our "Recently Completed" list). Members will be invited to review and provide feedback on the new versions of the Priority Action list before it is formally approved/adopted into the CCP.





## ABBREVIATIONS KEY

### CCP

Comprehensive Community Plan

### BNA

Bingwi Neyaashi Anishinaabek

### C&C

Chief and Council

### FWB

Family Well-Being Department

### ISC

Indigenous Services Canada

### FMB

Financial Management Board

### FAC

Finance & Audit Committee

### FAL

Financial Administration Law

### LNPMI

Lake Nipigon Forest Management Inc.

### PVAWP

Papasay Value-Added Wood Products

## Navigating this Report:

Our CCP Final Report is “comprehensive” – its contents includes summarizing our past, present context and future dreams, as well as providing an overview of our current band operations and teams. We’ve tried our best to organize all this information in a way that is easy for readers to navigate, by colour coding the report sections as follows:

SECTION	WHAT’S INSIDE:
<b>Section 1: Introduction</b>	<i>What is CCP? Why did we make one? How did we create it?</i>
<b>Section 2: Our CCP Foundation</b>	<i>Where Have We Been? BNA’s History, CCP Background, CCP Logo &amp; Title</i>
<b>Section 3: Community Overview</b>	<i>Where are We Now? BNA current context, operations, and important info about us</i>
<b>Section 4: CCP Vision, Topics &amp; Goals</b>	<i>Where do We Want to Go? What does BNA’s ideal future look like? What does each CCP Topic need to work towards?</i>
<b>Section 5: CCP Priority Actions</b>	<i>How Will We Get There? What are our Next Steps? Who is responsible for them?</i>
<b>Section 6: CCP Monitoring &amp; Renewal</b>	<i>Have we Arrived? How will we keep our CCP active and up to date? How we will keep our community informed and involved?</i>
<b>Section 7: Appendices</b>	<i>Additional Information and Resources</i>



**Tip:** These colours appear on the outside of edge of each page so you can easily flip to the section with the information you want.







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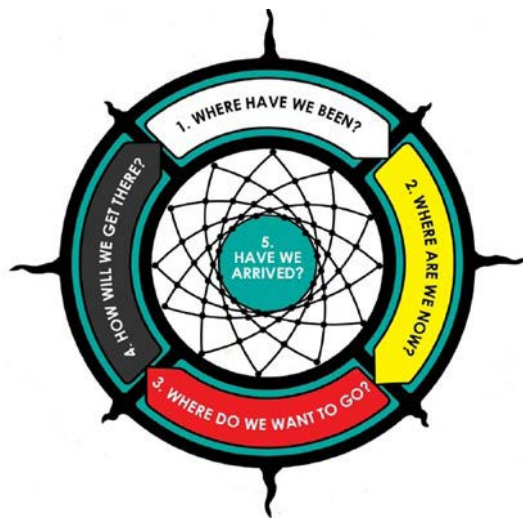
Family Well-Being & EarlyON Programs & Services

# 1.0 INTRODUCTION

## 1.1 What is CCP?

Comprehensive Community Planning (CCP) is an Indigenous-designed, holistic, community-driven planning process that reflects the values, principles, teachings and culture of the community. Built by the members of our First Nation, CCP is a process that enables our community to build a road map to achieve our long-term goals with consistent dedication to achieving our Vision (see Section 4.0 for more on this) while continuing to include our community members in setting medium-term priorities and short-term actions.

The first Comprehensive Community Plans were developed in the mid-2000s by First Nations in western Canada as a decolonized, holistic approach to planning. The process has five stages and is inclusive of all voices of the community and helps drive action planning to address the concerns, solutions and priorities of the community.



**1. *Where have we been?*** Understanding our past and what events or circumstances have led us to the present-day reality.

**2. *Where are we now?*** Understanding our current situation, community values, and gathering information about our community that is important context to have before we start planning for the future.

**3. *Where do we want to go?*** Looking ahead and creating a Vision statement that describes the future we want to see our First Nation achieve and our next generations to enjoy, including creating long-term goals to focus on.

**4. *How will we get there?*** Creating action plans designed to bridge the gap between our current situation and the future desired state we want to achieve, focusing on the steps we need to take to move closer to our goals.

**5. *Have we arrived?*** Deciding how we will monitor and measure our progress, as well as inform our community and update our action plans as we move forward.

Once a CCP is created, it becomes a useful tool to guide other community planning processes, such as strategic plans, operational plans, land use plans and capital asset planning, and ensure that as the community grows and develops, all our plans align with the long-term Vision and Goals set by the members.



## 1.2 Our CCP Development Story



### **2019-2021:** *Laying the Groundwork During COVID-19*

Our CCP story, like many First Nations in Northern Ontario, is a bit unconventional due to the timing of its launch. Bingwi Neyaashi Anishinaabek started our CCP project back in 2019, when funding was secured to hire a project coordinator and support community engagement activities. Unfortunately, the onset of the COVID-19 pandemic in early 2020 led to significant delays and limitations for the project in the initial phases. Our Coordinator had to redevelop the project work plan and started research on Phase 1 while the community navigated this unprecedented crisis.

CCPs are meant to be heavily driven by input from community members but gathering in person was not a possibility for the foreseeable future. Additionally, staff

and members were finding themselves overwhelmed with the added pressures and adjustments to their daily lives and workloads that the pandemic created. It was decided that the CCP project timeline would need to be extended and, while we sheltered in place and maintained social distances, an interim process was started to get the project rolling.

Our Chief and Council consulted with our community Directors and program managers remotely to define the CCP Topics that would help organize our plan so that all areas of our community operations, services, programs and development would be given equal exploration and have unique goals and actions developed for each area. This led to the creation of eight CCP topics:



***Gi-Dakiiminaan***  
Traditional Lands



***Waakaa'igin***  
Housing



***Aki Machiitawin***  
Community Lands & Development



***Tawin Meno-Ayawin***  
Health & Wellness



***Weshkut Anishinaabe Biimadiziwin***  
History & Culture



***Zhooniyaa Maachitawin***  
Economic Development



***Ogimah Naaknigewin Ogimah Ozhibii'igewin***  
Governance & Administration



***Chikaapiigesii Chiigun***  
Energy & Infrastructure

*Where have we  
been?*

*Where are we  
now?*

*Where do we want  
to go?*

With these topics as an outline, the CCP coordinator gathered a CCP Committee comprised of BNA Members dedicated to participating in the project during the pandemic. Through monthly meetings via Zoom, the committee explored the first three questions of the CCP Process.

The CCP Committee held a total of 10 meetings, which lasted between 2-3 hours each. Before each meeting, the committee members were given an agenda and questions regarding the CCP topic that would be discussed. CCP committee members were encouraged to share these questions with their families and other community members and bring the feedback that they received with them to the meeting to share with the rest of the group. The ideas, concerns, future hopes, and current priorities that were shared in the meetings were noted and used to develop the first drafts of the CCP framework in 2022.

### **2022-2023:** *Engaging our Community & Staff*

In 2022, the original project coordinator's funded position ended. The draft framework that was developed was reviewed by Chief and Council but during this same time, the pandemic was beginning to ease, and community gatherings were possible again. A special request was made to the new BNA Communications Officer and the CCP Advisor from Nokiiwin Tribal Council: "Can we gather more input from our community members?"

An interim work plan was created to ensure that community members had more opportunities to participate in the CCP's creation. In early 2023, additional community engagements were held, including focus groups, workshops, input booths at community events and a survey. Funding for an additional year of CCP action planning and implementation was secured to support the additional efforts made to complete the CCP framework.

In the last half of 2023, workshops with our staff, interviews with our program managers and directors and a community presentation of the revised CCP framework were completed.





**2024 and Beyond:** *Implementation, Monitoring and Updating our CCP*

A finalized framework, including this final report, and formal launch of our CCP have been the main focus of the first months of 2024. As we move ahead, we will continue to ask the community for input and feedback on our progress, and update our action plans as needed.





# 2.0 WHERE HAVE WE BEEN?

## CCP FOUNDATION

### 2.1 The Origins of CCP

The CCP movement was driven by First Nations in BC, beginning around 2004, though it draws on centuries of indigenous community management expertise, including the Nations of the Yaqit ṛa·knuqti 'it, Musqueam, Tsleil-waututh, ṛaq'am, and Tsawwassen and Ktunaxa peoples. These nations were frustrated with the limited timelines (three to five years) and authoritative perspective of the western planning models that ISC was requesting they complete.

In Indigenous models, we value all voices when we make decisions, including our past (ancestors), present (members today) and future (the generations that are coming). So, they went to their members, asking for their input on all aspects of community life and did not limit the conversations to only a few topics or a Western timeline. CCPs were created so that everything the members wanted to see or were concerned about could be included and the plan would continue to include them in future decision making.

### 2.2 How Our CCP Came Together

Our first introduction to CCP came through our neighbours in Animbiigoo Zaagi'igan Anishinaabek (AZA), who pioneered the adoption of the CCP process by First Nations in Northern Ontario and published their CCP in 2012. Their plan (entitled "Giiwedaa", meaning "Coming Home") is considered 'the gold standard' for CCPs in our region.

AZA partnered with Nokiiwin Tribal Council, of which Bingwi Neyaashi Anishinaabek and AZA are member First Nations, in 2016 to deliver CCP Information Sessions and Training Workshops to help other community Leaders learn about and prepare for undertaking this new planning process. The rest of Nokiiwin's member First Nations were eager to create their own CCPs and we sought funding to support the plan soon after through Indigenous Services Canada (ISC). Nokiiwin also sought funding and soon hired a CCP Advisor to support their member nations with their CCP Projects.

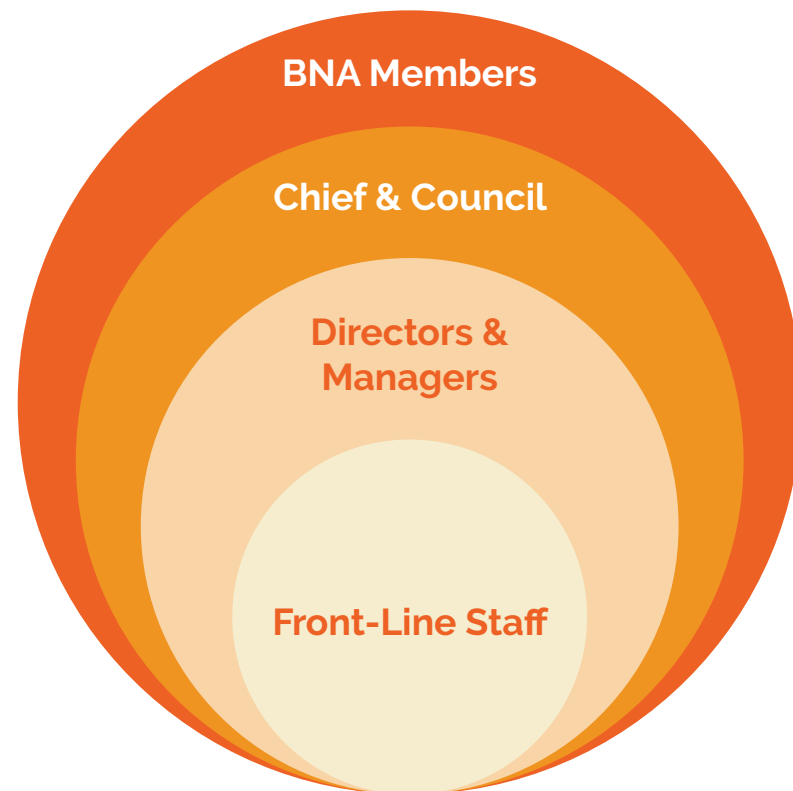
What we learned from our neighbours is that the foundation of CCP is the community members' voices, reflecting the Anishinaabe community model. Unlike Western approaches to community management, which focus on top-down decision-making, Anishinaabe people believe that everyone in the community has an important role to play, according to their Dodem (clan) and the gifts given to them by the Creator (Ref article – Dr. Maya Chacaby).



Figure 1: Giiwedaa - AZA's CCP Report Cover (2012)

As Anishinaabek, we highly value and respect each community member and encourage them to use their gifts in our community. The CCP process starts with conversations with members and makes community input integral to all future planning. Their needs, ideas, concerns, and dreams for the future are the foundation of how the CCP is created, how the community's long-term goals are defined, and choosing the targets and actions to focus on first.

As the primary planning document for BNA, the CCP becomes the first point of reference for our Chief & Council when evaluating opportunities and creating an advocacy tool when working with partners and funders. Our leaders, directors, managers, and staff are here to serve BNA members; their voices should be the first consideration. The CCP keeps us all connected under our shared goals and moving forward together with our Vision on the horizon, despite the changes to our office and team that may come.



## 2.3 CCP Title and Logo

Even though the Title and Logo are the first things you learn about our CCP, they were the last part of the CCP to be created. We didn't start drafting them until all the input we needed to create the CCP plan had been gathered and the framework drafted. The themes and priorities emphasized by our members gave us inspiration.

In particular, the teaching, speaking and integration of Anishinaabemowin in all aspects our community's operations and activities was a cross-cutting theme across all of the CCP Topics. Our language is integral to our identity as Anishinaabe people. It keeps us connected to our ancestors and their wisdom. It sparks feelings of pride when we hear it spoken or see it appear on official documents and signage for our First Nation.

We worked with community Elder and fluent Anishinaabemowin speaker Marcel Donio to create our Title, "Geh-zhe Naak-ko-ne-geh-ing". Though this phase doesn't have a direct English translation, we can interpret it roughly to "How We Will Rule". In English, the meaning of the word "rule" often has negative connotations with other ideas like an inflexible direction or one person has unilateral authority and control over others. That is not the meaning here. In Anishinaabemowin, it implies a collective responsibility by the community and that all members have ownership of it. The title also implies that the CCP is a kind of formal "rule" book or guide collectively created by us and that we are committed to using it to make decisions and work towards our goals.

# GEH-ZHE NAAK-KO-NE-GEHING

## “HOW WE WILL RULE”

### How We

- = Community Values & Goals
- = Collective “we”. All BNA Members are part of the CCP's creation and it's continued evolution, changes made through engagement consensus of all members

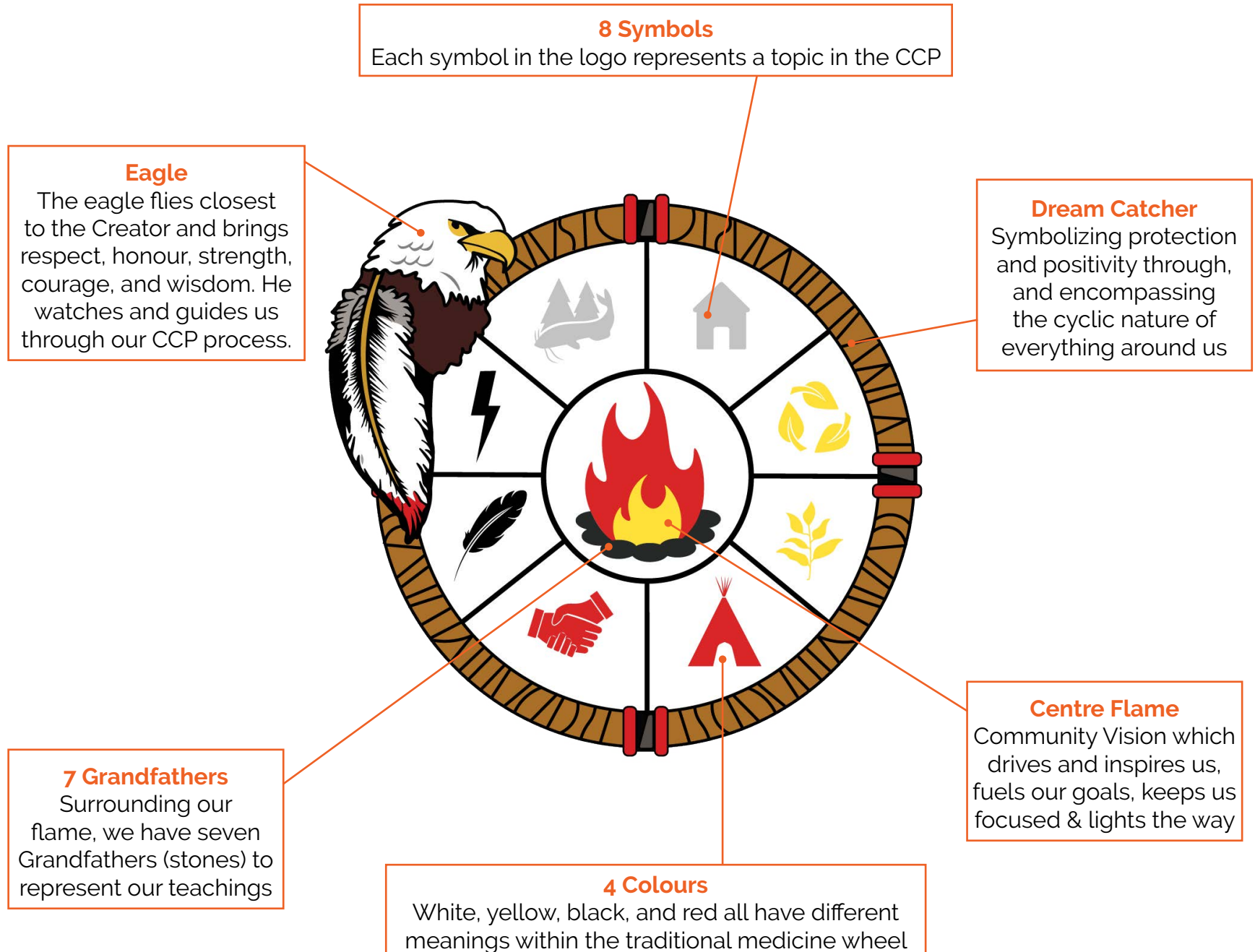
### Will Rule

- = Future orientation, CCP's are long-term plans to guide all future actions
- = Guide, manage, and direct our steps over the next few decades (project, plans, policies, partnerships, ect.) to achieve our end goals.



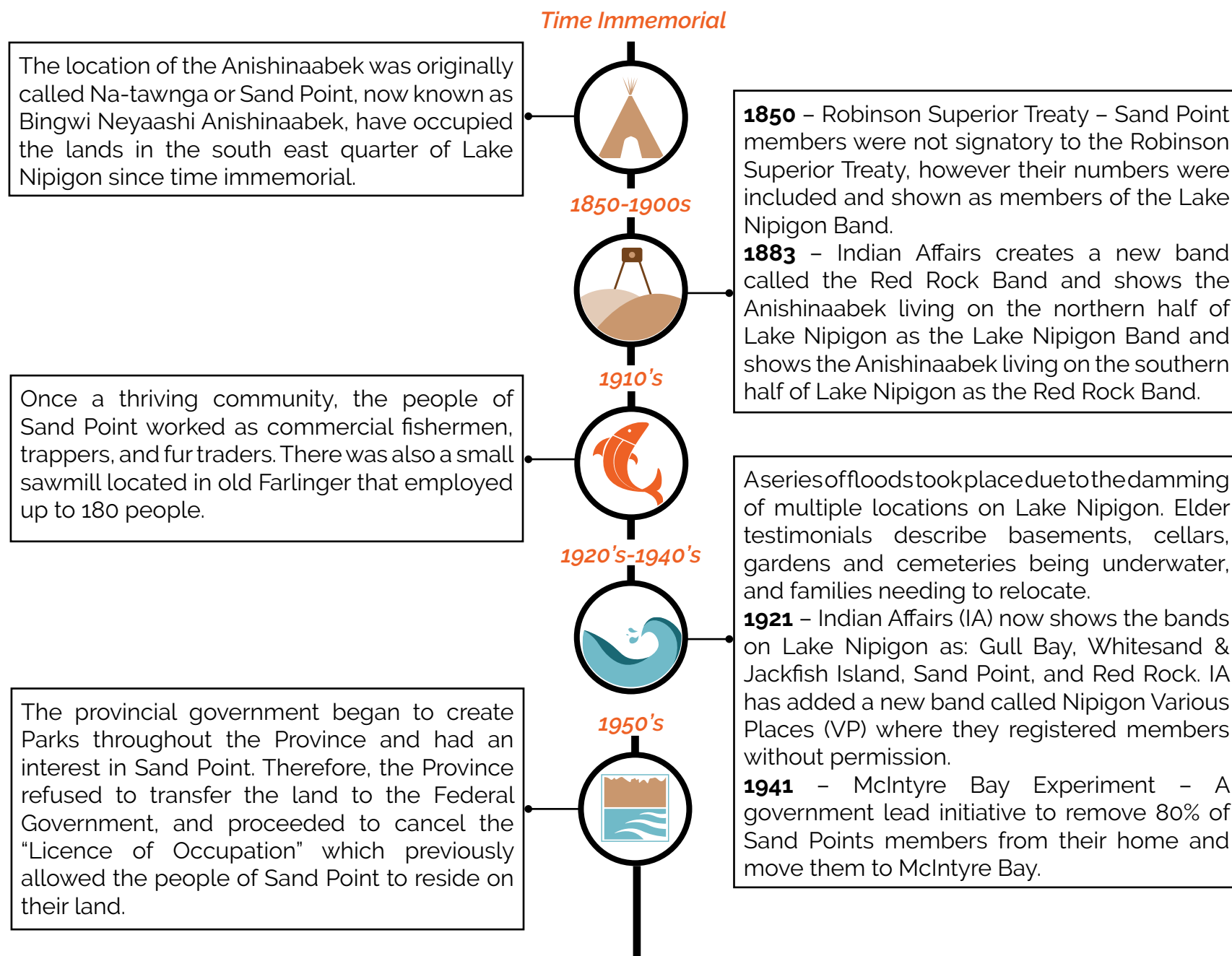
Our logo went through several iterations before the logo that appears on our cover was finalized. The logo incorporates our Nation's identity by including the Eagle and dreamcatcher frame that are also in our community logo. These are important items to us culturally (see diagram page #10). The eight symbols inside the frame represent the Topics of the CCP, you'll see these icons throughout this report and on future CCP communications. The flame at the centre of the CCP logo represents our Community Vision, which drives and inspires. We look to this Vision for guidance and gather around it for clarity and comfort. The flames (our vision) is surrounded by seven Grandfather stones, representing our values as Anishinaabek and the teachings of our ancestors, the foundation who we are and our traditional ways. The four colours of the traditional medicine wheel are used for the CCP Topics and Vision, a reminder of teachings and the balance we seek to maintain, with each area of the plan playing a special role in achieving our Vision.







