

Trailblazers

The Mississaugas of the New Credit First Nation Strategic Plan

September 2017




“

The Mississaugas of the New Credit First Nation look to our Anishinabe roots to guide our vision for the future as a strong, caring, connected membership who respects the Earth's gifts and protects the environment for future generations. Our identity includes our history, language, culture, beliefs and traditions which we strive to incorporate into the programs and services offered to our membership.”

The MNCFN way





*We are the keepers of this land
She shelters and sustains us
Long after the flesh fails the spirit
We will care for this land
Our drums will be heard upon the wind
Our voices in the rustle of the leaves
My people have a Sacred Trust with the land
A trust no one may break
A trust that death cannot sever
We were here when you first set foot upon this land
And here we will remain
Long after the last step has disturbed our soil*

Our Sacred Trust

Chief R. Stacey LaForme





The Virtuous Circle: Our holistic, integrated and self-reinforcing Strategic Plan
 Four core values supported by seven key pillars



Four core values	A strong caring and connected membership		Respect Earth’s gifts; protect the environment for future generations	Value our history, language, culture, beliefs and traditions		Programs and services for our membership	
Seven key pillars	1 Inclusive prosperity, economic growth and job creation, p 14	2 Nation well-being and wellness, p 22	3 Environment and sustainability, stewards of our air, land, water and natural resources, p 26	4 Education and awareness, p 31	5 Striving to be an Independent and sovereign people, p 35	6 Infrastructure, community and membership development, p 42	7 Inclusive leadership and governance, p 50
19 priority actions	1.1 Wealth creation strategy, p 15 1.2 Collaboration hub, p 17 1.3 Business Incubator, p 18 1.4 Transportation connections, p 20	2.1 Health and wellness centre, p 23	3.1 Province of Ontario Growth Plan equal partner, p 27 3.2 Fighting Climate Change leader, p 29	4.1 Education Authority, p 32 4.2 Education curriculum, p 33	5.1 Cultural development and outreach, p 36 5.2 Champions and ambassadors, p 37 5.3 First Nation policy agenda, p 39 5.4 Canadian citizenship oath, p 40 5.5 Centre for First Nations, p 41	6.1 Smart Community: Information communications and technology, p 43 6.2 Infrastructure asset management plan, p 45 6.3 Infrastructure “quick win” projects, p 48	7.1 Council and professional staff capacity building, p 51 7.2 Key performance indicators, p 52

Strategic Plan framework and table of contents

The **19 priority actions** form the start of the development of the **seven key pillars** – and over time the priority actions could change and evolve as the pillars are completed



“ The Strategic Plan is our bridge between the sacred teachings of the seven grandfathers and the seven generations who will follow us”

The MNCFN Chief and Council



Humility	Honesty	Respect	Bravery	Wisdom	Truth	Love
<p>is represented by the wolf. For the wolf, life is lived for his pack and the ultimate shame is to be outcast.</p> <p>Humility is to know that you are a sacred part of creation.</p> <p>Live life selflessly and not selfishly. Respect your place and carry your pride with your people and praise the accomplishments of all. Do not become arrogant and self-important. Find balance in within yourself and all living things.</p>	<p>is represented by either the raven or the sabe. They both understand who they are how to walk in their life.</p> <p>Sabe reminds us to be ourselves and not someone we are not. An honest person is said to walk tall like Kitchi-Sabe. Raven accepts himself and knows how to use his gift. He does not seek the power, speed or beauty of others. He uses what he has been given to survive and thrive. So must you.</p> <p>To walk through life with integrity is to know honesty.</p> <p>Be honest with yourself. Recognize and accept who you are. Accept and use the gifts you have been given. Do not seek to deceive yourself or others.</p>	<p>is represented by the buffalo. The buffalo gives every part of his being to sustain the human way living, not because he is of less value, but because he respects the balance and needs of others.</p> <p>To honour all creation is to have respect.</p> <p>Live honourably in teachings and in your actions towards all things. Do not waste and be mindful of the balance of all living things. Share and give away what you do not need. Treat others the way you would like to be treated. Do not be hurtful to yourself or others.</p>	<p>is represented by the bear. The mother bear has the courage and strength to face her fears and challenges while protecting her young. The bear also shows us how to live a balanced life with rest, survival and play.</p> <p>To face life with courage is to know bravery.</p> <p>Find your inner strength to face the difficulties of life and the courage to be yourself. Defend what you believe in and what is right for your membership, family and self. Make positive choices and have conviction in your decisions. Face your fears to allow yourself to live your life.</p>	<p>The beaver represents wisdom because he uses his natural gift wisely for his survival. The beaver also alters his environment in an environmentally friendly and sustainable way for the benefit of his family.</p> <p>To cherish knowledge is to know wisdom.</p> <p>Use your inherent gifts wisely and live your life by them. Recognize your differences and those of others in a kind and respectful way. Continuously observe the life of all things around you. Listen with clarity and a sound mind. Respect your own limitations and those of all of your surroundings. Allow yourself to learn and live by your wisdom.</p>	<p>is represented by the turtle as he was here during creation of Earth and carries the teachings of life on his back. The turtle lives life in a slow and meticulous manner, because he understands the importance of both the journey and the destination.</p> <p>Truth is to know all of these things.</p> <p>Apply faith and trust in your teachings. Show honour and sincerity in all that you say and do. Understand your place in this life and apply that understanding in the way that you walk. Be true to yourself and all other things.</p>	<p>The eagle that represents love because he has the strength to carry all the teachings. The eagle has the ability to fly highest and closest to the creator and also has the sight to see all the ways of being from great distances. The Eagle's teaching of love can be found in the core of all teachings, therefore an eagle feather is considered the highest honour and a sacred gift.</p> <p>To know love is to know peace.</p> <p>View your inner-self from the perspective of all teachings. This is to know love and to love yourself truly. Then you will be at peace with yourself, the balance of life, all things and also with the creator.</p>