## 2.4 Bingwi Neyaashi Anishinaabek's History





The members who remained on the lands at this point were then displaced from their community and forced to flee their homeland due to the creation of Blacksand Provincial Park later changed to Lake Nipigon Provincial Park. One of the Park Rangers responsible for burning down the remaining homes at Sand Point was interviewed prior to his death, and confirmed the account.

1950's



1980's



**1982** - Charter of Rights and Freedoms: Constitution Act of 1982 - Section 35 "Rights to Self-Government" enacted  
**1983** - BNA Elects Chief and two Councillors to formally represent Sand Point First Nation and file petition with Government

1990's



The Province of Ontario occupied and operated Sand Point as a provincial park throughout the remainder of the 20th century. The park was closed in 1994, allowing the First Nation to reclaim their land.

2010's



**2010** - BNA received its Order in Council from the Government of Canada, returning Lake Nipigon Provincial Park to Sand Point First Nation with a registered population of 197.  
**2011** - Capital Planning Study & Strategic Plan  
**2014** - Land Code ratified

2017



BNA began re-developing the houses and our Papasay Sawmill begins operation.

2020's



BNA has 400 registered band members. They have begun developing 4 more rental lots, and have plans to develop more housing in the year, with 25 current band members residing on the land and more to come home.

# 3.0 WHERE ARE WE NOW?

## CCP TOPICS AND COMMUNITY CONTEXT

### 3.1 Overview - Our First Nation Today

Bingwi Neyaashi Anishinaabek (BNA), formerly known as Sand Point First Nation, is a community of 400 registered members, in northern Ontario, with its reserve lands (984.6 hectares) located on the southeast shores of Lake Nipigon. BNA members live across Canada, but most have settled in Northern Ontario and many in communities close to their traditional community settlement, which was returned to the community in 2010.

Because of the forced removal and destruction of BNA's community settlement from these lands in the 1920's and 30s (see Section 2.0), the community is currently rebuilding its infrastructure, residential homes, government buildings and cultural spaces on the community site, while also developing lands for new commercial and industrial purposes.

Despite the challenges of delivering services and programs to a dispersed population while also planning and rebuilding the re-establishment of our home on the land, BNA is growing steadily and improving its operations year over year. We maintain our connection to the land and water through our traditional ways, the stories of our Elders and the speaking of our language. We look to the future and consider how our choices today will impact future generations while remaining open to new opportunities, modern solutions and best practices to deliver the best possible services and programs to our members.

Find updates on BNA's current plans, projects and operations on our website: [www.bnafn.ca](http://www.bnafn.ca).

### MISSION STATEMENT

To reclaim and protect our lands, gather and empower our people, embrace and restore our traditional ways, and sustainably build our First Nation.

### VISION STATEMENT

Bingwi Neyaashi Anishinaabek is a community that commits to reclaiming our traditional ways, restoring our language, and rebuilding our community on the shores of Lake Nipigon while ensuring that our community development practices are sustainable, inclusive and innovative.

### VALUES

We adhere to the following Seven Grandfather Teachings:

WISDOM  
LOVE  
RESPECT  
BRAVERY

HONESTY  
HUMILITY  
TRUTH

### **Current Chief & Council**

Term: 2021 – 2025



Councillor Lillian Calder

Councillor Tracy Gibson

Chief Paul Gladu

BNA's Chief and Council are chosen every four years by the community as stated in our custom election code. BNA's next election will take place in April of 2025.



### Community Location & Traditional Territory

Our traditional territory since time immemorial is in the northwestern region of Ontario, Canada in what is now called the District of Thunder Bay (which acts as the major service hub for all communities in the region).

Our traditional territory includes the waters of Lake Nipigon and the lands surrounding our community, located at what is now called Sand Point First Nation or Bingwi Neyaashi Anishinaabek.

BNA's reserve is located on the southeast shores of Lake Nipigon, approximately 60km north of the town of Nipigon, and 20km south of the town of Beardmore, on the site formerly occupied by the Lake Nipigon Provincial Park. Our Head Office, traditional Pow-Wow Grounds, historical Cemeteries, Public Works Maintenance Garage/Office and Industrial Park are located here.

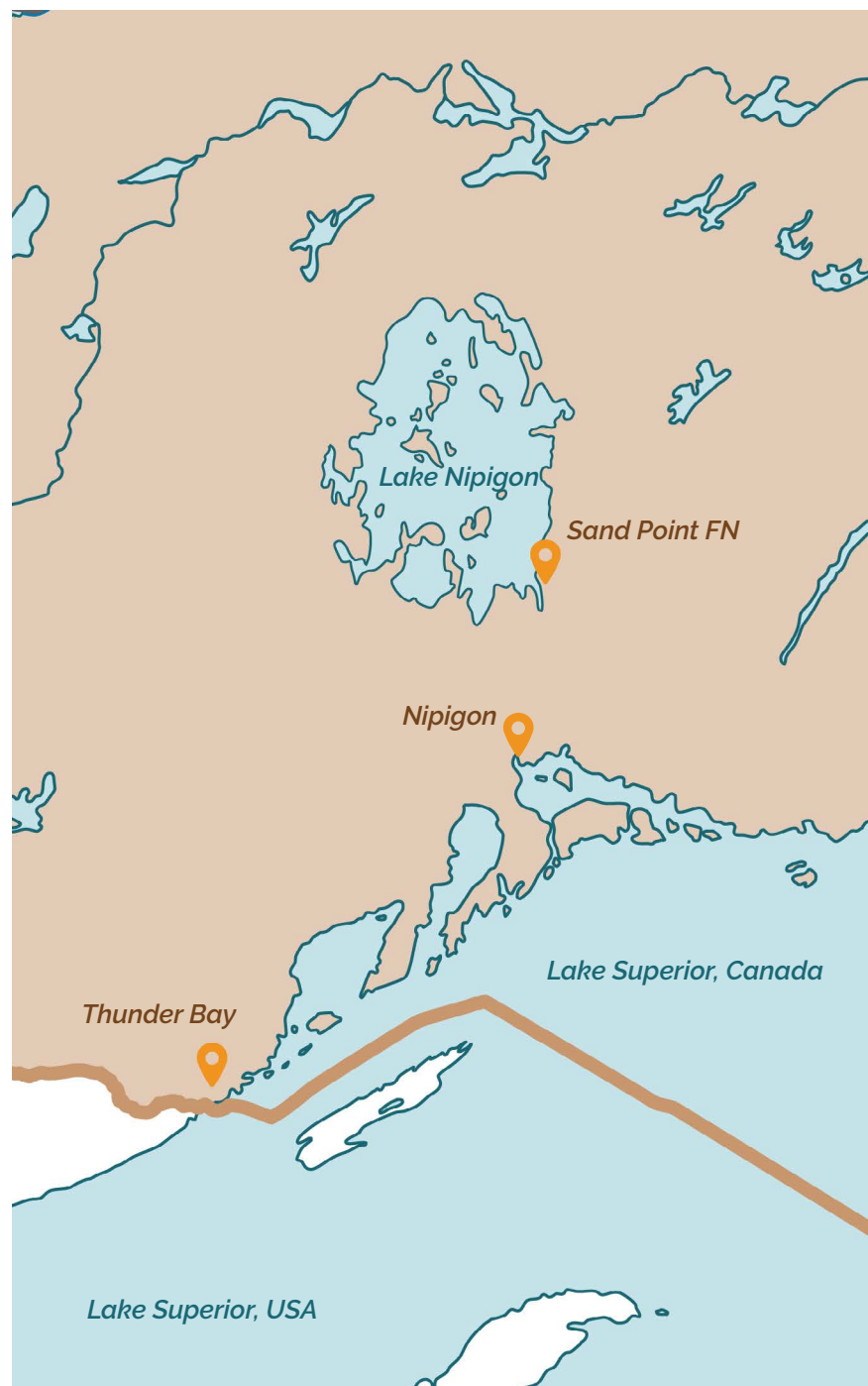
BNA is accessible by road and located near TransCanada Highway 11.

The nearest airport is Thunder Bay International Airport located 180km southwest of the community via TransCanada Highway 11/17.

The nearest international border is the Pigeon River border crossing located 240 kms southwest of BNA, via Highway 61, which gives access to the United States via Minnesota.


Our community also operates satellite offices in the City of Thunder Bay, including:

- Satellite Band Office - 292 Court Street South
- Family Well-Being Office & Early On Centre - 250 Van Norman Street
- Grandview Centre - 150 Grandview Road



### 3.0 WHERE ARE WE NOW?



 8 New Housing Units (2 x 4-unit complexes) completed – Feb 2024  
4 new detached family homes under construction – completion date: Fall of 2024  
Residential Units: 13 constructed, 20 lots serviced for future development

 9 kms of Road – Major Upgrades in 2023!

 All Transmission Line Projects Completed at Sand Point – 2023

 5 Summer Students hired in 2023

 Other properties: Big Virgin Island, Blue Lake property

 15 Families attended Family Summer Camp  
~ 300 people attended BNA Pow Wow (2023)  
17 youth attend Youth Summer Camp  
New – Juniors Camp at Grandview launched

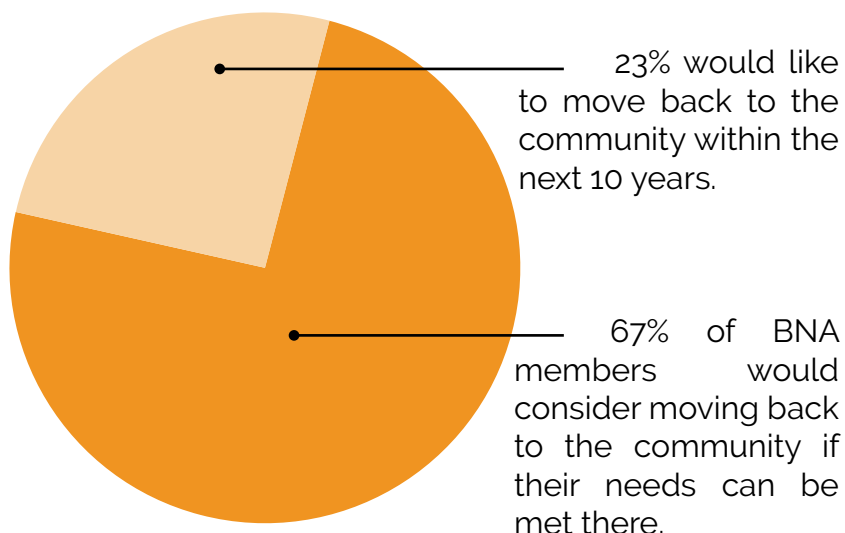
 Cemetery Studies & Policy Draft

## Annual Community Events:

- Quarterly Community Update Meetings
- Annual Ice Fishing Event (March)
- Annual Anishinaabe Kwe Event (May)
- School's Out Summer Bash (June)
- Youth Summer Camps (July)



- Family Camp (August)
- Annual General Meeting (August)
- Community Pow-Wow (June)
- Halloween Haunted House (October)
- Members Christmas Party (December)





## BNA Partnerships & Affiliations



### 3-Nations Resources



### Greenstone Waste Management Committee (GWMC)



### Exploration Agreements



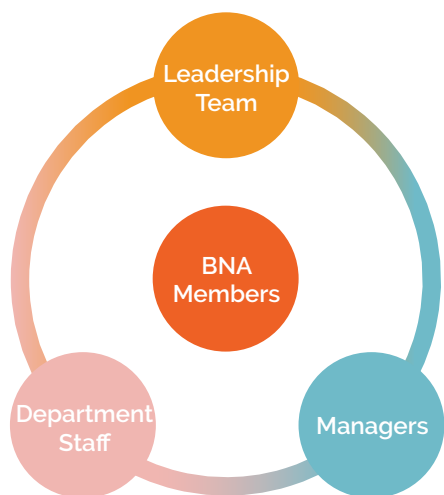
### MOU's



## 3.2 BNA Services, Programs and Operations Today

### **Band Office Operational Overview**

Bingwi Neyaashi Anishinaabek is a First Nation that is consistently growing and expanding. Our registered membership has grown from 197 members in 2010 to 400 members in 2024 (Source: ISC First Nation Profile data). Our services, programs, and departments are steadily growing along with our community, thanks to our dedicated leadership team, managers, and staff. Band operations are carried out through different levels of responsibility for decision-making, but we are all united in serving our members.



### **Leadership Team**

The first level of responsibility rests on our Leadership Team. This team includes our Chief and Councillors, our CAO, and our Directors (Finance, Economic Development, Social Services, Public Works). Directors are high-level managers with extensive professional experience; they oversee key sectors of operations and are dedicated to achieve our long-term goals. This team is responsible for ensuring BNA is operating within all legal requirements, compliant with our custom laws and codes, and advocating

for community needs with our partners in government, industry and other First Nations.

### **Management Teams**

The next level of responsibility is our Team Managers. These dedicated professionals work together with our Directors to plan and organize the many projects, programs and services that we are actively delivering or pursuing. Managers are essential to on-boarding, guiding and supporting their staff so they can do their best work and report on progress/program delivery to their respective Directors.

### **Department Staff**

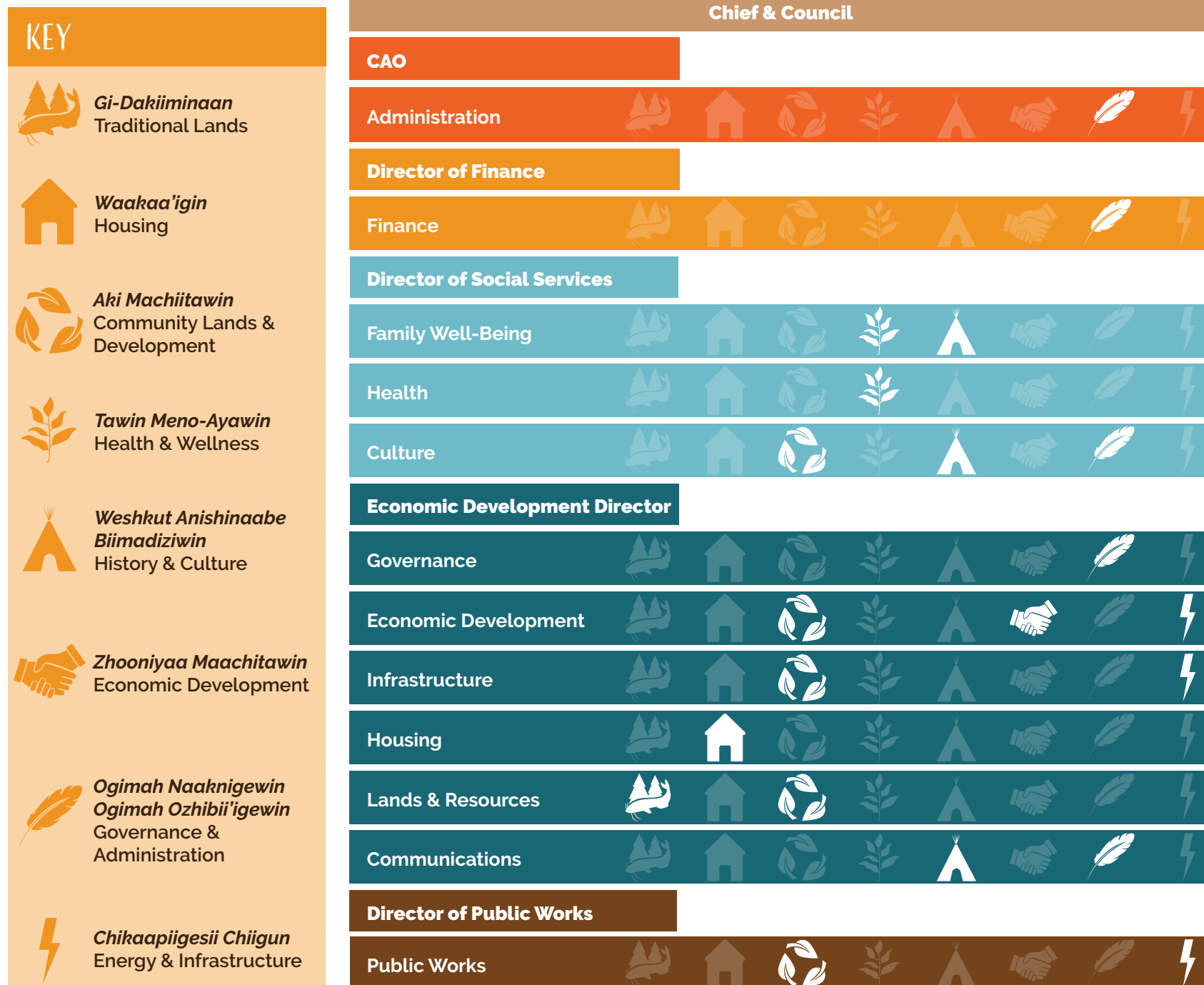
The highest level of responsibility is our department staff. This includes program coordinators/representatives, administrative officers and assistants, front-line workers, contract staff and equipment operators. Our staff are the lifeblood of BNA's operations and often have the best perspective of our community members' needs.



Governance	Finance	Administration
<ul style="list-style-type: none"> <li>▪ BNA CAO &amp; Director of Economic Development</li> <li>▪ Custom Laws and Codes</li> <li>▪ Policies &amp; Procedures</li> <li>▪ Advocacy</li> <li>▪ High-Level Planning &amp; Strategy Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ BNA CAO &amp; Director of Finance</li> <li>▪ Finance &amp; Audit Committee (FAC)</li> <li>▪ Financial Administration Law (FAL)</li> <li>▪ Multi-Year Financial Plan</li> <li>▪ Policy &amp; Procedures</li> <li>▪ Accounts Payable &amp; Receivable</li> <li>▪ Financial Reporting &amp; Audits</li> <li>▪ Payroll</li> </ul>	<ul style="list-style-type: none"> <li>▪ BNA CAO &amp; Director of Economic Development</li> <li>▪ Human Resources</li> <li>▪ Information Technology</li> <li>▪ Policies &amp; Procedures - Adherence</li> <li>▪ Communications</li> </ul>
Family Well-Being	Health	Culture
<ul style="list-style-type: none"> <li>▪ Director of Social Services</li> <li>▪ Manager of Family Well-Being</li> <li>▪ Family Representative Manager</li> <li>▪ Family Wellness Programs</li> <li>▪ EarlyON Centre</li> <li>▪ Jordan's Principle</li> <li>▪ Band Rep Program</li> <li>▪ Food Security Program</li> <li>▪ Transportation Services</li> <li>▪ Youth Council</li> <li>▪ Education Portfolio</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director of Social Services</li> <li>▪ Manager of Health</li> <li>▪ Home Community Care Programs</li> <li>▪ Mental Wellness Programs</li> <li>▪ Community Wellness Programs</li> <li>▪ Outreach Programs</li> <li>▪ Community Paramedic Program</li> <li>▪ Gambling and Substance Use Disorder supports</li> <li>▪ Transportation Services</li> </ul> <p><i>*Full list in Appendix IV</i></p>	<ul style="list-style-type: none"> <li>▪ Director of Social Services</li> <li>▪ Cross-departmental support by Cultural Coordinator</li> <li>▪ Roundhouse Project</li> <li>▪ Pow-wows</li> <li>▪ Drum socials</li> <li>▪ Ceremonies</li> <li>▪ Protocols</li> <li>▪ Language</li> <li>▪ Traditional Teachings</li> <li>▪ Sharing Circles</li> <li>▪ Elder Committee</li> </ul>
Economic Development	Infrastructure	Housing
<ul style="list-style-type: none"> <li>▪ Director of Economic Development</li> <li>▪ Papasay-related Projects</li> <li>▪ Industrial Park Development &amp; Leasing</li> <li>▪ Business Partnerships with Business &amp; First Nations</li> <li>▪ Economic Development Strategic Plan</li> <li>▪ Employment &amp; Training</li> <li>▪ Tourism</li> <li>▪ Industrial Park &amp; Commercial Zones Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director of Economic Development</li> <li>▪ Manager of Infrastructure &amp; Housing</li> <li>▪ Asset Management Plan</li> <li>▪ Community Energy Plan</li> <li>▪ Waste Transfers Station Project</li> <li>▪ Land Code &amp; Land Use Plan</li> <li>▪ Transmission Line Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director of Economic Development</li> <li>▪ Manager of Infrastructure &amp; Housing</li> <li>▪ Housing Committee</li> <li>▪ Housing Policies &amp; Rental Agreements</li> <li>▪ Unit Condition Monitoring</li> <li>▪ Tenant Meetings</li> <li>▪ Building Plans, Designs &amp; Contractor management</li> <li>▪ Asset Management Plan</li> </ul>