In today's dynamic, interconnected world of ever-changing challenges and opportunities, a clear vision, priorities and action plans matter – more than ever.

The need for our own MNCFN Strategic Plan is even more paramount, given the location of our community, membership, and Treaty land and territory in Southern Ontario – and at the gateway to the Greater Toronto and Hamilton Area, the fourth largest and one of the fastest-growing urban regions in North America.

As businesses and other levels of governments develop and implement their long-term plans for their success across our Treaty land and territory, the MNCFN will need to be even more strategic, informed and forward-thinking in creating a future that serves the best interests of our community and membership. A future that will both honour our ancestors, traditions and values, and our responsibility to protect our air, land and water for the generations who will follow us.

Without a Strategic Plan that we all share and are proud of, our community and membership will run the risk of “muddling through” and being reactive to the broader continuously changing economic, political and social forces which push and pull around us. And it will be difficult for our community and membership to hold the MNCFN leadership accountable for progress and results towards our shared vision and goals.

Our Strategic Plan is our road map through prosperous and uncertain times ahead. We will treat the plan as an evergreen, “living” document which our membership and leaders will revisit together and adjust, as necessary, to effectively address emerging new challenges and opportunities that we can't always foresee today.

What do we want most for ourselves and our membership from the time we have on this Earth? How do we optimize the abilities, knowledge and tools that have been gifted to us, to create a healthier, safer and more sustainable future for our children and grandchildren? Our Strategic Plan sets out a way forward in a series of interconnected priority actions, all made whole by their alignment with the broader MNCFN vision.

The Strategic Plan is not for membership to build and achieve on our own. It's also a powerful beacon and calling card that sends a strong signal to our brothers and sisters in other First Nations, other levels of government, and throughout the private sector, that MNCFN is open to collaborations and partnerships with everyone who embraces the vision of broad-based, inclusive prosperity; dignity and justice for all; and a cleaner, greener planet Earth.

Why do we need a Strategic Plan?

Message from the MNCFN Chief and Council



How will the Strategic Plan benefit us?

The MNCFN Strategic Plan is more than a vision of long-term success for us to rally around, more than an assessments of the challenges and opportunities, and more than a prioritized set of implementation actions.

Our Strategic Plan is also an essential tool for communicating and marketing – to our membership, and to our potential investors and partners across our Treaty land and territory and beyond – our commitment to make our mission and action priorities happen. The allies, collaborators and supporters that we will reach out to and engage, will see clearly how they can participate and share to help achieve our vision and goals. The Strategic Plan helps ensure that everyone is on the same level of shared understanding, and is working together in alignment, towards a mutually beneficial direction and goals.

By detailing the MNCFN’s future goals and plans, we will also create a basis for measuring our progress and results. Over the life of the strategic planning process, we will be able to apply transparent key performance to determine our rate of achievement and success – and when necessary, make course adjustments or corrections to stay on track or blaze new trails.

The bottom line for our Strategic Plan is growth – and growth in many forms: growing economic opportunities and quality job opportunities, growing our personal and membership’s health and wellness, growing our ability to protect our natural environment, growing the importance of our language, traditional knowledge and values, and growing the level of programs and services offered to the MNCFN membership.

If we want to grow our capacity and prospects for achieving success, a Strategic Plan that embraces our membership’s aspirations, is continuously updated and well communicated – is an excellent place to start.

The MNCFN Strategic Plan is not a single one-time effort nor the sole responsibility of a few people. It will be a continuous effort and process of membership engagement, review and adaptation. We will be a role model in strategic planning for other First Nations and organizations. And the plan will be our competitive and motivational edge in our dynamic region and world of possibilities and hope.



How did we develop the plan?

The MNCFN Chief and Council are entrusted by the membership with the “Big Picture”: How do we layout the vision and goals that will uplift our current and future generations – economically, socially, culturally and as always with the guiding force of environmental protection and stewardship.

Our natural starting point is the timeless MNCFN Mission Statement, which embodies and reinforces the four vision cornerstones that underpin the Strategic Plan:

- A strong, caring and connected membership
- Respect for the Earth’s gifts and protection of the environment for future generations
- Our history, language, culture, beliefs and traditions
- Excellent programs and services for our membership

Building up and out from the four vision statements, the MNCFN and Council brainstormed to create 19 potential implementation action priorities. Why 19? We believe 19 is good balance between a comprehensive and diverse enough suite of actions to respond to our membership’s needs and aspirations on the one hand – and a manageable, accountable volume of tasks with a realistic chance for implementation success on the other. And why these 19? They span a strong cross-section of desirable economic, educational, empowerment and environmental outcomes, and in Chief and Council’s view, aligned well with the MNCFN “moral compass” of respect for our history, language, culture, beliefs and traditions.

Continuing with the “building up” process, the Chief and Council organized the 19 potential actions around seven key foundational pillars which in turn, speak to the MNCFN’s four vision cornerstones. The seven pillars are only as relevant and strong as the 19 priority actions that support them. We anticipate the seven pillars may be refined or outright change over time as additions, subtractions and modifications are made to the 19 actions to address the rapidly evolving challenges and opportunities in the world we live in.

A frank and honest gap analysis – the shortfall between our abilities and limitations today, and the resources and tools that we will need to reach our full potential in the future – helped to shape our thinking about new markets, new products and services, new skills, new governance, leadership and organizational capacities. and even new mindsets to take ownership of our brighter future.

The MNCFN strategic planning process will be incomplete and ineffective, however, without the deep and continuous engagement of our membership. Although this report incorporates our initial round of consultation and feedback from the membership, your ongoing participation will be essential and welcomed as we move forward on our journey to evolve and improve the Strategic Plan, and to move it from a beautiful concept to results and benefits for everyone.



Our current context

The MNCFN is strategically situated in the Greater Golden Horseshoe region, Canada’s largest urban region and home to more than 8.4 million people. We are also the heart of Canada’s largest regional economy: One-fifth of Canada’s GDP takes place here in the Greater Golden Horseshoe. Forming a 32,000 square-km “arc” around the western end of Lake Ontario, from the Niagara Region to Northumberland County including the major cities of the Greater Toronto Area, Barrie, Hamilton, Kitchener-Waterloo, Niagara Falls and Peterborough.

The Greater Golden Horseshoe boasts some of the highest-quality farmland in Canada and its southern location guarantees a longer growing season than in other parts of the country. Two significant, unique natural heritage features are also situated here: the Niagara Escarpment, recognized and treasured by the United Nations as a world biosphere site, and the Oakridges Moraine. We are also home to two of the Great Lakes, Lake Erie and Lake Ontario, and the countless rivers, streams and creeks which flow into them in the never-ending journey to the ocean.

We are considered to be one of the most centrally-planned regions in North America, with the provincial government’s Growth Plan and Greenbelt Plan designed to direct our rapid population growth, urbanization and land development, while protecting our natural land and water resources for future generations.

Our Strategic Plan embraces the challenges and opportunities which come with MNCFN’s location in such a diverse and dynamic urban region. We will always be a leader for and role model our First Nation – and for the many partners and stakeholders who are now part of this region and our Treaty land and territory – as we blaze the trail towards increased shared prosperity and sustainability.



There is a word in the Ojibway language "Mississaki" meaning "many river mouths". By the mid-19th century, the Mississaugas believed they had obtained their name from the mouths of Trent, Moira, Shannon, Napanee, Kingston and Gananoque rivers.