## Operational Alignment with CCP



### 3.3 Organizational Chart

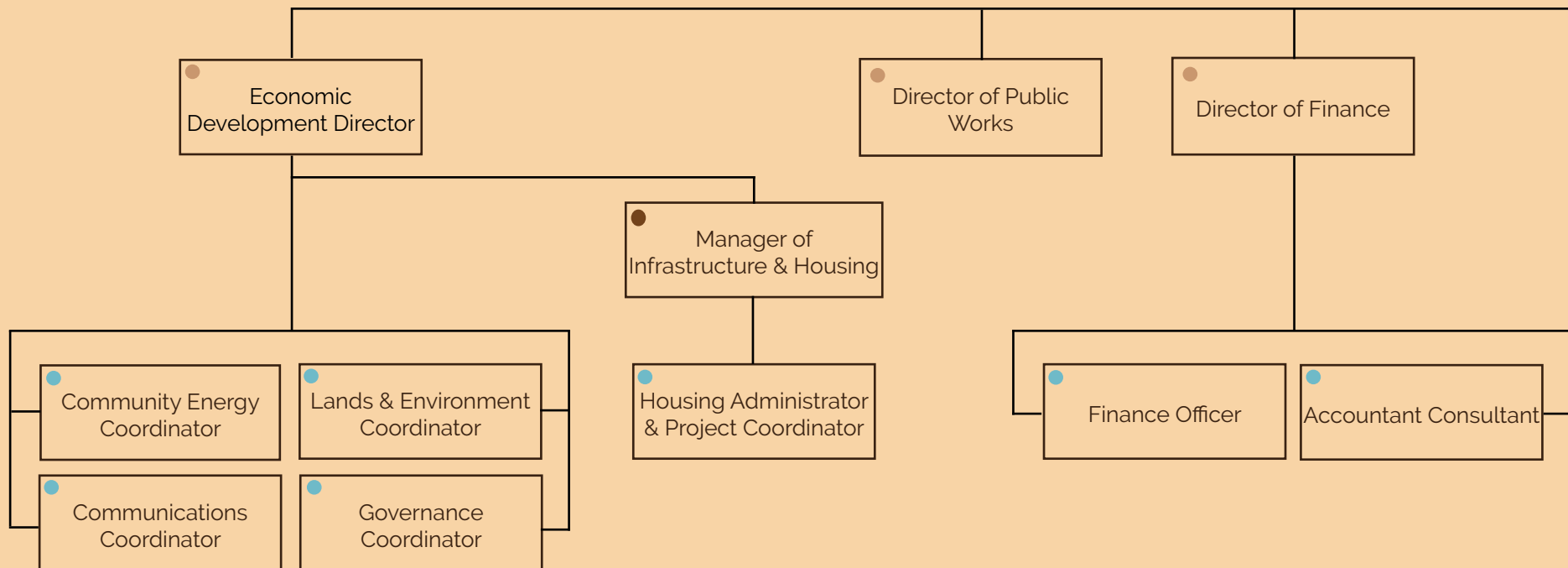
**2020 - 2024**

**Executive Council**

**Chief Paul Gladu**

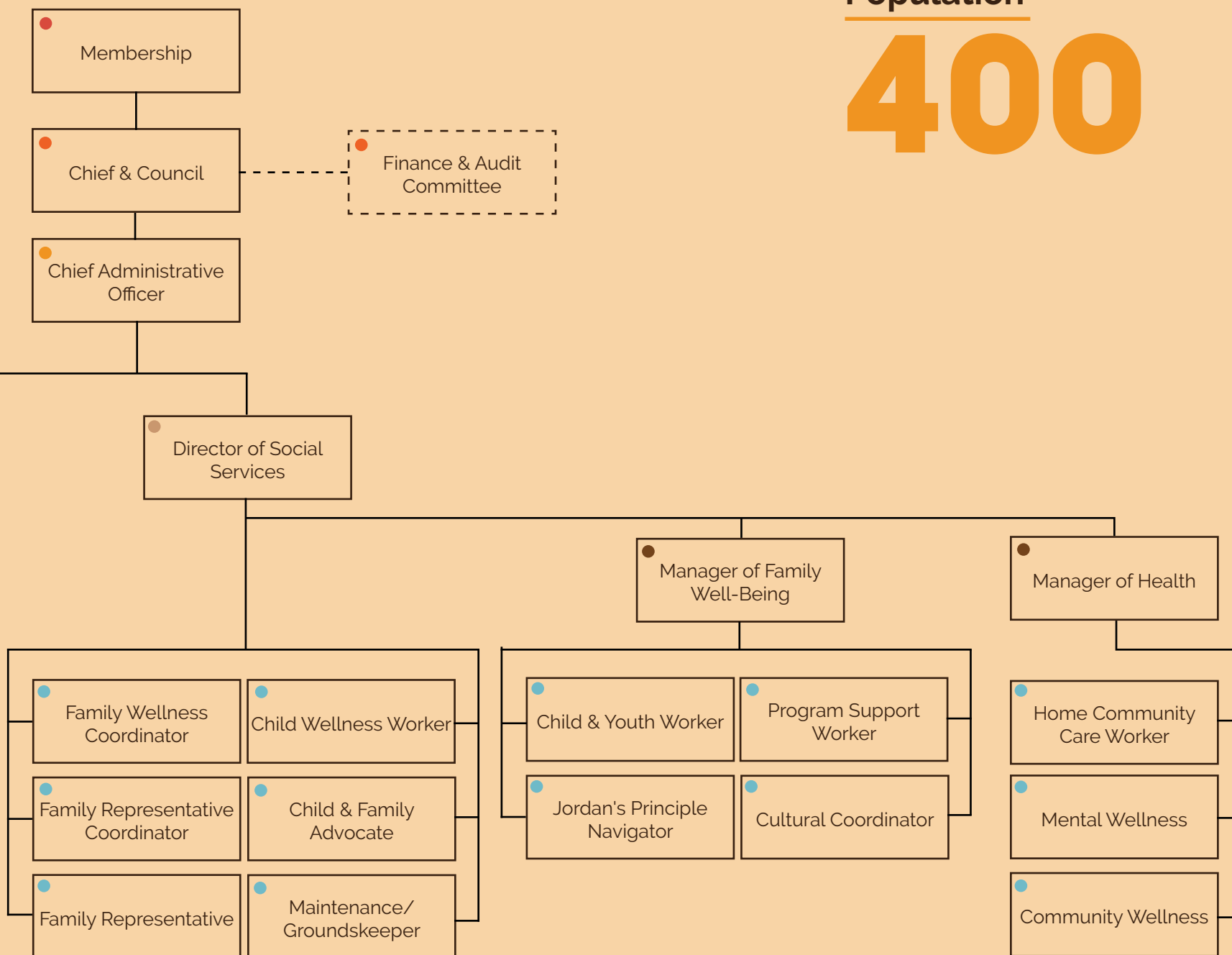
**Councillor Lillian Calder**

**Councillor Tracy Gibson**



2023 - 2024  
Population

400





## RECENT PLANS & PROJECTS

- Land Use Plan (2023)
- Community Energy Plan (2021)
- Capital Planning Study (2024)
- Greenspace Community Plan (2023)
- Roundhouse Study (2024)
- Commercial Zone Study (2024)
- Asset Management Plan (2023)
- Bioheat Study (2023)
- Flood Vulnerability Study (2023)
- Amended Land Code (Re-Ratification 2024)
- Financial Administration Law (Anticipate 2024)

## 3.4 How does CCP Fit with our Current Plans & Projects

Because a CCP is by definition a “comprehensive” plan, the scope of it covers all of BNA’s services, programs and departments. The timeline of the CCP is much longer than any other process we use to manage our workloads. And we have many other planning documents and strategies already in place that also provide directions to follow and state goals to achieve. So, which plan should the folks responsible for making decisions and directing staff follow? How can all of these plans work together without creating duplication of work or overburdening our staff with multiple action plans to complete?

The key is to look at the scope and timeline of each plan or strategy. Each document should be using our community Vision, Mission and Values as a starting point, which creates a natural alignment between the overarching purpose and approach of each plan.



The CCP is an overarching, long-term plan (10-50 years). If an eagle were flying over our band office, the CCP's goals and objectives are what it would see from 5,000 feet above. It would see a general picture of how we operate as a whole and how many teams we have, and the big priorities they are working on, but not a lot of details. Chief and Council are responsible to keep the plan alive by working with Directors and Managers to check in on progress, share updates, and invite community members to give input.

Our Community Strategic Plans and Department-specific Strategies are medium-term plans (1-5 years) that focus on progress in a particular sector. If the eagle flying above our band office were to swoop down to say 500 feet, it would be able focus on goals in these documents, seeing additional goals and annual targets of each department it covers. Managers or Directors are responsible for the success of these plans.

Workplans and Action Plans are very specific guides for directing day to day operations. Our friend the eagle would need to perch on our windowsill and look inside to see the specific staff responsible for completing those plans.

Our CCP does highlight some short-term actions which our teams are responsible to complete, but it is not meant to direct staff on their day-to-day operations or overwrite existing work plans. We took care to consult with our Directors and Managers to make sure the Strategic Actions in the CCP align with their current projects or support the things they want to undertake in the next year. The CCP does not override these other plans; rather it promotes the community perspective to our Department Managers and Staff.

As we move forward and need to create new Strategic Plans or Department-specific Strategies, our leaders and managers should check in with the CCP Topic relevant to their work and make sure their plan is aligning with the Vision and longer-term goals.



# 4.0 WHERE DO WE WANT TO GO?

## CCP VISION & GOALS

In this section, we describe where we want to go as a First Nation and a growing community that is rebuilding from the ground up. The Vision Statement, CCP Topics/Objectives, and Outcomes contained here describe the ideas, hopes, and aspirations our members envision BNA accomplishing or achieving over the next 25 – 50 years. We will dive into more detail about how we will achieve these future dreams through some specific next steps in Section 5 – “How Will We Get There?”.

### 4.1 CCP Vision Statement

A Vision Statement provides direction to our Directors and department teams by describing the desired future our members want to see for our community. It reflects our identity, values, and traditions while expressing future aspirations. As we work towards the goals of our CCP over the years that follow, we will come closer to matching the future BNA as described in our Vision Statement.



Developing the CCP Vision Statement was an evolving process. To start, we reviewed older BNA planning and strategy documents, including community input from recently completed studies. Next, we gathered comments from our community members, whether that was from our CCP Committee members in the opening stages of the project or ideas shared on our Vision Board station at the Community Pow-Wow or comments given in our CCP Community Survey. Based on the repeated themes and phases from these activities (see sidebar), a draft Vision Statement was drafted and refined in the action planning workshops held with staff and leadership. We presented the draft of the CCP Vision Statement at the Community Meeting in November 2023.

With additional comments from the members, and some fine tuning to the wording, the CCP Vision Statement is proudly shared below:

*“Bingwi Neyaashi Anishinaabek is a community that commits to reclaiming our traditional ways, restoring our language, and rebuilding our community on the shores of Lake Nipigon while ensuring that our community development practices are sustainable, inclusive and innovative.”*



## REPEATED THEMES OR PHRASES ACROSS “VISIONING” ACTIVITIES:

- “Restoring what was lost”
- Youth are our Future, help them become future leaders
- Respecting & supporting our Elders
- Practicing our inherent rights
- Protecting Mother Earth” – responsibility to look after the land and waters
- Carrying forward our history, stories, songs, language
- Harmony, collaboration, working together
- Economic independence/self-sufficiency
- Healthy (physically, emotionally, mentally, spiritually), healed people have found/can find Mino Bimaadiziwin in BNA
- Inclusive and welcoming community (belonging)
- Equal opportunities for all, fairness and transparency
- Growing, “Booming”, Young Families
- Spiritually and Culturally thriving: protocols, ceremonies, gatherings, and traditions woven into all aspects of community life
- “Leading the way”, creating new paths, innovative and proactive, setting a positive example, sharing what we’ve learned with others
- Lifelong learning and job opportunities
- Vibrant community with access to good food, shopping, recreational activities and social events

## 4.2 CCP Topics: Objectives & Outcomes

### A note about the translation of our CCP Topic Names:

Early on in the project, CCP Committee raised the point that, in reflection of our identity as Anishinaabek and the importance our community feels about practicing and promoting our language, it is critically important to present our CCP Topics in Anishinaabemowin. Speakers of the language from our area were approached to translate the headings of our discussion modules. William Esquaga of BNA and James Mishquart of BZA were brought together to discuss and translate the CCP Topic Headings (Housing, Energy and Infrastructure, Community Lands & Development, Economic Development, Governance and Administration, Health and Wellness, History and Culture, Traditional Lands)

William Esquega and James Mishquart conferred with language experts and translators, reaching into the Matawa Region via Leesa Davey, Francine Pellerin, and Fred Jacob. Marcel Donio provided a final review of these translations so that these translations reflect the dialect of the people of Sand Point. Marcel Donio also provided us with the title of our CCP: Geh-Zeh Naak-ko-Ne-Geh-Ing to reflect the purpose of this report.

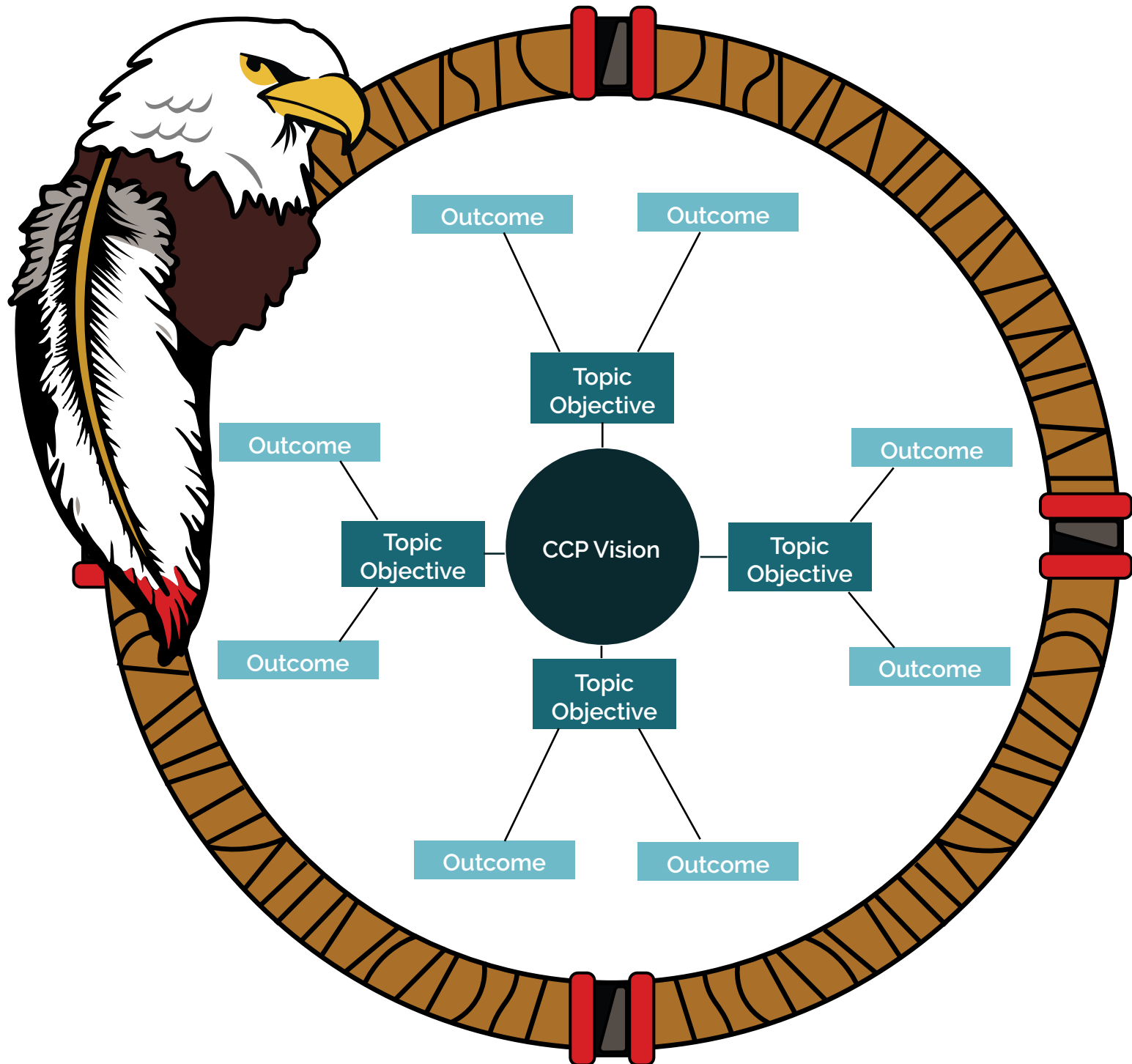
Some of these terms did not exist several centuries ago, and so, translating them meant creating unique phrases that gives a precise description of what the terms means in modern context and within Anishinaabe ways of knowing. Miigwetch to these knowledge keepers for giving each CCP Topic a title in our language, so that the speakers of Anishinaabemowin in BNA may be able to understand exactly what the topic addresses by just reading the title.



*William Esquega and James Mishquart*

In this section, you will see a CCP Objective statement and several Outcomes listed under each CCP Topic. The Objective statement is like an extension of the Vision statement: it is a description of where we want to go or what we want to achieve long-term on that topic. Each topic represents a different facet of our operations and helps us break down our Vision into manageable sections so our teams can focus their efforts effectively. The Outcomes then break out the topic's Objective further into more specific goals or targets.

# 4.0 WHERE DO WE WANT TO GO?









## 4.2.1 GI-DAKIIMINAAN

### TRADITIONAL LANDS

***Gi-Dakiiminaan Objective:***

*As inhabitants, stewards, and caretakers of our Traditional Lands since time immemorial, we will oversee and guide activities in our traditional territory to protect and sustain it for future generations to enjoy and thrive on.*

Gi-Dakiiminaan refers to all traditional activities, resource development projects and business opportunities taking place in our traditional territory, including the ways that we will continue to fulfill our responsibilities of these lands as caretakers as passed to us by our ancestors.



***Gi-Dakiiwinaan Responsibility***

- Director of Economic Development
- Director of Public Works
- Lands & Environment Coordinator
- Cultural Coordinator
- Chief & Council

***Related Activities (examples)***

- Hunting, fishing, trapping, foraging
- Mapping and documentation of sacred and historic sites
- All activities occurring on Lake Nipigon
- All activities occurring in Lake Nipigon Forest
- Partnerships and advocacy work with our neighbouring communities
- Negotiations with Industry and Government regarding exploration, resource extraction, highway development and environmental monitoring
- Community events, gatherings and activities in our traditional territory

***Gi-Dakiiminaan Outcomes – “What We Will Do”***

Develop and deliver **cultural education** and strengthen our members connection to our lands through **land-base learning, events and activities** for members

**Protect and preserve our lands** through mapping, documenting, monitoring activities, and teaching sustainable resource-gathering practices

Create **prosperity and jobs** for BNA members through land-based business and training opportunities and by **utilizing the resources from our lands** to build our community whenever possible

**Preserve, manage, and monitor activity** occurring in Lake Nipigon and Lake Nipigon Forest together with our neighbouring First Nations

Keep our **voice strong and proactive at the table with Government and Industry** in all resource development and infrastructure projects

Identify, protect and honour our historically or **culturally significant and sacred sites**





## 4.2.2 WAAKAA'IGIN HOUSING

### ***Waakaa'igan Objective:***

*As we rebuild in Sand Point, we will develop safe, sustainable, flexible and fair housing options so all BNA Members who wish to live in our community can do so.*

The Waakaa'igin CCP Topic refers to all housing-related activities necessary to rebuild our community at Sand Point. This includes policies, custom law/by-laws, planning, development, design, construction, maintenance and repairs as well as purchase and rental options developed by BNA for its members.



## *Waakaa'igin Responsibility*

- Director of Economic Development
- Manager of Infrastructure & Housing
- Housing Committee

## *Related Activities (examples)*

- Housing policy reviews & updates
- Funding applications and advocacy work for more housing financial resources
- Securing designers and building contractors for new residential units
- Coordination with Energy & Infrastructure teams to prepare homes for connection to essential utilities

## *Waakaa'igin Outcomes – “What We Will Do”*

Advocate for and **secure more funding to rebuild the homes and buildings** that were lost as quickly as possible

Develop a **diversity of housing options** to meet variety of needs and living situations (i.e. detached homes, duplexes, multiplexes, apartments)

**Reduce barriers to living on the land** through inclusive housing options (e.g. Elders complex, emergency housing, rent-geared-to-income options)

Prioritize **sustainable home designs** that are durable, energy-efficient, made with locally-sourced materials and powered by eco-friendly, reliable energy systems

Keep **fair and transparent housing policies** updated, applied, and enforced consistently

Develop more **seasonal and temporary accommodations** for members, visitors, staff and workers/contractors



## 4.2.3 AKI MACHIITAWIN

### COMMUNITY LANDS & DEVELOPMENT

***Aki Machiitawin Objective:***

*As a community celebrating new beginnings, we will manage our community development through laws, strategies, and community input to balance residential, commercial, recreational and community service demands.*

The Aki Machiitawin CCP Topic refers to all planning and development of our community on BNA's reserve lands (sometimes referred to as Sand Point), according to our Members' needs and hopes. Because we are starting anew, this is a vast topic and many of our teams and operations fall under this topic. Under Aki Machiitawin we focus on the plans, laws and codes that ensure our rebuilt community is designed according to our members' needs and reflects our Nation's culture. Housing and Energy/Infrastructure have been given their own CCP Topics with specific objectives and goals in those areas to avoid this section becoming too broad and to distinguish those areas of responsibility more clearly. You will find them in sections 4.2.2 and 4.2.8 respectively.





## ***Aki Machiitawin Responsibility:***

- Director of Economic Development
- Director of Public Works
- Manager of Infrastructure & Housing
- Lands & Environment Coordinator
- Communications Coordinator
- Interim Lands Committee

## ***Related Activities (examples)***

- Custom laws like MRP, EPL and re-ratification of Land Code
- Public Works scope and services/heavy equipment fleet
- Assets and infrastructure in community that support services needed to sustain a growing residential population (i.e. EMS, Firehall, Police, mobile health and social supports)
- Adherence to our Land Use Plan and Land Code
- Creating community assets and green spaces for BNA members to connect with each other, their culture and the land

## ***Aki Machiitawin Outcomes – “What We Will Do”***

Expand our **Lands and Public Works Teams** with more staff and resources to plan and manage development

Create and **implement customs laws, codes and policies** for community development that ensure our growth is in balance with our values (e.g. MRP, EPL, Land Code)

Establish and maintain **essential services for BNA members staying at Sand Point** (i.e. EMS, Fire, Police, PSW & home care supports)

Ensure that all **community buildings are designed to reflect our cultural identity** and commitment to sustainable building design

Develop **industrial and commercial zones** to support residential needs (e.g. Sawmill, grocery store, restaurant, gas station)

Demonstrate Sand Point's beautiful, natural, and welcoming spirit through the inclusion of **walkable neighbourhoods, cultural gathering and learning spaces**



## 4.2.4 TAWIN MENO-AYAWIN

### HEALTH & WELLNESS

#### ***Tawin Meno-Ayawin Objective:***

*As a caring community, we aim for all BNA members to have good quality of life through access to programs and services that serve their physical, spiritual, emotional, and mental health at all stages of life in an inclusive and safe space.*

The Tawin Meno-Ayawin Topic refers to all health and wellness activities delivered through our Family Well-Being, Health and Culture teams. (See *Appendix IV* for detailed list). As Anishinaabek, we look to the model of the medicine wheel to consider a holistic approach to “health”. Tawin Meno-Ayawin includes programs and services across these areas, such as social services, education programs, primary medical care, mental health and substance use disorder supports, grief and support circles, community gatherings and social events, and seasonal community activities or camps. We anticipate a lot of growth in these areas in the coming years and may need to reorganize or divide this CCP Topic to reflect this growth in future versions of the plan.