The term "New Credit" is in recognition of the fact that the Mississaugas traded goods along the shore of the Credit River prior to the move to their new location near Hagersville, Ontario in 1847.

The term First Nation is derived from the fact that the Mississaugas are indigenous (First) people of the North American continent and are a separate nation which should be dealt with on a government-to government-basis.

The Mississaugas of the New Credit First Nation are the proud descendants of the Mississaugas of the River Credit. Our Treaty land and territory extends across the prime agricultural, natural and urban regions of today's Greater Golden Horseshoe region in Southern Ontario: From the Rouge River Valley in the east and across to the headwaters of the Thames River in the west and from the shores of Lake Erie and Lake Ontario in the south to the headwaters of the Notawassaga River in the north.

Our Treaty land and territory encompasses the present-day cities of Brantford, Cambridge, Guelph, Hamilton, Kitchener-Waterloo and the Greater Toronto Area. In total, our Treaty land and territory consists of some 3.9 million square acres and is home for approximately 25 percent of Canada's population and Gross National Product (GDP).

Today, our Treaty land and territory has evolved into one of North America's largest and fastest-growing regions, and Canada's most powerful beacon to the world for millions of people seeking economic opportunities, peace and security, and a better quality of life for themselves and their children.

The MNCFN is an inclusive people and nation. Many of the proposed priorities and actions contained in our Strategic Plan will deliver enduring benefits to the people, economy and environment of our Treaty land and territory in the Greater Golden Horseshoe region.. This broad, diverse and unique geography – our home – is the lens through which we draw the teachings of our ancestors and consider the options for a brighter future for all.

Current key facts

Population (2015)

On own reserve	931
On other reserve	40
Off-reserve	1,352
Total	2,324

Land base (ha)

2,392 ha

Languages

Linguistic affiliation	Algonguin (Ojibway)
English (%)	99
English-Aboriginal (%)	1

Electoral ridings

Brant
Brant-Haldimand

Educational Facilities

Elementary	Lloyd S. King (on-reserve)
Secondary	Off reserve

Community and membership services an facilities

Daycare
Library
New Horizons Treatment Centre
Public Works
Recreational Complex
Social an Health Services
United Church

Utilities

Electricity	Ontario Hydro
Sewer	On-reserve
Water an Waste Management	Agreement with Haldimand County

Purchased services

Haldimand County Fire Services
Ontario Provincial Police

The MNCFN history and profile





Joan Holmes & Associates, Inc. -- June 2015

Our Treaty land and territory





Inclusive prosperity and economic growth

MNCFN Strategic Plan
Pillar 1



Priority action 1.1

We will implement an inclusive and sustainable Wealth Creation Strategy to build a more economically prosperous and self-reliant First Nation

Our ability to attract private sector and other partner investment will help grow jobs and income for the MNCFN membership, on- and off-reserve. The strong, steady return on investment will improve our financial independence from traditional government sources, and help fund higher-quality membership programs and services. Revenue growth and diversification are key for the MNCFN and other First Nations as governments will increasingly face restraint and hard, competing expenditure choices in the face of fiscal austerity.

An MNCFN-based Wealth Creation Strategy will be a departure from conventional economic development approaches and programs, which historically have been developed by and reliant on government funding. Our new strategy will be spearheaded by a bold, positive attitude to business development and marketing: The MNCFN is open to investment and partnership opportunities with the private sector, and we can bring competitive advantages to forge mutually beneficial outcomes for our membership and business collaborators.

We will leverage our inherent advantages such as:

- The MNCFN as a ready, willing and able business and investment partner
- Our proximity to Canada's largest market, the Greater Golden Horseshoe region, and the US Eastern Seaboard and Midwest states
- A motivated and talented workforce, including ample recruitment and training opportunities in collaboration with Canada's leading universities and colleges in our region
- Immediate access to the transcontinental energy grid, and a seamless network of airports, highways, marine ports and rail lines that are gateways to the region and the world
- Abundant and affordable land within and adjacent to the MNCFN boundaries to welcome responsible, sustainable agricultural, manufacturing and technology industries
- Business tax advantages and incentives
- No administrative red tape
- Only a 90-minute drive from Toronto's Bay Street, the financial and investment services epicentre of Canada

Our Made-in-the-MNCFN Wealth Creation Strategy will be guided by a rigorous framework and set of principles, starting with a moral compass that will point us to investment and partnership opportunities that are aligned with our membership's traditional values for environmental stewardship, social inclusiveness and respect for traditional culture and values across the generations – the very same values which form the foundation of the MNCFN Strategic Plan. We will also develop and apply business case evaluations to ensure that the benefits of any proposed investment will far exceed costs, and create positive impacts across our broader membership.