**Tawin Meno-Ayawin Responsibility:**

- Director of Social Services
- Manager of Health
- Manager of Family Well-Being
- Family Representative Manager
- Community Cultural Coordinator
- Youth Council
- Elder Committee

**Related Activities (examples)**

- Annual community events on the land: Pow-wows, hunting, fishing, social gatherings
- EarlyON Centre
- Jordan's Principle
- Band Rep Program
- Food Security Program
- Transportation Services
- Mental Wellness Programs
- Wellness Wednesdays
- Summer camps

**Tawin Meno-Ayawin Outcomes – “What We Will Do”**

Provide enhanced **care, outreach services, social engagement opportunities and housing** options to our **Elders**

**Expand our Family Well Being Team and programs** (urban and on-reserve) to provide comprehensive child welfare support and prevention programming to all BNA families

Continue to **support our children and young families** with mental, physical, emotional, and spiritual health supports (e.g. food security, essential items, and outreach services)

Make our **cultural teachings, practices and ceremonies** more available to our members as they move forward on their **healing and wellness journeys**

**Protect our most vulnerable members** through delivering primary care, mental health care, crisis intervention and treatment programs where and when they need it

Deliver **fun, inclusive and engaging recreational and land-base learning activities** for all members, especially those that help our older generation connect to our youngest generation





## 4.2.5 WESHKUT ANISHINAABE BIIMADIZIWIN

### HISTORY & CULTURE

***Weshkut Anishinaabe Biimadiziwin Objective:***

*As the original inhabitants here, we will restore, Preserve and share our history, our ways and our stories for the benefit our people today and our future generations.*

The Weshkut Anishinaabe Biimadiziwin Topic refers to the ways we are working to teach our history and promote our traditional ways to our people, including our songs, our stories, our language and our ceremonies so they know how to walk in a good way. Much of this knowledge is held by our Elders and their knowledge of important past events and special places in our traditional territory. We seek to preserve this knowledge in a good way and make it accessible to all our members so they can reconnect with the practices or wisdom that are key parts of their identity that they have lost connection with due to colonialism or intergenerational trauma.



**Weshkut Anishinaabe Biimadiziwin Related Activities (examples)****Responsibility:**

- Director of Social Services
- Cultural Coordinator
- Communications Coordinator
- Youth Council
- Elder Committee
- Annual Ice Fishing gathering
- Digital Heritage Project – preserving our stories
- Cemetery and burial sites – policies, protection and ceremonies
- Plans for building cultural buildings and infrastructure at Sand Point
- Language programs
- Community records – photo albums, newsletter archives

**Weshkut Anishinaabe Biimadiziwin Outcomes – “What We Will Do”**

Host frequent **land-based learning and traditional skills programs** so members can practice living Mino Bimaadiziwin

Engage our **Elders and Knowledge keepers to share the stories** of those who lived at Sand Point and ensure this is available to our future generations

Highlight **cultural protocols and teachings** in our meetings and community gatherings

Protect and honour our culturally significant and **sacred sites**

Bring our language to more of our members by **sharing, practicing, and teaching Anishinaabemowin** as much as possible across our programs and departments

Develop more cultural assets and buildings that **increase our capacity to teach, practice, learn and share our culture** and history



## 4.2.6 ZHOONIYAA MAACHITAWIN

### ECONOMIC DEVELOPMENT

#### ***Zhooniyaa Maachitawin Objective:***

*As innovative and resourceful people, we will manage our economic growth and opportunities in alignment with community needs and values to realize our dream of financial self-sustainability.*

The Zhooniyaa Maachitawin CCP Topic refers to the many projects, partnerships and ventures we undertake to create employment and revenue opportunities for BNA and its members. We will pursue our economic development goals through a variety of initiatives, programs, and business opportunities. Many of these activities are chosen because they align with other housing, infrastructure or health and wellness initiatives. We will always ensure our economic development work aligns with our values and community needs.





**Zhooniyaa Maachitawin Responsibility:**

- Director of Economic Development
- Director of Public Works
- Manager of Infrastructure & Housing
- Lands & Environment Coordinator
- Communications Coordinator

**Related Activities (examples)**

- Economic Development strategic planning and renewal
- Regional partnerships and agreements with neighbouring communities
- Papasay Management Corporation & related community-owned businesses
- Funding applications for and completion of market studies, strategies, feasibility studies and opportunities assessment
- IBA's, MOUs and exploration agreements with industry

**Zhooniyaa Maachitawin Outcomes – “What We Will Do”**

Grow **community-owned businesses** and related **ventures** with increases to staffing, equipment, revenue generation and capital assets to support growth in high-priority areas

Maximize our opportunities by **working together with neighbouring First Nations** to leverage negotiating power with Industry and Government

Invest in our commercial and industrial zones at Sand Point, in consultation with potential business partners, to **secure tenants and bring more services to our community.**

Develop **on-reserve employment and workforce readiness strategies/programs** so more members can return, and more services can be sustained, at Sand Point

Asses and develop our best **tourism opportunities** (e.g. Virgin Island, Blue Lake Resort, 5-star Resort, camping, nature tours and fishing expeditions)

Greater advocacy, active involvement in, and economic benefit from **Mining, Energy, Forestry, Highway development projects** in our region



## 4.2.7 OGIMAH NAAKNIGEWIN OGIMAH OZHIBII'IGEWIN

### GOVERNANCE & ADMINISTRATION

***Ogimah Naaknigewin Ogimah Ozhibii'igewin Objective:***

*As a First Nation that values serving our members with fairness and transparency, we will grow and strengthen our governance, finance and administration operations through traditional ways and modern best practices.*

The Ogimah Naaknigewin Ogimah Ozhibii'igewin Topic refers to the ways that we operate as an organization and how we ensure that we maintain fairness, transparency, and consistency within our operations and programs. Through implementing best practices, BNA members and staff know what to expect from our Band Office and BNA's Leadership team. By following through on good governance protocols, and maintaining excellent fiscal management and administration standards, we'll be able to sustain the pace of growth and development we've established at BNA.



<i>Ogimah</i>	<i>Naaknigewin</i>	<i>Ogimah</i>	<i>Related Activities (examples)</i>
<b><i>Ozhibii'igewin Responsibility:</i></b>			
	<ul style="list-style-type: none"> <li>■ Chief &amp; Council</li> <li>■ BNA CAO</li> <li>■ Director of Finance</li> <li>■ Finance &amp; Audit Committee (FAC)</li> <li>■ Communications Coordinator</li> <li>■ Human Resources &amp; IT</li> </ul>		<ul style="list-style-type: none"> <li>■ On-boarding guidelines and documents for new staff</li> <li>■ New policy and procedure documents</li> <li>■ Staff recruitment and retention</li> <li>■ Chief and Council policies and procedures</li> <li>■ Working with partners to access training and professional development courses</li> <li>■ Communications – website, newsletter, social media</li> <li>■ Advisory committees and working groups</li> </ul>

***Ogimah Naaknigewin Ogimah Ozhibii'igewin Outcomes – “What We Will Do”***

Maintain **high operational standards** by consistently applying our policies and procedures (e.g. Finance, Human Resources, Governance, Health & Safety) and update as needed

**Expand our Finance, IT and Administration Teams** so they can provide greater support to our departments and directors

Implement and update community plans, department plans, and sector strategies regularly to **track progress, celebrate successes and adjust priorities**

Engage our member more often in community building and decision-making through our **communications, committees and volunteering opportunities**

Grow our Human Resources team and implement best practices to **support positive work culture**, encourage staff development and increase retention

Work together with advisory services, boards and agencies to **access training, improve our practices and enhance our eligibility for better funding** and partnership opportunities





## 4.2.8 CHIKAAPIIGESII CHIIGUN

### ENERGY & INFRASTRUCTURE

***Chikaapiigesii Chiigun Objective:***

*As we rebuild our community at Sand Point, we will prioritize energy and infrastructure that is sustainable, reliable and in harmony with the land and seasons.*

The Chikaapiigesii Chiigun Topic covers activities such as the installation, maintenance and expansion of essential utilities and infrastructure that we control at our community site. This includes grid-connected and off-grid or community-supplied energy options, roads and traffic management, communication technology access, local water and sewage systems, and waste management programs.



**Chikaapiigesii Chiigun Responsibility:**

- Director of Public Works
- Manager of Infrastructure & Housing
- Lands & Environment Coordinator
- Community Energy Coordinator

**Related Activities (examples)**

- Road building and maintenance
- Lot clearing and preparation for new buildings
- Biomass heating system development
- Water, wastewater, and solid waste management services
- Communications infrastructure
- Back-up/emergency power and utilities

**Chikaapiigesii Chiigun Outcomes – “What We Will Do”**

Increase investments in **sustainable energy solutions** so that BNA can utilize solar, wind, geothermal and biomass heating, and electric vehicles as much as possible

Make strategic and sustainable investments in community development to **grow the local population at Sand Point** so we can demonstrate need and demand for service expansions

Reliable **Heavy Equipment fleet & Public Works department expansion** to keep the community clean, safe and attractive to visit

**Commercial & Industrial zone development** to support attracting businesses to Sand Point (see also Community Lands & Economic Development)

Reliable **utilities, communications services and emergency backup systems** for all buildings at Sand Point

Upgrades to roads, turning lanes, and signage that **enhance traffic safety** for those traveling to and within our community site

# 5.0 HOW WILL WE GET THERE?

## ACTIONS & IMPLEMENTATION

### 5.1 CCP Priority Actions - “Choosing What We Will Do Next”

While we value all of the ideas, suggestions, and goals shared in this process and are excited to move forward, we must be mindful of not stretching our human, financial, and organizational capacity beyond our limits. Pushing too much too fast can lead to staff burnout and higher turnover, critical judgment errors leading to project or business failures, and unsustainable or risky financial decisions.

Because our CCP is a living document, we will continue to gather input from our community members, staff, and partners and adjust our priorities as community needs change, unexpected events, or new opportunities arise through our CCP monitoring process (see Section 6.0).

Therefore, we have included guidelines for why and when a task or project becomes a “CCP Priority Action.” Before moving a task or project into the active CPP Strategic Action list, the project lead should complete a quick urgency check-in and readiness assessment and review/confirm it with the Leadership Team to get the “green light.”

#### ***Action Assessment – Urgency***

The urgency of an action determines how quickly it will be identified as a priority action by the community. Urgency can be assessed by looking at several factors and considering what will happen (or not) if we don't start the action or progress within the next 12 months. We can quickly do these by using a “stoplight” ranking method.

A task or project should be ranked as highly urgent on at least one criteria question to be considered “urgent.” Any urgent-coded action item should be considered for inclusion on the Priority Action list and assessed for feasibility/readiness next.

#### ***Priority Action Assessment – Feasibility/Readiness Status***





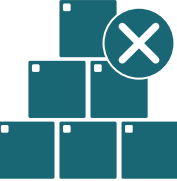


The feasibility/readiness assessment is a quick checklist identifying whether the project or task has enough support and resources to proceed. Again, it uses the “Stop Light” method to identify concerns quickly.

To be approved, the action must have a minimum of three green lights and no red lights. If any yellow lights are identified, the project team and director overseeing the work must adjust their project plan to address or further investigate the cause of uncertainty or lack of clarity. Red lights mean that an action can not proceed until the issue has been addressed and the readiness status is changed to a Green or Yellow light.











Appendix III includes a blank action planning form to assist our teams with evaluating tasks, projects, or other actions for inclusion on the next Priority Action list (2025-2026).

## Action Urgency Ranking Tool<sup>1</sup>:

Urgency Criteria - Check-in questions:		 Yes	 Unsure	 No
	<b>Deadline:</b> Is there a vital deadline we will miss if we don't begin in the next 12 months?			
	<b>Opportunity Cost:</b> What are the long-term consequences of waiting to proceed now? Will we lose out on essential opportunities or resources if we do not act soon?			
	<b>Volume &amp; Repetition:</b> are comments/questions about this action repeated often and with increasing levels of concern by BNA staff or members?			
	<b>Potential Harm:</b> If we do not make progress within the next 12 months, will inaction on this item lead to significant harm, damage, or financial losses?			
<b>Yes = High Urgency:</b> Assess action readiness and develop an action plan		<b>Unsure = Information gap:</b> Gather more information until clarification is achieved		<b>No = Low Urgency:</b> Action can be deferred to a later start time if we have reached capacity with more urgent items

<sup>1</sup>Action Urgency Ranking Tool developed Nokiwin Tribal Council CCP Advisory Services Program.

**Action Readiness Assessment Matrix<sup>2</sup>:**

<b>Readiness Criteria:</b>	 <b>Red Light</b> (do not proceed)	 <b>Yellow Light</b> (proceed cautiously)	 <b>Green Light</b> (move forward)
 <b>Community Support:</b> Do our members strongly support it? Does it align with our CCP and community values? Does it align with the current plans/strategies for this dept/sector?	No, there is no link between project deliverables and BNA community plans or priorities or record of community support.	Unsure, task or project is not linked to previous community input or plans, seek community input first.	Yes, the task aligns with CCP, clearly identified by other plans or member support confirmed (vote or survey).
 <b>Information/background:</b> Is the groundwork done? Is there research, project planning, studies, or policies that must be completed first?	No, we are lacking the necessary information to make sound decisions or be confident	Unsure, we have some but not all that we need to feel confident about proceeding.	Yes, we have the information we need to proceed confidently.
 <b>People Power:</b> Do we have the right people in place to do the task well? Do we have enough staff capacity (time and skills) to complete it? Do we need to form a committee or working group?	No, the team members we need to work on this are currently fully tasked with other matters.	Unsure, the capacity of the current team may slow or limit project/ task success.	Yes, this project or task fits within our current capacity and work plans.
 <b>Financial Resources:</b> Has a budget been prepared? Do we have enough financial resources to complete the project? Do we need to secure funding, grants or investors?	No, forecast/budget is not prepared or not approved to proceed.	Unsure, we need to do more work on our cost forecast, budget or confirm funding application status.	Yes, we have allocated the resources/secured the funds to complete the task/project.
 <b>Expertise:</b> Do we have all the expertise needed within our team, or do we need to hire contractors for additional knowledge or specialized skills?	No, we do not have any staff with enough experience to manage this task/project responsibly.	Unsure, we probably need to hire additional expertise or develop our internal capacity.	Yes, we have all the expertise required to complete the task/ project.

<sup>2</sup>Action Readiness Assessment Matrix developed Nokiiwin Tribal Council CCP Advisory Services Program and modified for this project. .

**CCP Priority Actions List**

Our Priority Action list highlights the high-priority projects that we can feasibly start, progress, or complete in the next 12-48 months. Not all active projects we are working on are listed here (we have over 200!); our Priority List highlights the tasks or projects that align most strongly with our CCP Outcomes and priorities based on community input. Not all of the actions in this list will be completed by the end of 2025, but we will at least make meaningful progress on them. The list includes a description of the Priority Action, the Lead or Team (department or program) that will manage it and its current status for additional context.

**Priority Action Status Codes:**

Code	Meaning
Prep	Pre-planning or information gathering phase, not launched.
Launched	Project formally started within last three months
Launched	Priority Action has been launched, progressing through work plan
Imminent	For multi-year or complex projects, indicates more than 80% complete or project completion expected within six months

In future, our CCP Priority Action list will also include a list of “Recently Completed” action items at the end of the report.


**“Medium-Term” Actions**


Community members shared many more action items, ideas and hopes in our CCP project than can be included in our Priority Action list. This doesn't mean these ideas are not important or lost in the shuffle. All of the communities ideas have been included in *Appendix II: Community Input & Survey Results* and this list will be consulted by our leadership team whenever we are updating our priority list.



**BNA CCP Priority Actions (2024-2025)**

Short forms used in this chart: C. = "Coordinator"; Mgr. = "Manager"; Dir. = "Director"; C&C = "Chief & Council"; CAO = "Chief Administrative Officer"; HR = "Human Resources"; Ev Dev = "Economic Development"; FWB = "Family Well-Being"

 <b>Gi-Dakiiminaan (Traditional Lands)</b>		
Task/Project Description	Lead/Team	Status
a. Community Trapline approval/finalization (members courses and activities to follow)	Cultural C. /Lands	In Progress
b. Finalize exploration agreements with proponents in the mining sector currently in negotiation	Ec Dev Dir. / Lands	In Progress
c. Regional FN Partnership – discussions to formation of Conservation Authority or formal recognition of FN Stewardship of Lake Nipigon	Chief & Council /Lands	Prep

 <b>Waakaa'igin (Housing)</b>		
Task/Project Description	Lead/Team	Status
a. Review and update Housing Policy	Housing Committee/ Housing	In Progress
b. Elders Complex feasibility study – apply for funding	Housing C. + Health Mgr/ Health	Prep
c. Build a minimum of three (3) new housing units per year	Housing C/ Housing	In Progress
d. Seek resources and design options for smaller mobility-assisted living units (Niichi Housing application)	Housing C. + Health Mgr / Health	Prep
e. Complete FWB Social Need Accommodations Application (for those in crisis, e.g. escaping abuse, temporary housing for support workers etc.)	FWB Mgr, Soc Serv Dir. / Social	Imminent



## Aki Machiitawin (Community Lands & Development)

Task/Project Description	Lead/Team	Status
a. Land Code Re-Ratification	Ec Dev Dir./ Lands	Imminent
b. Complete lot allocations for six seasonal cottages	Housing C. /Lands	In Progress
c. Complete Emergency Preparedness Plan	Lands & Envi. C. /Lands	Imminent
d. Middle beach development, power and development for activities at Far Beach, spaces for teachings by Elders	Mgr of FWB / Infrastructure + FWB	Prep
e. Cemetery policy updated	Governance C. / Lands	Imminent



## Tawin Meno-Ayawin (Health & Wellness)

Task/Project Description	Lead/Team	Status
a. Strengthen Fire & EMS Response at Sand Point: Connect with Community Paramedic Program – est. a hub at BNA—access the Health Centre and clinic ASAP	Health Mgr/Health	Prep
b. Develop a Vision for BNA's Child Welfare (Band Rep) services and programming with community input (surveys, focus groups),	FWB Mgr, Soc Serv Dir. / Social	Imminent
c. Cultural Assets to be built in the community: Fish cleaning shop, Moose hang, cold storage	Cultural C./FWB & Infrastructure	Prep
d. Lay groundwork (community survey) for developing Elders Living in Community Plan: Accessible housing, Home care/PSW support; future demand estimates for Long-Term Care Home & seek funding	Health Mgr./Health	Prep
e. Grandview property capital funding secured (2024) for expansion and upgrades planned for 2025-2029	FWB Mgr./Social Dir.	In progress
f. Ensure all team members have MH First Aid training, SAFE training	Social Dir./HR	Prep



## Weshkut Anishinaabe Biimadiziwin (History & Culture)

Task/Project Description	Lead/Team	Status
a. Continued progress on the Digital Heritage Project	Communications C./ Culture	Imminent
b. Break ground for new Roundhouse (2024) and complete construction (2025)	Infrastructure C./ Culture + Infrastructure	In Progress
c. Pow-Wow Arena upgrades (Sand Point) – ground improvements to make it a better surface for those with mobility challenges, accessible washrooms, power to the site, permanent bleachers & protection for weather	Infrastructure + Culture	Prep
d. Develop Pow-Wow protocols and procedures/guidelines to share with attendees and visitors	Cultural C. & Governance C./ Culture	Prep



## Zhooniyaa Maachitawin (Economic Development)

Task/Project Description	Lead/Team	Status
a. Commercial Zone Development – Opportunity Assessment: franchises vs independent operations vs band-owned businesses to take place there	Dir. Econ Dev/ Economic Development	Prep
b. PVAWP Sawmill Expansion	Ec Dev. Dir. + Public Works	In progress
c. Finalize negotiations on IBAs with mining sector proponents	Lands C., + Ec. Dev Director	In progress
d. Hurkett Bioheat Plant Project (regional partnership) – move ahead to the construction phase	Housing C. + Health Mgr / Health	In progress
e. Develop on-reserve employment and workforce readiness strategy	FWB Mgr, Soc Serv Dir. / Social	Prep



## Ogimah Naaknigewin Ogimah Ozhibii'igewin (Governance & Administration)

Task/Project Description	Lead/Team	Status
a. Bi-Annual Staff Gatherings	HR, CAO/ Admin	Launched
b. Communications Policy – revised and updated	Communications C./ Admin	Prep
c. MRP committee revisions completed, hold re-ratification vote	Governance C. + Housing C. / Governance	In progress
d. Department Work Plans – update annually for all teams, standardize	CAO / Admin	Launched



## Chikaapiigesii Chiigun (Energy & Infrastructure)

Task/Project Description	Lead/Team	Status
a. Highway entrance – complete research and advocate MTO for improvements to address safety concerns	C&C, Infrastructure C., Public Works Dir./	Prep
b. Biomass energy systems in all homes: Feasibility Study March 2024, Break ground for new Biomass Plant in Industrial Park, construction to begin mid-2024	Community Energy C. Mgr Infrastructure + Ec Dev Director	Launched
c. Waste transfer facility – design completed end of 2024; construction in 2025	Mgr Infrastructure + Ec Dev Director	Launched
d. Water Treatment Centre – apply for recently announced funding	Mgr Infrastructure + Ec Dev Director	Prep
e. Backup/emergency power system – complete installation	Community Energy C./ Public Works	In progress
f. Ground-mounted solar – submit funding application	Community Energy C./ Public Works	Prep



## 5.2 CCP Implementation Guidelines



Implementation is the most challenging part of adopting a new plan. Launching a new plan can be daunting, especially if it involves approach work plans and projects in a way that is unfamiliar. Thankfully, our departments have highly experienced staff and managers, and they work together very efficiently, with many of our priority actions in motion already. We are already on our way! By following a few simple guidelines and communicating openly and consistently about our progress, the implementation of our CCP should be helpful to us and a tool that helps us manage our work, stay motivated and keep moving forward, with evidence that every year, we are a little closer to achieving our Vision.

### **Make a Plan**

The first step in implementing our Priority Actions is for the action Lead or Team to do some detailed planning work. For short-term or low-complexity Actions, a simple tool like the CCP Action Planning template in *Appendix III* can help organize the information needed to keep the Action on track for completion. A Project Charter may be necessary to organize effectively for larger, more complex projects. The project manager or director will decide what kind of action planning or project management tool to use in each case.

### **Confirm the Team**

The “people power” you have on your team will be the most critical factor in your project’s success. In your project planning process (see previous step), you will have identified the people and expertise you need to complete the task or project. Now is the time to notify everyone involved and confirm that they can participate within your timeline and expectations. If they cannot confirm their involvement to those criteria, you may need to alter your work plan or look for an alternative person to fill the role.

**TIP!**

### USE “SMART” PLANNING METHOD

SMART is an acronym that is frequently applied to goal-setting and work-planning processes. To make sure your target is clear and reachable, each one should be:

- S Specific**  
clear and well-defined actions or steps
- M Measurable**  
objective progress markers/milestones, easy to assess
- A Achievable**  
realistic for your current situation and resources
- R Relevant**  
directly related to your priorities
- T Time-bound**  
a firm deadline and milestone dates for phases or steps

## **Confirm Resources**

In this step, your team will work on gathering any resources not already available for your project. Suppose your project requires financial resources beyond what's available in your department budget. In that case, this may include applying for funding, grants or loans, or seeking partners and investors to support the project. This step also includes buying or renting equipment and tools, getting quotes from contractors or creating an RFP to secure bids for specialized knowledge/skills. This process is critical to making sure the Team has everything they need to proceed.



## **Share Progress**

As the Team completes the steps in the work plan, the Action Lead will track progress and provide updates to be shared with the community. Progress reporting and sharing will help keep the project on track and give opportunities to explain if a project becomes delayed or does not meet initial expectations. Progress reporting demonstrates accountability and commitment to following through on the project or task.

## **Evaluation/Celebrate!**

When you reach the end of your current project or action, and before you move on to the next one, take some time to evaluate the execution. Speak with team members and stakeholders, or give them a questionnaire and ask them to reflect on how the project went. Take note of the strengths and challenges that were encountered and what could be improved on for next time. Experience is the best teacher, so all projects have something to teach us.

This is also a time to celebrate. We often forget how important it is to take a moment to enjoy the satisfaction of a job well done or achieving a goal, especially when we have new goals on the horizon to chase. Make sure to give kudos to those involved and share the projects' successes with the community - hard work deserves recognition and success deserves congratulations!

By following these guidelines, we will overcome the risk of having our CCP become stagnant or neglected. It is a living document – that means we'll keep updating our Priority Action list and sharing our progress with the community as we move forward. Our process for monitoring and updating our CCP is discussed more in Section 6.0 – Have We Arrived?.

## 5.3 What to Expect in the Year Ahead

In the year ahead, there are a few key steps we will take to move our CCP into implementation and monitoring:

- Identify CCP Champion – Staff member who will coordinate implementation steps (Communications Coordinator Jake Alfieri will continue to support CCP in his role)
- Continue to update CCP page on the BNAFN website:
- Upload CCP Final Report once finalized
- Comment form for continued community input/feedback
- Directors to do readiness checks and complete the Planning Form for Actions that have not already started with the staff who are leading the Strategic Action
- CCP Summary Booklet for mailout to member households & hard copies of Final Report upon request
- Quarterly Progress Reporting/Check-ins between Managers/Directors and Action Leads
- Quarterly Newsletter – updates on each topic
- Annual CCP Progress Summary Report –
- Directors/Managers to develop and review with Chief & Council, new Priority List drafted and Recently Completed tasks listed
- Annual CCP Presentation to Members – share draft Priority Action list for the year ahead, provide updates on projects that are in progress and ask for community input on the new Priority Actions identified for the year ahead

We will also continue to work with Nokiiwin's CCP Advisor to customize the tools and processes we use to implement our CCP. This will make the process of checking in, collecting updates, and sharing with the community as efficient and accessible as possible. This may include customizing our project management tools/form and strengthening our communications methods/channels.

Over the next year, our CCP will help us improve our internal reporting and cross-departmental collaboration and provide more opportunities for our members to share their ideas and keep the conversation about our Vision and Objectives going!









# 6.0 HAVE WE ARRIVED?

## CCP EVALUATION & RENEWAL

### 6.1 Monitoring: “Keeping the Plan Alive”

This final question in the CCP Process is so essential to measuring our overall success in the long run, but it is often not given much consideration. After all, brainstorming and deciding where to go next is exciting and forward-thinking in the early planning phases. But often, outcomes can fall short of our hopes even with the best intentions and good project management practices. This is a natural result of optimism, which is much needed in any long-term planning effort.

Evaluating our work can be challenging due to time constraints, always having new projects or urgent matters demanding our attention, and anxiety about being criticized for not meeting an expectation. In this section, we'll discuss how we intend to keep our plan alive and our approach to “evaluating progress” to avoid our CCP becoming inactive or irrelevant over time.

#### ***Moving into Action: CCP Risks & Solutions***

The first thing to know about this phase of our CCP is that the process has common challenges and risks, which, with awareness and a few contingency plans in place, can be addressed. Awareness of risks is the first step in figuring out how to avoid them.

Common challenges that a CCP faces after the plan is created are:

#### **Risk #1: Failure to Launch**

**Risk:** Stalling between CCP Finalization and Implementation: this transition point is a common point at which CCPs lose momentum. Often, the creation of the CCP is supported by a committee and a coordinator, and they are supported by dedicated external funding, which ends when

the project timeline runs out, usually around the same time the CCP is finalized and presented in a final report. If the responsibility to activate the Priority Actions and check in on progress is not given directly to the managers or teams responsible, with a timeline for the first check-in, there's a good chance your CCP will stall.

**Solution:** Choose a 'CCP Champion' to do the first round of check-ins on your progress. Your CCP Champion needs to be a full-time staff member who is either on the management team or has the full support of a member of management to bring the CCP to the attention of those in decision-making roles in the community organization. Often, an executive assistant, band front desk officer or someone who can put the CCP on the agenda of management meetings is a good fit for this role. This person will be responsible for:

1. Asking each Priority Action Lead to complete the Planning Template or a Project Charter for their CCP Priority Action and give it to them.
2. Consult the Action Lead to set a date for the 1st Check In point
3. Sending the Progress Form to the Lead a few days before the first Check-in point
4. Prompt the Action Lead to complete the Progress Form if they don't fill it out and return it by the agreed-upon Check-In date
5. Collecting the Check-in forms for the Priority Actions
6. Summarizing updates for inclusion in future progress reports to the community

**Risk #2: Progress Reporting Resistance/Avoidance**

**Risk:** Resistance or avoidance of participating in CCP Check-Ins or progress reporting steps is also common in the early days of implementation. Resistance to change is natural with any new work process. Staff and Managers resist or avoid completing progress reports often because they feel it is an extra burden on their already full plates and unnecessary. After all, the proof is in the pudding, right? Why must I fill out a form if you already know what I'm working on?

**Solution:** There are two strategies to address this challenge:

1. Reduce redundancies and modify reporting requirements to suit your teams' workflow and other reporting processes. Most often, staff will have legitimate criticisms of the reporting process not because they don't want to do it but because it takes too much time or interrupts their workflow. Work with them to design a check-in process or form that is efficient and non-disruptive to their work. Here are some examples of how to do this:

- a. Make your progress form into a PDF with check boxes or drop-down answer options for responses so that staff members can answer with a few clicks rather than typing a response.

- b. Create a quick questionnaire and send them a link so that the response is automatically sent to you via the collection (e.g. Survey Monkey, Google Forms, Microsoft Forms), and they don't have to take the time to attach a report and send an email back to you.

- c. Modify an existing reporting process to include your CCP Check-in. If you already have your staff providing updates for other projects or service requirements or you have check-in meetings with them regularly, find a way to integrate the CCP check-in with this existing

process. This means they do not have to add another deadline or meeting to their calendar, reducing the mental workload.

2. Educate and encourage staff. Make sure to include encouragement and reminders to staff about the benefits of keeping our CCP alive when you are requesting a progress report. Thank them for helping the community move closer to its long-term goals. Sometimes, pointing out why it's important helps reduce barriers. Staff are focused on their day-to-day responsibilities; help them tune in to the bigger picture that they are a part of by talking positively about how their Action relates to the Vision or Objective of their CCP Topic and that these were created by the community members they serve.

**Risk #3: Community Disconnect**

**Risk:** After the launch of the CCP, even if the implementation is going well within your teams, it is not uncommon for information to stay internal and not flow outwards to the community members. The result of this is that while our teams may be very busy making progress on their actions, the community is met with a wall of silence and left to wonder if their plan has been forgotten.

**Solution:** Have your CCP Champion work with any staff who handle community communications (such as website updates, email blasts, mail-outs, social media posts and posters) to develop a communications strategy for your CCP. Following the guidelines for implementation described in Section 5, decide on the best processes (i.e. format, frequency) for sending updates to the community about their CCP. It is highly recommended that a dedicated page on your community website is part of this strategy so that band members know where to look for updates and information about their CCP.

**Risk #4: CCP Stagnation**

**Risk:** A few years after the CCP is launched, especially if progress reporting hasn't been done, CCP Priority Actions can become outdated or irrelevant. If this happens, teams will lose the connection between their work today and the long-term Vision the community hopes to achieve. This becomes a negative feedback loop where teams engage less and less with the CCP, and information about progress stops flowing.

**Solution:** Renew the CCP Priority Action list yearly and the CCP every ten years.

Annual CCP update reports, and community meetings with the community are the best way to avoid stagnation of your CCP. Your CCP Champion should be responsible for compiling the progress reports into a summary report before this Annual Update to the community occurs. At the meeting, present the progress you've made and the challenges you've encountered, and share a draft list of the subsequent Priority Actions for the year ahead. Ask the community to review the Priority List and make suggestions based on their needs or concerns. This is an excellent opportunity to keep the conversation about your CCP open with the community members and continue to prioritize their voices in your work plans. After collecting community input, share the renewed Priority Action list with the community and staff and make it available on your website. If your community has missed hosting an Annual Update, host an interim update or community open house on your CCP. The most important thing is to keep the connection with our members strong and invite them to continue being part of the CCP as it evolves.

Renewing your CCP means doing community engagement activities like we did to create our Plan. Invite the community to review the Goal in each CCP Topic and the Vision Statement. Ask them to share their ideas, reflect on what's changed over the last ten years

and highlight anything in the framework that may need to be updated to reflect the way things are after ten years have passed. You can use the CCP Process questions to prompt responses and input from the community. After completing this, release an updated CCP framework and note any changes made.



## 6.2 CCP Tips & Best Practices

As we move into active implementation of our CCP, here are a few tips and best practices from other CCP resources that may be helpful to remember:

**Community Connection** – our community members are a great asset to ensuring we keep moving forward. Make sure to share progress and next steps regularly. Our community members will help keep us accountable for following through on our plan and will often be very encouraging and grateful for the work being done on their behalf. Stepping away from our desks to connect and communicate with our members is a great way to stay motivated.

**Keep an Eye on your Readiness/Capacity**—As noted in the previous section, assessing to ensure you have the right resources and capacity in place is very important to success, but sometimes these factors can fluctuate. To stay on track, keep an eye on your capacity, and if significant changes or unanticipated challenges arise, adjust your timelines or your target accordingly to avoid burnout or incomplete projects.

**Make sure every CCP Topic has at least one “Quick Win” Action identified** – this is especially helpful to avoid the “Stall” of transitioning to Implementation noted above, and quick actions can help staff “test” the reporting process and forms and make adjustments. Quick wins are also great for putting your communication strategy into practice.

**Document challenges and external factors that are frustrating your progress** – these are especially helpful if there is an unanticipated disruption to a project or if there is sudden staff turnover. Documentation of challenges makes it much easier to address them and demonstrate dedication

to the goal even if the progress is going as well as hoped.

**Put it on the Agenda** – Leadership and Management Teams Should have a CCP Check-In on their meeting agenda at least once per month, where they connect on progress and highlight any concerns.

**Build and customize your toolkit as you go** – modify reporting templates and assessment tools to suit your team and your processes. If you have existing tracking and reporting processes in place, don’t double your work – add a note to the existing process about the CCP Priority Task it connects to instead of filling out two forms. Make reporting and tracking as efficient as possible.

**Celebrate your successes** – announce completed projects and give kudos to the hardworking staff who are making progress happen! Everyone does their best work when they feel supported, encouraged and recognized for a job well done.

**Return to the Vision & Objectives** – if you are ever unsure about the next Priority Action to focus on or come to a fork in the road where the decision doesn’t feel clear, revisit the CCP Vision and Objectives. These are based on our members’ input and it can help provide clarity to zoom out and revisit the long-term objectives they’ve stated.



## 6.3 Closing Remarks

We are so excited to have our CCP ready to share with our partners and get to work. We hope that you have enjoyed reading about our journey through the CCP Process and that, if you participated in any of the CCP engagement activities, you can see your voice reflected in the plan contained in this report. Miigwetch for reading and for your interest in our First Nation's plan.

Please contact Jake Alfieri, our communications coordinator, if you find any errors or have any questions. We look forward to focusing on our Implementation Phase and will be in touch with updates soon! Baa Maa Pii!



*Geh-ze Naak-ke-ne-gehing: Comprehensive Community Plan*

# APPENDIX I

## DETAILED BNA HISTORY

Bingwi Neyaashi Anishinaabek has been working with Aandeg Skelly, Historical Researcher & Genealogist, to compile records pertaining to the First Nation over the course of multiple years. The Anishinaabe people have been living in this area since time immemorial, so the date of 1667 is only our currently known and recorded first contact of the settlers with the original inhabitants of Lake Nipigon.

*\*Note: the Ojibway name for Sand Point was once Na-tawnga, which may be referenced throughout.*

**1667** Father Allouez first Priest to visit Lake Nipigon – report written by Rev. Francis J. Nelligan, S.J. 1956 – “There is no record of Allouez’ or any other Jesuit’s ever going back, and there was no need of their doing so. For not long after the visit of 1667 the Nipissings, and their neighbours the Amikouets, returned to their old homes north and east of Georgian Bay. They were attended by the Jesuits stationed at Sault Ste. Marie.” Therefore leaving the original inhabitants of the Lake Nipigon region until the next explorer or priest recorded them.

**1849 November** Mica Mine Uprising – Led by Chief Shinguakonse, Chief Nebenaigoching, of Batchewana and from south of the border, fellow Ojibway Chief Oshawana plus natives from other bands and non-native lawyer/miner Allan Macdonell. The uprising happened because Shinguakonse had been unsuccessfully trying to get the government to negotiate with him since 1830 and the government was selling mining rights on his lands. The group were arrested and sent to Toronto. The Mica Mine uprising forced the Robinson Huron and Robinson Superior Treaty negotiations.

**1849** Vidal Anderson Report – [Ontario Archives F1027-1-2 Film MS1779] Page 7 paragraph 2 – “There is a general wish expressed by the Indians to cede their territory to the Government provided they are not required to remove from their present places of abode,-their hunting and fishing not interfered with, and that the compensation given to them be

a perpetual annuity; some diversity of opinion exists as to the amount and mode of payment desired.”

**1850 September 7** - Robinson Huron and Superior Treaties [www.aadnc-aandc.gc.ca]– where seventeen (17) chiefs signed the Robinson Huron Treaty only 3 Chiefs, Peau du Chat and Mishi-Muckwa, Totominai , and Principle man Manitou Shainse for Mishi-Muckwa, and signed the treaty for Superior and only 3 reserves were allocated at Fort William, Michipicoton, and the other at Gull River on Lake Nipigon.

**1869 July 4** - Survey of Lake Nipigon. Article The Canadian Naturalist – pg. 118 - Prof. Bell on the Nipigon Territory – Last sentence page 120 – “The survey revealed the encouraging fact that we have an easy route for the construction of a railway to the North West.”

**1875** Increase in Treaty Annuity – Robinson Superior and Huron Treaty Annuities were increased from \$1.62 To \$4.00.

**1877** Petition for Arrears granted – Huron and Superior Chiefs were successful in obtaining arrears on the increase that was granted in 1875 as it was shown that the increase should have been met many years previously.

**1880** McIntyre Bay, Lake Nipigon Anglican Church Mission for about 30 Indians who have been living there..

**1883** Indian Affairs creates a new band called Red Rock Indian Band in which they include Sand Point members as registered members. Many of those Sand Point members were classified as members their whole life without ever living in Red Rock.

**1885–1892** Burials at Animibigo/Godjidjing – (Animibigo=Nipigon and Godjidjing=a river tries to go through a narrow passage) note: only baptised people are shown in the Catholic Register. Registered burials: *Maggy and Catherine Jabwakwegabaw, Charles and Mary Jane Wassegijig, Michael Kitchi-inini, John Tchitwaewaian and Marie Anne Gaitaiash.*

**1889 – 1966** Burials at Sand Point – Poplar Lodge – (only baptised persons are registered in the Catholic Burial Registers) *Thomas Legarde, Stephen Netamigijig, Norbert, Marie Nanette, Cecile, John Baptiste Morriseau, Joseph Nenabagiside, Ignace Awanakamig, Margueritea Harper, Frank Nenakwenagos, Betsie Eshkwega (Hardy), Luc John Onakanakis, Charlie, Catherine, Sara, unknown infant, J. and Matthew Darcy Gawitaiash, Marie Oganawagamik, Pierre Biminigan, Therese Nimakiwesi, Sara Meshinwewidang, Angelique Ikwewish, Andre Gamonsowandibe, Ignace Ogimanibinok, Joseph Nejakiash, Sophie Mesinagoshkang and Anne Pikwakoshtiigwan.* Many Sand Point members are buried at other locations around the lake and at Macdiarmid.

**1896 August 10** - Marriage of Jean Onesime Fitzback to Annie Kwezens Wassegijig the Chief's daughter. Fitzback becomes an Independent Fur Trader at Sand Point Reserve.

**1898-1899** Report by J.A. Macrae, Inspector of Indian Agencies and Reserves – was ordered to investigate and delete Indians from the pay lists. This was done in preparation for the upcoming (1900) Annuity Case. Start of Commercial Fishing on Lake Nipigon.

**1900** Annuity Case – Referred to as the Sir Aemilius Irving Papers - Concerning certain claims submitted to the Arbitrators appointed by the Legislatures of Canada, Ontario and Quebec on behalf of the Ojibway Indians of Lakes Huron and Superior. Re: the increase Treaty Annuity from just over \$1.61 to \$4.00 per person per year and dispute between Canada and Ontario as to which government was responsible for those extra expenses. Archives of Ontario MU1465.

**1903** [LAC – RG10- box #22] Reports on Robinson Annuities 1898-1899 by J.A. Macrae, Inspector of Indian Agencies and Reserves. James A. Macrae on his own initiative introduced a 'Non-Transmissible' designation where he decided Anishinaabek that didn't fit his criteria were thus marked Non-Transmissible and all their children were removed from the Annuity Pay List.

**1904 August 26** Letter – Assistant Secretary of DIA to Secretary of DIA [INAC RG10 Vol. 3084 File 275,903 Reel 11,322] "Mr. Charles de la Ronde, Fishery Officer, Nepigon, reported to me during the annuity payments that Wasegejig of the Red Rock Band, who had resided on Sand Point, Lake Nepigon, for the past fifty years, desires to get a patent for the land occupied by him. Mr. de la Ronde state that both settlers and other Indians are endeavouring to get possession of Wasagejig's land, and he is anxious to have the matter settled as soon as possible. Mr. de la Ronde asked to be advised of the results of any action taken on Wasagejig's behalf."

**1907** St. Joseph's Residential School is rebuilt and combined as an orphanage.

Transcontinental Railway completed across the northern section of Lake Nipigon.

**1908** Jackfish Island IR #57 only a portion of the Island was surveyed.



**1910** Geological Survey Nipigon Basin.  
Small Pox breakout.

**1912** Canadian Northern Railway from Nipigon to Long Lac.

**1914 October 9** - Order in Council to cancel McIntyre Bay Indian Reserve and Little Caribou Island Point and confirm reserves laid out under the Robinson Superior Treaty as Pic River, Pays Plat, Red Rock, Jackfish Island and Long Lake.

**1915-2013** - Traders Cemetery, Sand Point - Anne and Leonard Lagarde, John and Jean Onesime Fitzback, Angelique Tindis-Lagarde, Steve Lester, Florida Legarde-Veilleux and mention of Joseph Velleux (however his ashes spread on his trap line) and Doreen Esquega Furoy LeClerc.

**1917** Non-transmissible designation was reversed, and children of those parents were added back to the annuity payroll- however were not given arrears for the 15 years they missed.

**August 9** - Letter - to A. Grigg, Deputy Minister of Lands & Forest from J.D. McLean, Asst. Deputy and Secretary - [INAC RG10 Vol. 3084, File 275,903 Reel C-11322] "...There are at least fifteen families, numbering between 60 and 75 souls. They have lived there for many years, many of the adults having been born there, and have built themselves houses and have their gardens, and they wish to have the land set aside for them as a reserve. This land, what there is of it when cleared, is suitable for raising vegetables, etc., and expands about one mile back from the shore and also has a front age of about a mile....This Department would be pleased to purchase this land for a reserve for these Indians..."

**August 15** - Letter to J.D. McLean from Albert

Grigg [INAC RG10, Vol. 3084, File 275,903] "...regarding the purchase of this land for them may say that this is within the Nipigon Forest Reserve and lands are not open for sale..."

**September 20** - Letter - F. Paget, Accountant DIA to Duncan C Scott, Deputy Superintendent of DIA [INAC RG10 Vol. 7751 File 27,009-3 Pt. 1 Reel C-12,044] - "...They overlook the fact that the Indians were at Sand Point many years before the establishment of the Nipigon Forest Reserve, and that they are the natural inhabitants of the Province, ... these Indians have lived at Sand Point for 50 years, and that there are 11 families comprising 75 souls, 24 of which are children of school age."  
Lake Nipigon was opened to commercial fishing.

**1918** unknown author - [INAC RG10 Vol. 3084 File 275,903 Reel C-11,322] "Statement in connection with Indians at Sand Point Chart includes: *Chief Wasagejic, Netamgejic, Emile and Frank Netamgejic, Paul Legarde, Luke Onakonakis, John and James Mickalson, Eskaraga, Louis Bouchard and John Fitzback*. Total # in families=51 of which 24 are school age children and 14 houses."  
[INAC RG10. Vol.3084, File275,903 Reel C-11,322] "In addition, there are three or four families who camp at the Point for half the year and move on to Poplar Point during the winter."

**August 24** - Sand Point Survey Map - 238.22 Acres.

**August 27** - Letter - to J.D. McLean from E.P.A. Phillips [INAC RG10, Vol. 7751, File 27009-3 Pt 1] "...the suggestion of W.R. Brown, in order to leave out the lands occupied for some years by one, Fitzback. There was I believe some dissatisfaction among the Indians that these lands were excluded but nothing was said to me directly. This reserve contains 238.22 acres..."