Tools to build our own Wealth Creation Strategy

We will continue to be front and centre in advocating the case for a more targeted role for governments in First Nation economic development. By “targeted”, we mean government support to enable MNCFN to implement our own self-reliant and resilient Wealth Creation Strategy, including:

- Building up our administrative, analytical and market outreach capacity that we will need as the MNCFN to be a leading First Nation jurisdiction and role model in Wealth Creation strategy
- Encouraging the membership to participate and provide input in developing a Wealth Creation Strategy and implementation initiatives which serve the best interests of the MNCFN
- Embracing a holistic definition of “wealth creation” to include personal and membership well-being and wellness
- Helping our membership to make connections with reputable private sector investment partners across Canada and around the world
- Promoting and marketing the investment advantages of our membership and surrounding region, to potential private sector partners
- Delivering the specific public infrastructure priorities – on and off reserve -- which will unlock the follow-on private sector investment in new businesses, real estate development and jobs
- Attracting and nurturing job-creating business and economic activity on our reserve, making the MNCFN a net exporter of value-added goods and services to the Ontario, Canadian and international markets
- Taking a strategic equity or other investment position in energy production and services, real estate development and other sectors, creating predictable and reliable and sustainable long-term revenue sources for the MNCFN membership



Priority action 1.2

We will create a Collaboration Hub – and other exciting wealth creation opportunities – to grow our presence across our Treaty land and territory, and our income earning potential

Based on our initial assessment of market opportunities and the inherent strengths which could be leveraged within our membership, the MNCFN Chief and Council will advance four Wealth Creation priorities through the detailed business planning process, and membership input on:

- An MNCFN off-reserve collaboration hub – a branch of the real estate strategy – which could see our membership own and manage a multi-use commercial development in Brantford, Hamilton, Kitchener-Waterloo, Milton, Mississauga, Toronto or other urban centre within our Treaty land and territory. This dynamic concept would bring together market-priced hotel and conference, office collaboration space and possibly an urban resort destination theme into an integrated complex under an MNCFN or broader First Nation brand theme. The collaborative synergies of entrepreneurship and friendship could be powerful and profitable for the MNCFN, and for the business partners and clients who choose to buy into this unique venture.
- MNCFN retail operations, possibly starting with an online operation and evolving into a highly-visible retail outlet adjacent to the provincial highway network. Inventory stock could include a range of Made-in-MNCFN and other First Nation goods, from art to natural, organic foods. An exciting new MNCFN “brand” could be central to our retail strategy.
- MNCFN real estate property management company which could lead, manage and be a partner in commercial and residential real estate development projects in the fast-growing prime Greater Golden Horseshoe region.
- MNCFN construction corporation to capitalize on public infrastructure and real estate building boom taking place across the Greater Golden Horseshoe region. We could build our business acumen and skill sets by initially partnering with an established construction firm, and by starting up a profitable “boutique” consulting practice specializing in First Nation’s membership engagement, and environmental assessments for road, transit and other large infrastructure projects.



Priority action 1.3

We will implement an on-reserve Business Incubator in collaboration with the private, public and post-secondary education sectors

The economy of the Greater Golden Horseshoe is experiencing continuous change and reinvention. Although our region is globally renowned for the high quality of our workforce, education system, public infrastructure and overall standard of living. Our sustained prosperity and success will depend, more than ever, on our ability to mobilize quickly around a shared vision and priorities to compete effectively in the interconnected global economy.

To be a leader in our region's success – and to ensure the benefits flow directly to the MNCFN membership – we will establish an on-reserve MNCFN Business Incubator.

The Incubator will attract under one roof a mix of start-up and early-stage businesses, and the range of requirements they will need to grow and succeed, such as office space, R&D laboratories, management and staff training, marketing research and tools, and access to venture capital.

The Incubator could also be home to essential, everyday membership services such as banking and grocery shopping.

We will welcome both MNCFN members and our neighbours to join the Incubator – on the basis that a dynamic mix of enterprising people from within and beyond our membership will benefit from learning, sharing and working together.

As our next implementation, we will commission market research to determine which in-demand business sectors to target as the Incubator launch partners and stakeholders, and the preferred location/site for the Incubator. The potential targets could include advanced manufacturing, automotive clean energy, creative industries, digital media, green energy and a wide spectrum of high tech – one or more sectors which reflect the Greater Golden Horseshoe Region's transformation to the New Economy.