**1919 March 22** - Letter to Albert Grigg from J.D. McLean [DLFM, File 17295 Vol. 1] "...The proposed reserve at Sand Point includes all the Indian houses. The Indians have



been living here for about seventy years; the Chief was born here and he is now about seventy years old."

**October 10** License of Occupation – Albert Grigg, DLFM to the Honourable Arthur Meighen, Superintendent General of DIA - Licence of Occupation #748 [DLFM File 17295 Vol. 1] "...in trust for the Indians, full right and liberty, leave and license, to enter upon, possess, occupy, use and enjoy during the pleasure of the Crown, all that certain parcel or tract of land and premises situate on the shore of Pijitawabik Bay, on the east side of Lake Nipigon, in the district of Thunder Bay, containing 236 acres more or less, as shown outlined in red on amended plan of survey by E.P.A. Phillips, Ontario Land Surveyor, dated 24th August, 1918..."

**1921** Canada Census shows 76 Red Rock members and 4 Nipigon VP members living at Sand Point, however these are people who although were always Sand Point members they had been arbitrarily added to the Red Rock Band List in 1883. The Anishinaabek did not speak nor read English so had no idea what it meant to have their names put on a Band List to which they did not belong.

**1925-26** Ontario Hydro flooding as a result of the Virgin Falls Dam – OH did not have the proper legal authority to raise the level of Lake Nipigon higher than 853.0 feet above sea level causing damage to Sand Point members' homes, gardens, docks.

**1927** Approximate dates of Aerial Photo's – three aerial photographs were taken of Sand Point which clearly showed the houses, school, church and gardens at Sand Point. Elder *Smiles Bouchard* has identified many of the homes occupants.

**1928** Farlinger Saw Mill burnt to ground at the Fairlock Siding on the Kinghorn Line of the CN Railroad which goes through Sand Point.

**1931** DIA McIntyre Bay Experiment – An economic

experiment at McIntyre Bay Reserve...Approximately 80% of the Indians on this reserve were transferred from Sand Point Reserve, where conditions were unfavourable and a large percentage of the families were tubercular... (as reported in the March 31, 1934 DIA Annual Report).

**1932 July** - Elections for Sand Point Chief – *Peter Morriseau Chief, Tom Bouchard and Louis Esquega Councilors.*

**1934** Gold Rush Lake Nipigon area - The Geraldton-Beardmore Gold Camp, in the heart of the Canadian Shield, hosts numerous mineralized zones which continue to be explored for potential development.

Fire Destroyed saw mill and planner at McIntyre Bay new equipment purchased however a year later that mill burned down – RCMP were called to investigate.

*Robbie Donio* says he was living at Chief's Bay and other families from Sand Point were living at McIntyre Bay, Gull Bay, Whitesand and Macdiarmid.

**1935 October 20** - Sand Point Chief Election Podan Nockwinagus was elected Chief and *Steve Netamagesic* and *Frank Netamagesic* as Councillors. (although living at Sand Point the government had always shown the Netamagesic's and other large families as Red Rock members as per the 1873 designation)

**1937 July 25** Letter – from Thos McGookin Inspector of Indian Agencies [NARC, File 492/30-17-0, Vol.1] "...All follow the Indian mode of life and are in poor circumstances. They trap in season, do some fishing and get some moose and deer meat once in awhile...The reserves, rented from the Provincial Government, are useless for anything but squatting accommodation. The nine families who actually live on the Sand Point reserve have little garden patches of potatoes and vegetables grown from seed supplied, but not anything like enough to meet their needs.... The families of

these two reserves are part of the Indians transferred to McIntyre Bay five years ago for health considerations. It is hoped as the older ones, who wouldn't transfer at that time, die off, the younger generation will see that it would be to their advantage to join the others at McIntyre Bay where they can have employment the year round.

**1938** Construction of Highway 11 through Sand Point's traditional land.

McIntyre Bay Band List – *Morris Donio, Charles Hardy, Bernard Morriveau, Frank Becker, Abraham Hardy, Moses Netemegejick, Robert Hardy, Tom Oshkopekeda, Robert Netegegejick, Joe Papagish, Ted Morriveau, Louis Esquega, Tom Nanie, Nate McGuire, Norbert Netemegejick, George Nanie, John Oshkopekeda, Art Donio, Charlie Thompson, Pat Netemegejick, Dave Thompson, Joe Michael and Pete Sinaway.*

Sand Point School is moved to McIntyre Bay.

**1940-1960** Pesticide DDT applied to the waterways for blackfly control in Lake Nipigon area causing incalculable detrimental effects on the fishery and aquatic and bird life throughout the Nipigon Basin.

**1940 11 June** – Sand Point Election – *Charles Kowetish* was elected Chief and *Moses Onakanakis and Abel Morriveau* as Councillors for a 3 year term.

**1940-1941** McIntyre Bay Band School No. 424 Students – *Harvey Harper, Fred Netamigisick, Adolph Nawbes, Raymond Nawbes, Bob Thompson, John Morriveau, Allen Donio, Mike Hardy, Alphonse Morriveau, Marie Oshkopekeda, Elizabeth Morriveau, Eva Hardy, Marjorie Nawbes, Dorothy Oshkopekeda, Rita Netamagisick, Irene Esquega, Bella Moffit, Mildred Moffit.*

**1943** Highway 11 was completed from Hearst to Nipigon.

**1947** Despite successful operations, the band was prevented from renewing timber rights and therefore closed the sawmill. Many from Sand Point migrated to Macdiarmid to continue working, and many who attempted to return to Sand Point were denied by the Indian Agent (Department of Indian Affairs, 1971).

Sand Point Church is moved to Macdiarmid.

**1948-1953** Logging camp and portable sawmill located at the side of Sand Point settlement.

**1950 May 5** – Letter – Department of Mines and Resources – VLA. Application, Robert A Netemegesic (AKA Robert Donio) – Our letter under date of 6th April advised that we were having the above transferred in membership from the #80 Red Rock to the Sand Point Band. As per IA letter 62-9 dated 13th April, this was approved, over the Director's signature. (No. #216 Sandpoint Band, this Agency.) Referring to your letter (45009-10) of 9th Jan., the question of housing arose before approval could be given to his application dated Oct. 31st for \$1,745. For the purchase of requisites to build a commercial fishing boat. The above owns house and property on the Sand Point Reserve, on Lake Nipigon. His house measures 18 X 20', with two rooms downstairs, and two rooms upstairs, with one acre of land. The house is located at the eastern corner of the Reserve, roughly 100 feet from the L/Nipigon shoreline. During fishing season, he will reside here with his family and off seasons will reside at MacDiarmid, on lower L/Nipigon. As the veteran has waited from last Oct. for approval of his application, any action which you can now take to expedite approval will be appreciated; or please advise if any further data is required. Signed J.G. Burke, Indian Sup't. hand written note on letter: Mr. Miller – Please note - It would seem this

application could now receive favourable consideration. Forward for your approval. R.A. Harrison 18-05-50.

**1952 January 8** – Letter from Laval Fortier to Marc Boyer, Est, Deputy Minister, Department of Mines & technical Surveys [NARC File 492/30-17-0 Vol. 1]– re: Sand Point Indian Reserve No. 80, Ontario – “...We are anxious to complete the purchase of the Reserve from funds provided in our estimates for 1951-52...”

**March 4** – Letter to Dear Sir [DIAND File 492/30-17-Vol.2] We are writing you a letter again still concerning Sand point Res. “...we are enclosing a list of those that are wishing to transfer into Sand point band, those who are living here at MacDiarmid at present. These same people mention below have lived with us for past few years and have been getting along well together and now they asked us if we could take them into Sand point Band and so we all agree and here is the names and Bands:

*Charlie Potan Red Rock No.179, Harry Netemegesic Red Rock No. 185, Philip Netemegesic Red Rock No unknown, Patrick Netimegesic Red Rock No. 163, Fred Netemigisic Red Rock No. 132, Louis Nanakonagos Red Rock No. 167 and Frank Becker Chapleau No. 259.”* (Note: The Netemegesic and Nanokonagos are original Sand Point members- their Red Rock designation was from the 1873 paylist).

**1953 June 3** – Letter from J.G. Burk, Superintendent, Indian Agency to Mr. F. Matters, Regional Supervisor of Indian Agencies [NARC, File 492/30-17-0, Vol. 1] re: Proposed Reserves Sand Point and Whitesand “...May I again point out that the Sand Point Band are continually moving back to their Reservation...Last year the Indians bull-dozed a road at their own expense from the Sand Point Reservation to the main highway...”

**1954** Letter - The children of the McIntyre Bay Band Indian Day School at Macdiarmid sent a petition to Prime Minister

St. Laurent regarding the state of their school. Signed by: *Patrick Hardy, Timothy Hardy, Audrey Legarde, Suvana Potan age 14, Allan Netemegisic, age 13, Yvonne Morriseau, age 12, Lucy Louis, age 11, May Hardy, age 10, Ronald Morriseau, age 14, Bernadette Morriseau, age 12, Edna Thompson, age 13, Helen Nakanakis, age 11, Mary Jane Potan, age 11, Larry Morriseau, age 10, Diane Hardy, age 10, Andrew Thompson, age 14, Barney Oshkopekeda, age 14, Clara Thompson, age 10, Melvin Netemegesic, age 10, Andy Thompson, age 10, Richard Legarde, age 9, Ronald Legarde, age 9, Richard Morriseau, age 9, Donna Morriseau, age 8, Gary Morriseau, age 8, John Peter Hardy, age 8, Caroline Donio, age 7, Doreen Hardy, age 7, Linda Morriseau age 6, Maureen Oshkopekeda, age 6, Randolph Oshkopekeda, age 6, Daniel Legarde, age 7, Randolph Potan, age 6, Shirley Thompson, age 7 and Jean Thompson, age 7.*

**1955 October 31** – Letter from F. Matters, Regional Supervisor of Indian Agencies to Mr. A.S. Bray, Chief, Division of Lands, Dept. of Lands and Forests. [MNR, File 17295, Vol.1] “Following receipt of your letter dated September 30th, 1952, we had our Forest Engineer examine the situation at Whitesand and Sand Point...It did not appear to us advisable to establish reserves that would take them back to places where they could not earn a living when many were becoming established at MacDiarmid and making a living...I would suggest that the license of occupation be continued for the year 1956.”

**1956** Sand Point members remaining at Sand Point are forced to leave and their houses were emptied while they were away and possessions put outside and houses burned and bulldozed.

**1957 April 8** – Letter To Robert A Donio from A.R. Aquin Superintendent, Port Arthur Indian Agency [NARC, File 492/30-17-0, Vol. 1] “You will recall the previous correspondence which has been going on between yourself

and this office with regard to the wish to some of the Indians from MacDiarmid to return to Sandpoint... Since the location at Sand Point offers no opportunity for work, the Department will not assist any Indian or Indians to settle there, or even move back there. Therefore, we must advise that this Department will not support any move back to the Sand Point location by anyone from MacDiarmid. Nor will we re-establish a school at that point...."

**1958 October 1** – Cancellation Authority of Sand Point Indian Reserve No. 80 – [MNR, File 17295, Vol. 1] Rental Cancellation Authority 17295ID Cancel L.O. 748 October Sand Point, Indian Reserve No. 80 Lake Nipigon 236 acres.

**1959** Blacksand Provincial Park is formed under MNR, Ontario on Sand Point's land.

**1960** *Norval Morrisseau's* Woodland artwork is recognized.

**1970** Archaeological Investigations at the Site of the Trading Post at Sand Point by Ken Dawson – 79 pages Reports refer to flooding and that no underwater Archaeological work has been carried out.

**November 11** – Sand Point FN reverted to "band custom" for selection of chief and councillors.

**1971 February 9** - February 9 – The Department also stated that "...a new Band to be known as Rocky Bay Band was constituted on September 29, 1960...It comprised thirty-one persons from the Sandpoint Band, forty-three persons from the Gull Bay Band, seventy persons from the Red Rock Band and four persons from the Brunswick House Band." It should be remembered that the seventy persons from the Red Rock Band were actually Sand Point members whose families 1883 designation had never

been changed and the four persons from the Brunswick House Band were in fact 1 person (Frank Becker) who married Veronique Netemegestic plus their children. The letter goes on to say, "I know of no reason why any of the members of the Rocky Bay Band should be referred to as Sand Point Band members. Although some of them may have been former members of the Sand Point Band, they now have no claim to membership in the Sand Point Band". Source: Letter Aug 5, 1971 Ottawa, Ontario H.H. Chapman, Chief, Membership Division, to Chief Indian-Eskimo Bureau.

**1972** Blacksand Provincial Park is renamed Lake Nipigon Provincial Park and MNR produce a brochure about Lake Nipigon and the park.

**1982 March** - Land Claim submitted to the Ontario Lieutenant Governor by the Grand Council Chief of the Anishinabek on behalf of four Indian Bands, The Pays Plat, Pic Heron,, Pic Mobert and Long Lake #58 later joined by Red Rock, Rocky Bay and Whitesand Indian Bands in June 1982. Stating their position that these bands were not signatories to the 1850 Robinson Superior Treaty.

**1983** *Robert A Donio Jr* Chief of Sand Point First Nation – 18 April 1983 BCR #1 File Ref. 4218-1-196 That we the undersigned of Sand Point Indian Band according to the Band Custom, declare that *Robert Donio* be the Chief and that the Councillors be *Lawrence Esquega and Renata Morriseau*. Attached signed petition.

**1984** Thunder Bay Chronicle-Journal – "Indians lay claim to 24,000 square miles...Eight Indian bands in Northwestern Ontario have filed notice of intent to commence court action in relation to land claims totaling 24,000 square miles including the Hemlo gold fields. Legal counsel for the Pays Plat, Pic Heron, Pic Mobert, Long Lake #58, Red



Rock, Rocky Bay, Whitesand and Sand Point Indian Bands served official notice in April 1984..."

**1986** *Roger Nokanakis* Chief of Sand Point First Nation - 21 Jan 1986 - BCR #13 File Ref. 4200-196 - that we the Band members of the Sand Point Indian Band, according to Band Custom, declare that *Robert Donio* is removed from his present position as Chief of Sand Point Indian Band, effective date of January 21, 1986. Following reasons for termination: no band council meetings, no band meetings, no accountability of work performed for the band, no communication with either Council members, no documents forward, no accountability of Band funds spent to date, no accountability of audit reports, no accountability to Band members, no accountability to his councillors, *Lawrence Esquega and Renate Morriseau*. Be it resolved that *Roger Nakanakis* be appointed as Band Chief for Sand Point for an interim period of one year. Be it further resolved that Councillor *Lawrence Esquega and Renata Morriseau* remain as Sand Point Band Council, until further notice. Attached signed Petition.

**1987** Nipigon Power Limited on Namewaminikan River - Hydro Electric Project

**1988** Roger Onakanakis - BCR 001 File Ref. 4200-196 - Whereas the Sand Point Indian Band is under Band Custom - Do hereby appoint Chief and Council beginning April 1, 1988 to March 30, 1990. Be it resolved that *Roger Onakanakis* be appointed as Chief of Sand Point Indian Band. Be it further resolved that *Lawrence Esquega and Rapahael Morriseau* be appointed as Councillors for Sand Point Indian Band.

**April 22** - Dismissal for Councillor *Renata Morriseau* - political interference with another Band, working for other band, not working for own band, attempting to remove Chief and Council without reason, attempting to appoint another Chief from another band, refusing present Chief and Council

to administer daily business, refusing to work with present Chief and Council, withholding Band office material and supplies, refusing to close the books for fiscal year end, refusing to have financial audit done.

**1990 March 25** - Election - *Dan McGuire* elected Chief of Sand Point was Chief for 9 years - Councillors - *Paul Gladu and Ernest Lesperance*.

Poplar Point Ojibway (a group not recognized as a band) initiate litigation against Nipigon Power Limited for not consulting with them and desecrating a burial site.

**1991 August 5** - Land and Larger Land Base Negotiations Framework Agreement with Fort William, Michipicoton, Pays Plat, Pic Mobert, Rocky Bay and Sand Point.

Framework Agreement for First Nations Land Management to allow First Nations to opt out of 32 provisions in the Indian Act on land and resources.

**1992 February 25** - BCR the Sand Point First Nation hereby withdraws its membership in the Ojibway 1850 Tribal Council

**1994 April 17** - Councillor *Ernest Lesperance* passes away and *Peter Esquega* is appointed his replacement by Chief *Dan McGuire* with no election.

Lake Nipigon Provincial Park closed.

**1996 March 28** - Agreement in Principle - between Sand Point First Nation and Canada and Ontario - signed by Chief *Dan McGuire*.

**August 1** - Agreement in Principle - between Sand Point First Nation and Ontario Hydro signed by Chief *Dan McGuire and Con McGuire* as members of Sand Point (however Con McGuire was not a member of Sand Point FN) First payment \$495,154.00.

**1997 February 12** - Agreement in Principle was accepted by resolution of the "Elders Society" and by BCR on

February 13 signed by *Dan McGuire*, Chief and *Peter Esquega* as Councillor.

**May 26** - Report Final Settlement Agreement with Ontario Hydro and Specific Claim By: *Kim Fullerton to Dan McGuire*. Fifteen annual cash payments of varying amounts paid in Trust -1925-26 Flooding of Lake Nipigon stating that as IR#80 was never transferred to Canada and was instead held by way of an annual License of Occupation from Ontario that SPFN were little more than "squatters" and were there at the pleasure of the province.

**1999 February 11** - The Final Settlement Agreement (FSA) was accepted by BCR.

**April 14** - Ontario Power Generation Final Settlement Agreement with Sand Point FN.

**May 4** - \$489,000.00 paid by OPG.

**2000 April 11** - 4th lump sum payment \$100,000.00 from OPG.

**July 4** - Election - *Paul Gladu* elected Chief, Councillors elected - *Henry McGuire and Phyllis Michon*. *Albert Gladu* Band Manager - 2 years.

**2001** The Municipality of Greenstone was established.

**April 9** - Letter to Chief *Gladu* from Cheadle Johnson Shanks McIvor re the Status of the Agreement and Second Payment from Ontario Power Generation.

**May 24** - Letter to Chief *Gladu* from Donald Colborne re: Agreement with Ontario Hydro and its validity

**June 1** - Draft submitted by: Wilfred King, Political Advisor Sand Point First Nation - The Constitutional Basis for Self-Government and the Anishinnabek Nation Governance Agreement-In-Principle (14 pages) as pertains to 1982 Constitution Act - section 35.

**June 21** - Letter to T. Michael Strickland, Solicitor with Cheadle, Johnson, Shanks & McIvor lawyers for Sand Point FN from Ontario Power Generation regarding OPG's

second annual payment pursuant to the final Settlement Agreement.

**2002 March 5** - Final Agreement between The Sand Point First Nation Canada and Ontario - signed by Chief *Paul Gladu* and Councillors *Leona Clarke and Laura Airns*.

**July 5** - Thunder Bay Chronicle-Journal - meeting of 10 people in the home of *Jim McGuire* voted *Jim McGuire* as Chief, and *Julia Coutts and Theresa Esquega* as councillors. *Henry McGuire* was appointed new band manager. Indian Affairs appoint a mediator to sort out the illegal Election - takes 3 years to sort out.

**July 8** - Sand Point First Nation Custom Election Code.

**2003 May 26-August 26** - Robinson Superior Treaty Annuity Litigation.

**2005** Election *Paul Gladu* was elected Chief and *Phyllis Michon and Steve Podochuck* Councillors - 4 years.

**2008 January** - BNA Custom Election Code ratified.

**2009** Election *Paul Gladu* was elected Chief and *Laura Airns and Grace Podochuck* Councillors - 4 years.

**2010 April 22** - Order in Council for Reserve Status - Presentation and signing by Chief *Paul Gladu* at Sand Point to accept 984.612 hectares (2433 acres) of land. Papasay Incorporated.

**2011** Survey of BNA Industrial Park land at Sand Point. Lake Nipigon Forest Management Inc incorporated. Wawasum Group LP incorporated.

**2012 May 22** - Legal Description Report - Land Survey

of Sand Point Total 9874.6 hectares (2433 acres) for Land Code.

**2013** Election – *Laura Airns* Chief, and *Lillian Calder* and *Joe Ladouceur* as Councillors. 4 years.

**March** – Little Jackfish River Hydroelectric Power Project.

**March 7** – Report of Appeals on Election Process and Construction of BNA Industrial Park building at Sand Point.

**2014 March 29** – Bingwi Neyaashi Anishinaabek became a signatory to the Framework Agreement on First Nation Land Management - BNA developed their own Land Code and will now implement land governance, assume jurisdiction over their reserve lands and resources, and opt out of 34 land-related sections of the Indian Act.

**2015** Namewaminikan Hydroelectric Project.

**July 22** – BNA Matrimonial Real Property Law – Final Draft.

**2016** Framework Agreement Michano Lake Superior Litigation – Pic River, Pic Mobert, Pays Plat, Long Lac 58, BNA and BZA.

**November 19** - BNA assumes control of its membership code under section 10 of the Indian Act bringing BNA one step closer to full self-governance. Full self-governance would cover, governance, social, economic development, education, health, lands to name a few.

**2017 January 21** - Election – *Joe Ladouceur* elected Chief and *Lillian Calder* and *Katie Borysewicz* – 4 years.

Saw Mill in operation.

Annuity Case – Whitesand Band filed the initial claim then joined by the Red Rock Band followed by the Robinson Huron Bands – with the other bands joining as intervenors

BNA opened Sawmill

**2018** BNA purchased – 292 Court St., Thunder Bay, Ont.  
BNA opened - Family Well-being & EarlyOn Centre at 215 Van Norman Street, Thunder Bay.

Survey of lots – and drilled wells at Sand Point.

**2019** BNA purchased – 215 Van Norman Street, Thunder Bay.

BNA Biomass Project – commences.

BNA Duplex – Construction completed.

**2020** New Homes – May Construction of Single-Family dwellings.

BNA Trailer Park – electrified.

BNA Opens Aggregate Quarry

BNA Health Centre – Ribbon cutting Sep 8th.

CCP – Comprehensive Community Planning with CE Strategies – data gathering exercise (Oct 8th).

**2021** Elections – Feb 20th – Chief – Paul Gladu, Councillor – Lillian Calder and Councillor Tracy Gibson.

BNA 3 Single-Family dwellings completed.

**2022** BNA purchased – 150 Grandview Rd – for the new Family Well Being Centre

BNA purchased – Little Virgin Island, Lake Nipigon.

**2023** BNA Cemetery Policy, Ratify Land Code re-ratification, Regional Biomas Project, Sawmill Expansion, BNA Electric Vehicle Pilot Project, Bio-Heat Study, Capital Planning Study, CCP, Digital Heritage Project, Commercial Zone Project, BNA Roadwork, Transmission Line Project, Roundhouse, 911 Emergency Mitigation & Mapping, Waste Transfer Station Design, Hydrogeological Study, Circular Materials Recycling Programm, Phase 4 Housing Program, Capital Planning Study.

# APPENDIX II

## COMMUNITY INPUT & SURVEY RESULTS

### Part 1: Summary of Community Input from CCP Workshops, Focus Groups & Input Booths

Data Sources: CCP Committee Meeting notes (June 2021- Feb 2022), Community Meeting Presentations & Input Activities (Feb 2022, Jan 2023, Nov 2023, Mar 2024), Youth Council Focus Group (April 2023), Elders & Older Adults 55+ Focus Group (May 2023), Grandview Pow-Wow Input Booth (June 2023), All Staff workshops (Oct 2023)

Note #1: This input has been edited to reduce repeated items though some items appear under more than one topic so some repeats are intentional. Some suggestions made in 2021-22 and have since been addressed.

Note #2: Cross-cutting themes about the future vision for the community are summarized in Section 4 on page 26.

Note #3: Results from the Community Survey completed in the fall of 2023 are shown in Part 2 but comments from the survey have been integrated into this summary.



#### Gi-Dakiiminaan (Traditional Lands)

**Mining development** in our area a big part of the picture in future – must move carefully/strategically, like with gathering medicines – move forward with mining and forestry in a sustainable way, harvest responsibly, respect the land, understand the rate of replenishment and conditions needed for regeneration, we need to influence mining companies to do better and hold them accountable for impacts/clean up.

**Giving us [BNA] control of our land** is so critically important.

**Agreements with surrounding communities** are key to maintain and protect, boundaries reflect the colonial approach to divide and conquer us. We have a strong relationship to and around the lake.

**Help our members learn land-based skills:** hunting, fishing, gathering, preserving. First Nation monitoring activities on our lands: preserve natural land, marina and breakwater area, hunting, fishing, land-based living, tourism monitored by our community members, mapping of traditional lands, well-marked trails for hiking/fitness, fasting, warrior camps, hide camps. **Using traditions and teachings to live** on and from the land to be sustainable. Stewardship of lake nipigon with 6 FNS, traditional foods and cooking, lake guardian programs, management of lake activities and fishing, community trapline, management of lands and SAR.

**BNA: stewards of our lands.**





## Waakaa'igin (Housing)

**How do we attract members back to live on the land full time? How do we build more houses?**

Very different views depending on **age bracket** – older members seem more willing to move there quickly so we need to make sure they have services they need as they age on the land. **EMS, Policing, and Security** are big considerations for moving back.

**Sustainability:** Sustainable building supplies as much as possible, **green and efficient homes** – let's set an example, durability – harsh weather will get worse with climate changes. Let's **use our own resources** to build our houses. Beautification of lots.

**Planning:** Community wants to be more involved in discussions about housing policies and planning/development, long-term planning. **Clear communications on housing selection process needed.** No favouritism – **equal access.** Consider the precedent set before when changing or creating new housing policies. **Land Use Plan** very important. **MRP:** lack of security for non-member spouses a real concern for those who'd like to move back to the land. Redoing housing policies. Advocate for recognition/restoration of homes that were destroyed. **More education on housing policies** in general – would like to see a chart comparing our housing policies to typical on-reserve housing policies/rights/laws to help members understand it better. Maybe produce a housing FAQ booklet for members.

**Types of Housing:** Long-term livability considered in development planning. Enough homes for ALL members that want to live on reserve and extra for visitors. Lake-view homes will be the most sought after. Emergency Housing; Housing for Staff & Workers; Homes hooked up to Biomass District Heating. Housing options: 2 bdrm, 3 bdrm, 4 bdrm; **Affordable:** options to fit various incomes [rent geared to income, subsidized housing, social, transition home, crisis housing]; disability; Elders; single people; family homes; social housing; staffed respite homes; apartments/condos; fair housing/**consistency in our policies;** basic to luxury options; hotel & conference centre; more seasonal housing. Community members are making their own multi-year plans for returning to live in community, some members want to live in neighbourhoods – some want to be in the bush – we need a **variety of housing developments/options** on the land.

**Roadblocks:** not enough staff to manage all priorities, funding, more access to recourses – find more money, temporary accommodations for workers and staff, affordable housing for all members.



## Aki Machiitawin (Community Lands & Development)

**Decolonization:** Look at opportunities to decolonize our security and policing; **design our community layout** and buildings with unmistakable Anishinaabe designs and symbols; **employing our own members,** our history is tied to fishing on **Lake Nipigon,** we need to make our community design reflect that important history and our traditions.

**Accessibility:** Important to keep things **accessible for our elders or people with disabilities** in our community (e.g. district heating vs. individual wood stoves); **Elders complex with staff.** We should maintain the existing **walking paths;** pathways and walkable lands at Sand Point; Make sure there is **access to water for everyone.** The beaches should be maintained

for community use and boat access for fishermen (little beach – dock). Parks really enhance community spaces; **the more green space, the better!**; there should be spaces that are safe for families to enjoy/kids to play outside; want to see **parks/playground** and **kids playing outside**; basketball court and outdoor sports facilities accessible year round. Community member run gardens and **food distribution for members**; Moose/fish/bird processing; Area for **youth & families to camp** and access land base; Public accessible washrooms; **transportation options** or shuttles for members on the land; **middle beach development** for FWB team.

**Sustainability:** how do we build a sustainable population at Sand Point (i.e. big enough to afford/get funding for education, health, elders support services); **jobs and services** are more important than aesthetics for attracting members to live on the land right now; employing our own members; **set an example** for other First Nations to follow; strong desire to be a self-sustaining community; generating our own power (biomass, solar, wind); building with materials from our lands (forest, aggregates); employing our own members; would like to **partner with BZA** to ensure essential services are available to those living on the land; offices; land code properly implemented; canoeing. Overlap with Ec Dev: **Corner store; Restaurant; grocery store; gas station;** mini-mall - all important to members who will live there; “**Would love to see us realize our vision of a community where businesses can thrive**”; beautiful business park with nice signage on the highway; electric car filling station; Fishing resort with band members running it; Bait & tackle store; movie theatre; Community member run gardens and food distribution for members.



### Tawin Meno-Ayawin (Health & Wellness)

**Aging Members:** Elders Complex – major goal of the community and designed to be **accessible to Indigenous Elders** across the region– need identified by many of our neighbours; Elders issues addressed and **supports provided**; To be able to care for our aging community members and their needs like dementia – falls - and daily tasks; **PSWS for Elders, sick, disabled etc.**

**Education/Learning:** What kind of education and services will be available to families with kids if they move back to the land? **Online education opportunities**; It's important to grow up with our **traditions** and have the opportunity to **pass on what we've learned** to the next generation; It's important that we **keep learning our ways** and **creating paths for learning** and sharing; technology classes, sewing club, dance classes, **safe after school spaces** for students & teens; youth are very interested in Sand Point and would like to see a **school** there;

**Family Care:** need to have a daycare in the community; **Activities bring people together** - help us grow closer - build connections - start conversations; we look forward to getting to the land and being around people; want to **socialize our kids**; having a **roundhouse for traditional gatherings** and being together is a big interest; the women have done an amazing job with Family Well Being centre and formalizing our **programs and teachings** and sharing them with families; outdoor **sports facilities**; participating in sports with other communities.

**EMS/Fire/Health Centre:** volunteer fire station; land developed for increasing community population to justify costs of **health clinic & staff, FN search & rescue teams**; support **community paramedic program** along corridor until we can have them on the land; renewal of paramedic - fire, **emergency health supports** in corridor, long-term goal: **Health Clinic with Drs & Nurses**; medical van/transport services needed at Sand Point; our members are doctors,

nurses, psws - bring them home; addiction services, functioning nurses station staffed, EMS Building on the land, **mental wellness centre** dealing with all situations (isolation and generational trauma); counselling; more mental health workers, Fitness Facilities – access; trauma services; heli-pad; On The Land Treatment centre - mental health **addictions and traditional healing**.



### Weshkut Anishinaabe Biimadiziwin (History & Culture)

**Empowering Members:** We need to empower our members to all be taking care as a community, **cultivate culture and togetherness**; often our culture is framed as in danger or threatened but it is **strong and powerful**; we need to look at our attitudes towards ceremonial activities – sometimes we are self-oppressing – attitudes instilled from residential school training are still present in our community members; some of the older generation still believe cultural practices “should be” hidden away - we **need to be sensitive** about this; those that have other religious beliefs should feel included - there is **no competition between our culture and other faith practices**; culture is an experience that you have - it creates a sense of **belonging**; **cultural connection to land** is fostered between the people and by having traditional activities on the land; very powerful to have cultural experiences on the land for the first time – first ceremonies - meals inside someone's home - seeing and holding cultural tools and being shown the context for their use; **Assist/Guide families with intergenerational trauma**.

**Language:** Walking together with our elders - hearing them speak the language with proper pronunciation is a priceless experience, **traditional language classes**; Use Virgin Islands as a cultural/language revival tool; host “**language retreats**” with full language immersion activities on the land; return to our language/learn language; maps and signage for trails; **language everywhere**.

**Cultural Infrastructure:** Pow wow grounds – improvements like pavilion and benches and accessible washrooms needed; **Roundhouse** approach to cultural practice and sharing, reclamation of our ways, Cultural buildings are a signal of cultural health in a community – we should see **culture reflected throughout the community** in our buildings and structures; **Culture centre needs to be a multi-use facility** that can accommodate a variety of events all year (wedding venue, sports, little NHL), Lodge and cultural facility combined, Art Gallery; Museum.

**Community Programming:** Miigwetch to Early ON centre for introducing my kids to **smudging and language!**; unplugged cultural programs; cultural teachings that are available at a community centre/rec centre; Community Bundle; **ceremonies, community gatherings on the land**; collection and storage of **BNA history, photos, stories etc**; how we got our land back and why it was taken; **Community Garden, Medicine garden**.



### Zhooniyaa Maachitawin (Economic Development)

**PVAWP:** Sawmill expansion – **members interested in working there** but need clear timelines and more information about **accommodations for workers**; own-source revenue; sawmill is upgraded producing market-grade lumber, other sources, then we would have options for what activities we can do outside of the funds provided by the Indian Act; **advocacy of aggregates and wood products** from BNA sawmill to get primary use in **regional development** projects; **healthy sawmill**

**business**; more info about **Papasay Management Corp** and **how it operates** would be helpful.

**Community Development**: biggest challenge = workers at Sand Point – **need a strategy for building the workforce** we need; need a full picture whenever new opportunities arise – can't compromise our values for Shooniah; more forward carefully especially with resource development; **moderation is important to us** (though it is at odds with capitalism); must take a longer view and **consider impacts on next generations** (also at odds with capitalism); Financial self-sustainability; storage units for members who camp at Sand Point/have seasonal cottages zones; **safe and secure community** – cameras; education centre; joint FN projects; **Good balance between Ec Dev and community development**; Band office on reserve; **Employment with good paying jobs**.

**Business Section**: local market with produce from our greenhouses and **members selling things they make**; create an **Entrepreneur committee**; explore options for **community-owned business** and how revenues will benefit community; develop strategies for supporting band member-owned businesses, & franchises; partnerships in our commercial and industrial **Hwy commercial zone** (gas station); **mines and forestry jobs and revenues**; hotel on reserve; fast food franchises; Bingo Hall; Tourism Info Centre, Health centre.



### Ogimah Naaknigewin Ogimah Ozhibiigewin (Governance & Administration)

**Organizational Needs**: Autonomy; self-governance; men's councils, women's councils and youth councils; **more community committees**; would like to see another **committee of members involved in CCP** going forward; importance of having **neutral person in HR positions**; perceptions of favoritism/nepotism (but also want to hire our own people) – need to have good policies and procedures in place; be transparent with members about organizational structure and policies; financial management pursuing certification with **FMB and custom financial laws** [Financial administration law (FAL)] so important to opening doors to resources; our community knows what we need; **offer job opportunities to BNA members** first and if not then give preference to people who are Anishinaabe/have lived experience then others who are qualified; **Band Office on the land** – designed with our culture proudly showing and ability to accommodate a lot of different types of meetings and programs; review of clans system and **Indigenous governance ways** which would speak to families and ability to work together; Clan system governance and council style governance: one is more formal and once is less formal but this concept is similar and the two can work together; **transparency about operations** key to reducing member frustrations when things don't meet their expectations; central database for safe file storage and cross-department information sharing.

**Communications**: Members need **communication often and consistently** – many members not on Facebook or may not read newsletter; need to **share our success stories** and progress more often – we have a lot to be proud of/celebrate; Francophone members – **need newsletters and important documents translated to French**.

It's impossible to keep everyone happy - If everyone was satisfied, we wouldn't grow and challenge each other to work hard; **BNA blessed with strong leaders in past and present**; highly dedicated and capable staff – community recognizes their hard work and appreciates them; there is generally a high level of **trust in the community** and satisfaction with Chief and Council – recognized for their commitment and active involvement.



## ⚡ Chikaapiigesii Chiigun (Energy & Infrastructure)

Roads need improvement; **climate change** will challenge our infrastructure – need to have **reserve funds and emergency planning in place**; **highway entrance a major concern for safety** – we need to advocate for safe turning lanes and signage for vehicles to slow down; secondary community access road; infrastructure development at Big Virgin and Blue Lake; need more heavy equipment for on-reserve development; Heli-pad for emergencies; **Backup power/diesel backup** – understanding that we need to rely on some less-sustainable energy options in emergencies; Important to keep things **accessible for our elders or people with disabilities** in our community (e.g. district heating vs. individual wood stoves); great work done to bring power and essential infrastructure to community in initial phases; people want to see **BNA become a leading example of a green and sustainable community**, Paperless, **Cell Service & wifi**; energy self-sustaining community, solar farm, rooftop solar, emergency generators, new transmission line on Highway, **wind/water energy generation**, Water treatment & distribution, DGS Station - **street lights**, public works garage, RV Park, Little Jackfish & Hydro Power, Rock Quarry, District heating biomass, waste transfer station, **going green for our environment/protect Mother Earth, recycling**.

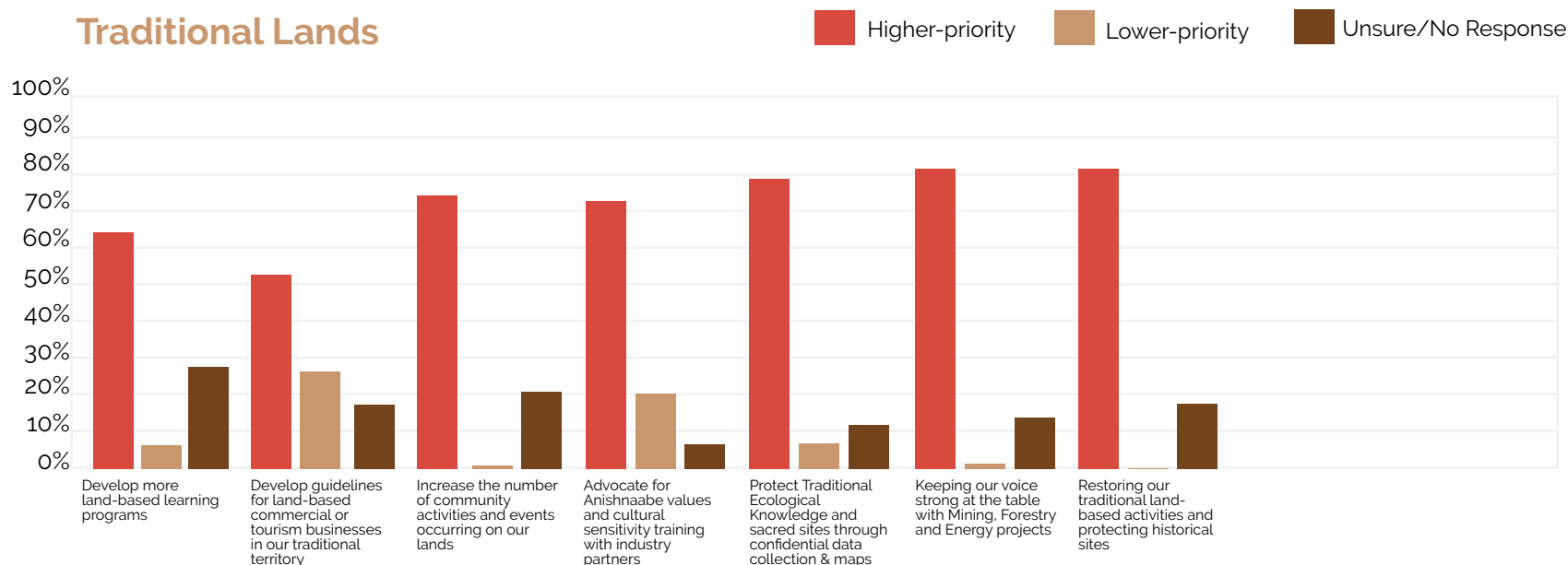
Miigwetch to the CCP Committee members: Jeff Fuller, Ryan Gorrie, Ashley Stevenson, Jennifer Davis, and Joe Ladouceur Jr. for their time and valuable comments as well as all the community members who were able to participate in the process. The comments and input generated in each section has been edited slightly when repetitive, but to ensure community voices were properly reflected throughout, this editing was minimal. Portions that did repeat or are considered important were set in bold text.

Despite there being such extensive input, it is important that as community members you feel your voice is heard and reflected in this CCP. This being the first edition of the CCP, we welcome more input, especially as we grow and develop as a community over the next generation. If you have more to share, please go to the CCP section on our website [bnafn.ca](http://bnafn.ca) and fill out the comment form or contact the band office directly to give your input.

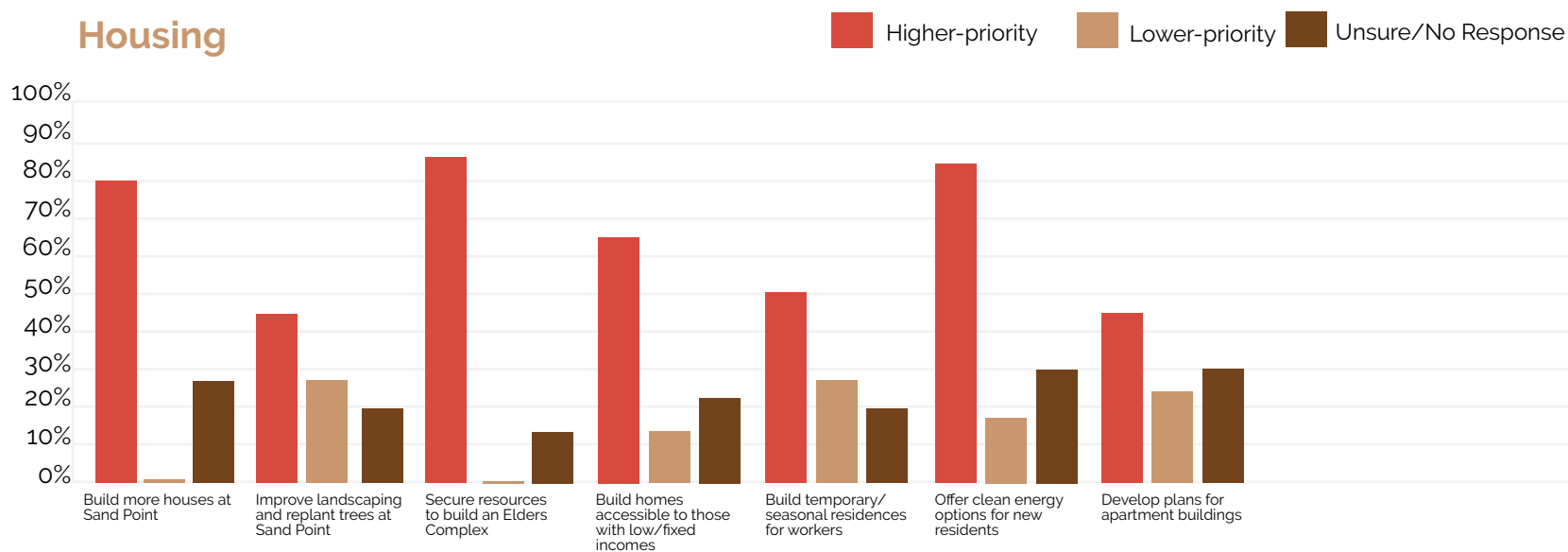


## Part 2: CCP Survey Results

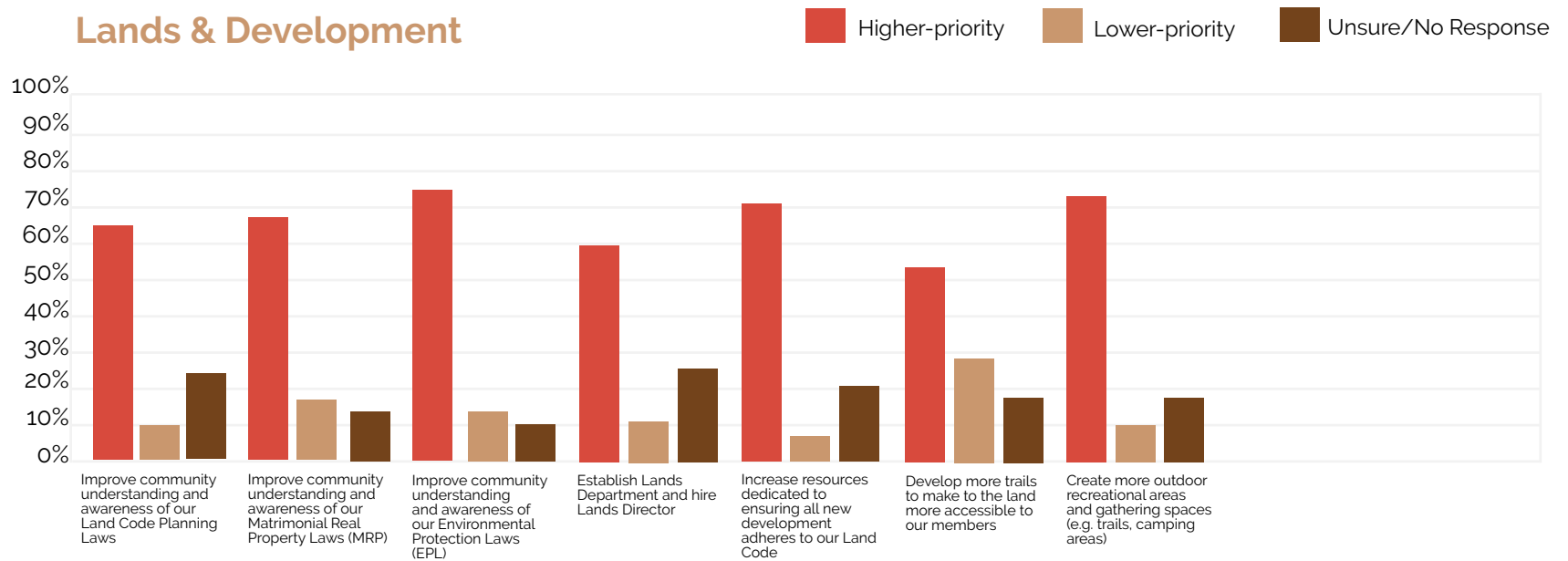
### Traditional Lands



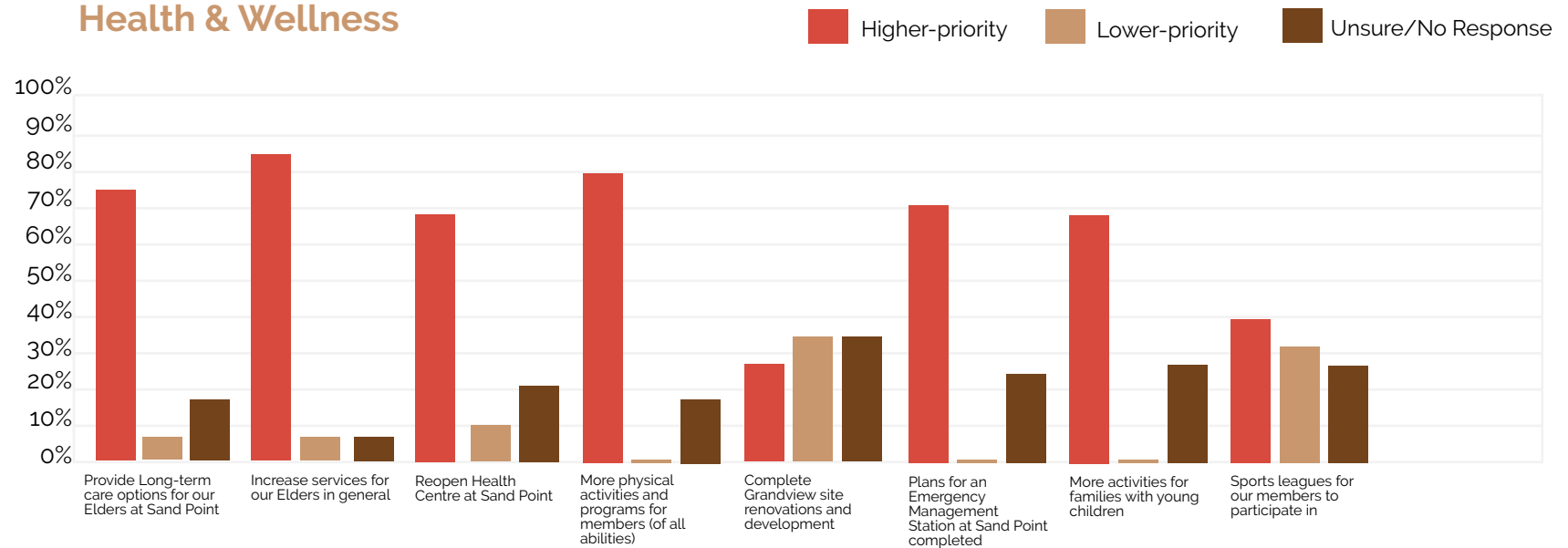
### Housing



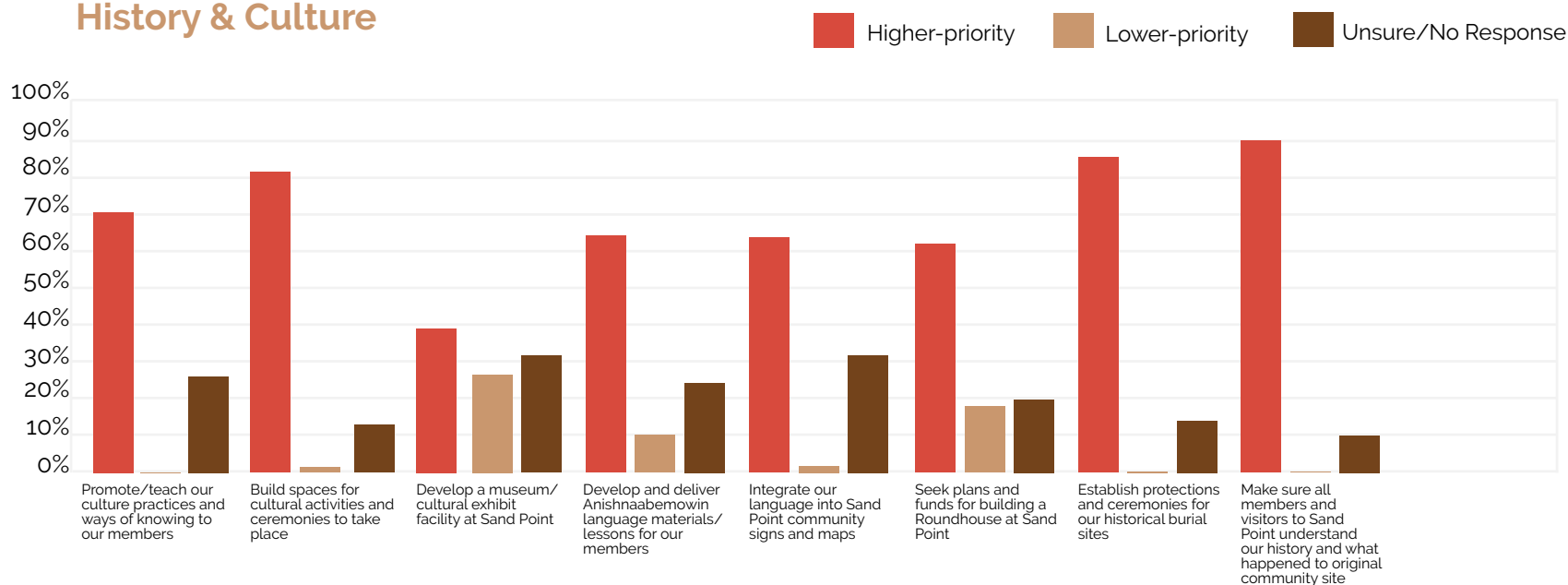
## Lands & Development



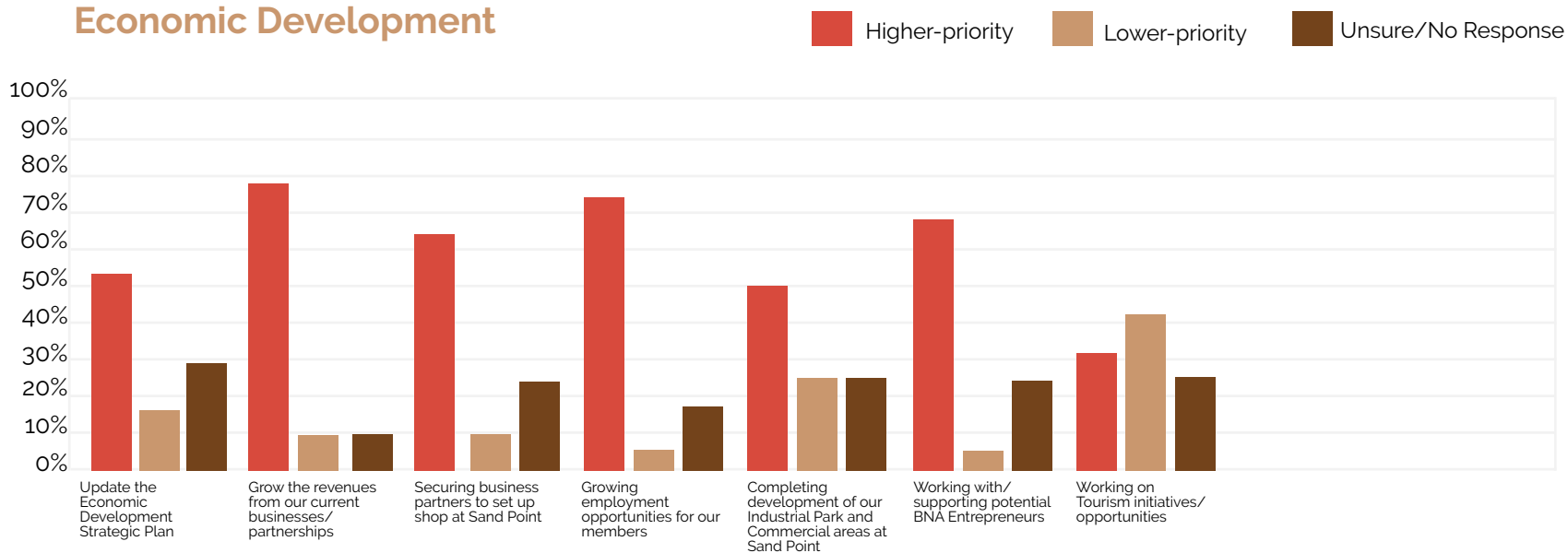
## Health & Wellness



## History & Culture

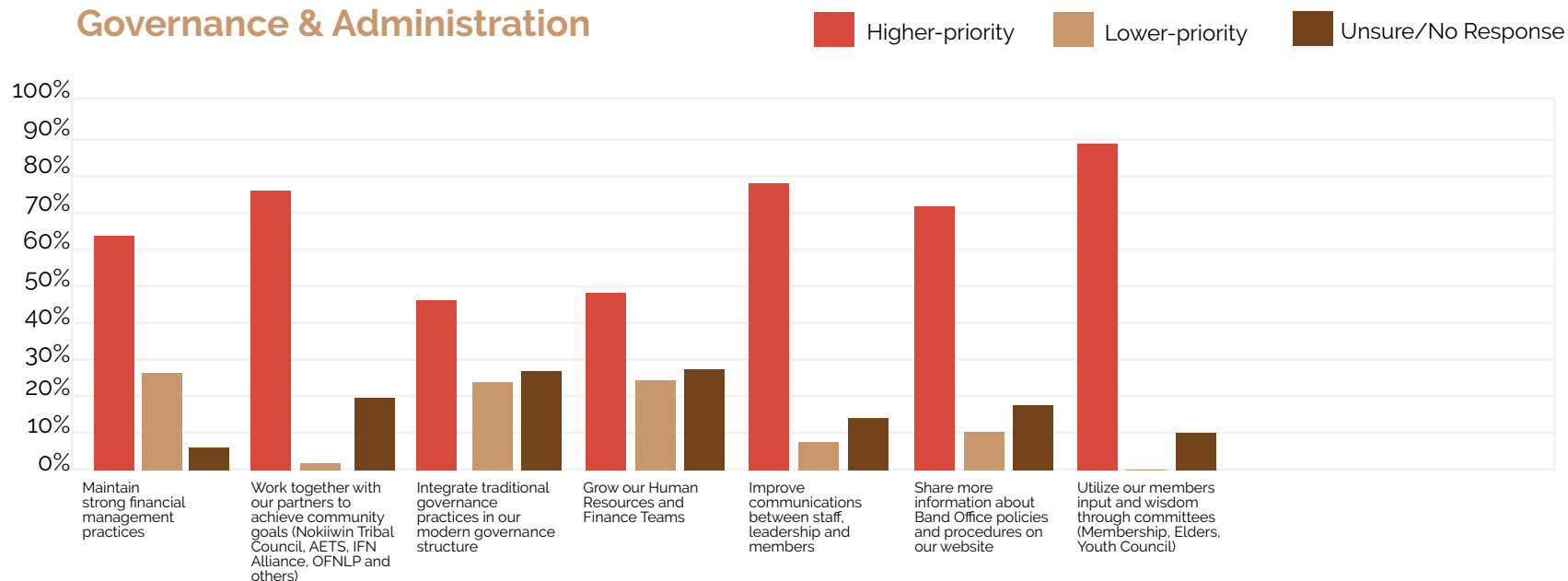


## Economic Development

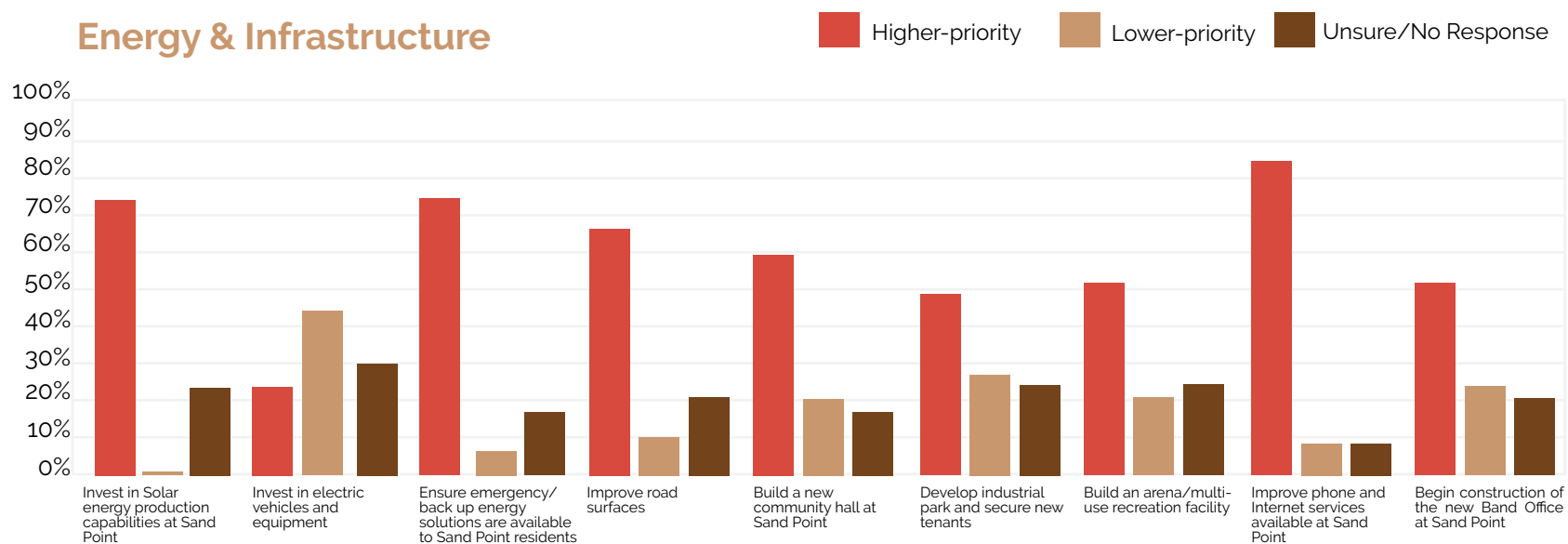




## Governance & Administration



## Energy & Infrastructure



# APPENDIX III

## CCP WORKPLAN TEMPLATE

### Geh-zhe Nak-ko-ne-geh-ing CCP: Action Planning Template

Are we ready to proceed?

YES

?

NO!

CCP TOPIC(S):  
(Circle)



Traditional  
Lands



Community  
Lands



Housing



Health &  
Wellness



History &  
Culture



Economic  
Development



Governance &  
Administration



Energy &  
Infrastructure

CCP Priority/Action: \_\_\_\_\_

Department or Team: \_\_\_\_\_

Action Lead: \_\_\_\_\_

Team Members: \_\_\_\_\_

Workplan Summary - Tasks & Timeline:

- ☐ 1. \_\_\_\_\_
- ☐ 2. \_\_\_\_\_
- ☐ 3. \_\_\_\_\_
- ☐ 4. \_\_\_\_\_
- ☐ 5. \_\_\_\_\_
- ☐ 6. \_\_\_\_\_

2024:

Q1:	Q2:	Q3:	Q4:
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2025:

Q1:	Q2:	Q3:	Q4:
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2026:

Q1:	Q2:	Q3:	Q4:
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Check Points:

Budget: ☐ Completed ☐ Approved ☐ Funded

Risks: \_\_\_\_\_

Contingency Plan Needed? ☐ YES ☐ NO

Important Dates/Deadlines: \_\_\_\_\_

Special Skills Req: \_\_\_\_\_

☐ In-House ☐ Partner ☐ Contractor ☐ Consultant

## Geh-zhe Nak-ko-ne-geh-ing CCP: Priority Action Progress Form

Date: \_\_\_\_\_

Name: \_\_\_\_\_ Dept./Team: \_\_\_\_\_

Action/Project Title: \_\_\_\_\_

### CCP TOPIC(S): (Circle)



Traditional  
Lands



Community  
Lands



Housing



Health &  
Wellness



History &  
Culture



Economic  
Development



Governance &  
Administration



Energy &  
Infrastructure

### Workplan Summary - Tasks:

- ☐ 1. \_\_\_\_\_
- ☐ 2. \_\_\_\_\_
- ☐ 3. \_\_\_\_\_
- ☐ 4. \_\_\_\_\_
- ☐ 5. \_\_\_\_\_
- ☐ 6. \_\_\_\_\_

### Status (Circle):

Not Started	Started	In-Progress	Complete
Not Started	Started	In-Progress	Complete
Not Started	Started	In-Progress	Complete
Not Started	Started	In-Progress	Complete
Not Started	Started	In-Progress	Complete
Not Started	Started	In-Progress	Complete

### On Schedule?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> No

### Update Notes:

\_\_\_\_\_

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\_\_\_\_\_

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\_\_\_\_\_

Do you need a follow-up  
meeting about this project?



# APPENDIX IV

## FAMILY WELL-BEING & EARLYON PROGRAMS & SERVICES

### Programs by Age

Age Group	Program/Activity	Notes
0-6 Years	<ul style="list-style-type: none"> <li>▪ Abinoojiinyens Play Group</li> <li>▪ Odamino Play Group</li> <li>▪ Kids Cooking</li> <li>▪ Minogi'aawaso (TBIFC partnership)</li> </ul>	<ul style="list-style-type: none"> <li>▪ EarlyON Child &amp; Family Centre, open Mon-Thurs</li> <li>▪ Calendar posted at <a href="http://www.keyon.ca">www.keyon.ca</a> or Bingwi Neyaashi EarlyON Centre FB page</li> </ul>
7-11 Years <i>Juniors</i>	<ul style="list-style-type: none"> <li>▪ Bowling</li> <li>▪ Crafting</li> <li>▪ Cooking Classes</li> <li>▪ Escape Rooms</li> <li>▪ Juniors Overnight Camp</li> </ul>	<ul style="list-style-type: none"> <li>▪ Runs twice per month</li> <li>▪ Info on Family Well-Being Facebook or Instagram page</li> </ul>
12-17 Years <i>Youth</i>	<ul style="list-style-type: none"> <li>▪ Youth Drop-Ins</li> <li>▪ Teepee Teachings with an Elder</li> <li>▪ Kickboxing Classes</li> <li>▪ Pottery/Paint Nights</li> <li>▪ Youth Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contact Liz or Sean to get involved in Youth Council</li> <li>▪ Runs twice per month</li> <li>▪ Info on Family Well-Being Facebook or Instagram page</li> </ul>
18-29 Years <i>Young Adult</i>	<ul style="list-style-type: none"> <li>▪ Community outings</li> <li>▪ Drop-In Nights</li> <li>▪ Life Skills building workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Once per month</li> <li>▪ Info on Family Well-Being Facebook or Instagram page</li> </ul>
All Ages	<ul style="list-style-type: none"> <li>▪ Family Nights: Movie Nights, Tubing, Swimming, Winter Carnival, Grandview Gatherings, Walking nights, Crafting</li> <li>▪ Cultural Nights: Learning to Share, Sharing Circles, Hand Drum Workshops...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Family Nights run twice per month</li> <li>▪ Cultural Nights runs every week</li> </ul>



## IV. FWB & EARLYON PROGRAMS & SERVICES

Age Group	Program/Activity	Notes
All Ages (cont.)	<p>...Hand Drumming nights, Big Drum Teachings, Drum Socials, Cultural Teaching Nights (online and in person), Sweat Lodges, Mocassin Making (May 2024), Fasting event, Regalia Workshops</p> <ul style="list-style-type: none"> <li>Land based learning out on the land</li> </ul>	<ul style="list-style-type: none"> <li>Family Nights run twice per month</li> <li>Cultural Nights runs every week</li> </ul>
Adults & 55+	<ul style="list-style-type: none"> <li>Adult Wellness nights: Comedy and Theatre, Pottering and Painting, Drum Making workshops, Supper socials and potlucks,</li> <li>Ribbon skirt/shirt workshops, LBL at Sand Point</li> <li>Health Education &amp; Fitness: Diabetes Trivia, Nutrition Bingo, Active Agers group at Movati, Bounce Class</li> <li>Clinics &amp; Outreach: Health Visits, Foot care services, Diabetes education and supports, Mobility and health equipment/supplies, Continuing monthly clinics out on the land, Chair Yoga, Addiction and Gambling Education Nights</li> </ul>	<ul style="list-style-type: none"> <li>Runs twice per month</li> <li>Info on Family Well-Being Facebook or Instagram page</li> </ul>
Families with Children	<ul style="list-style-type: none"> <li>Advocacy for the best interests of the child</li> <li>Food security</li> <li>Child Welfare advocacy</li> <li>Children's rights and education advocacy</li> <li>Jordan's Principle support</li> <li>Educational Support</li> <li>Family Fun Weekends</li> <li>Community Kitchens (in town and out on the land)</li> <li>Park Days/Beach Days (summer)</li> </ul>	<ul style="list-style-type: none"> <li>Contact Liz or Sean to get involved in Youth Council</li> <li>Runs twice per month</li> <li>Info on Family Well-Being Facebook or Instagram page</li> </ul>







*Bingwi Neyaashi Anishinaabek Geh-zhe Naak-ko-ne-gehing Comprehensive Community Plan*  
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