In the longer term a successful incubator could evolve and grow into a business park complex as the original start-up become larger companies and in turn, attract supporting firms and businesses. The MNCFN will also grow as a veritable regional employment hub – situated in our very own membership with new homegrown opportunities for employment, entrepreneurship and achieving our full economic potential.



Room to grow the Incubator

There are a number of prime location options that could support the planning and expansion of an innovation or technology-based Business Incubator within the MNCFN.

Industrial Park – Next to the MNCFN Plaza for easy access by employees, membership, clients and external agencies – build to suit

Former Green Willow Property – Currently being planned as future development in a phasing plan initiative for the Annual Pow Wow, Walking Trails, Membership Events, Community Fire Pit, Outdoor Amphitheatre, Overnight Accommodations, Year Round Flea Market Adaptability, and Business and Training Centre complete with classrooms, workshop indoor and outdoor possibility – with overflow parking and easy access.

Core Development Area -- Due to space constraints, the new facility would pivot on decisions about the future of the ball diamond and the potential construction of an administration building to house all departments under one roof.

Co-location with the Health Services and Children's Centre, coordinated with the possibility of reallocated use of daycare and administrative building functions.



Priority action 1.4

We will work with our provincial and municipal government partners to improve transportation connections between the MNCFN and the broader region

A multimodal, seamless transportation system is key to the MNCFN's ability to access jobs and markets in the Greater Golden Horseshoe region. Mobility is also the everyday connection to families, friends, essential services and recreational opportunities—the people who and places that make our lives complete.

Transportation network connectivity is critical to achieving many of the objectives set out in our Strategic Plan. We cannot successfully attract new investment and jobs to our reserve, or serve new domestic and international markets for our products and services, without reducing travel times and closing the gaps in our transportation network.

In the longer term, we will miss our targets to fight climate change, unless we reduce unnecessary vehicle emissions from road congestion and accelerate the transition to more sustainable modes of transportation such as transit, shared mobility services and pollution-free electric vehicles.

After considering the long legacy and list of transportation planning initiatives and proposals for our region, the MNCFN has landed on a set of short-term and long-term investment priorities.

In the short term our priorities will include:

- Daily GO Transit bus services on the Highway 6 corridor, linking Port Dover, Jarvis, Hagersville, the MNCFN and Caledonia with the GO Transit rail stations in Hamilton and Aldershot
- Positioning the MNCFN reserve as an innovative “New Mobility” pilot project site and early adopter for car share and ride hailing services, and eventually autonomous vehicles, in a rural setting
- Major marketing efforts to grow the 24/7 freight and passenger hubs at Hamilton International Airport, and attracting the supporting distribution and logistics businesses to the surrounding airport employment lands
- A feasibility study on the potential for Cross-Lake Erie freight and passenger ferry services, between Haldimand County and the state of Ohio or Pennsylvania



Our strategic regional transportation priorities

Our longer-term vision and strategy will include:

- A new and upgraded Highway 6 four-lane expressway, extending from the Caledonia Bypass with direct interchanges to Hamilton International Airport and Highway 403 in the Ancaster area
- A new expressway or regional road link between Hamilton International Airport and the Red Hill Creek Parkway in Hamilton
- The formerly named Mid-Peninsula Niagara expressway, running east-west from the Queen Elizabeth Way in Fort Erie or Niagara Falls to Highway 403 near Ancaster, including a new interchange with Highway 6 north of Caledonia
- A transformational and environmentally-friendly electric high speed passenger rail between Toronto, London and Windsor – currently under study by the province of Ontario

Responsibility for the various components of the transportation system belong to different levels of government and their respective agencies. The MNCFN will direct our outreach strategy to target the Ontario Ministry of Transportation, Metrolinx, the City of Hamilton and Haldimand County – the key decision-makers and partners for a transportation system that meets the demands of one of North America's largest and fastest-growing urban regions.



Nation well-being and wellness

MNCFN Strategic Plan
Pillar 2



Priority action 2.1

We will establish a Membership Health and Wellness Centre and attract contemporary and traditional health care professionals to serve the needs of our children, elders and families

The unfortunate reality today is that most of our membership must travel to regional centres beyond the MNCFN to access basic health care services. Many find it difficult to find and access traditional First Nation health and wellness practices -- as a complement or alternative to the range of existing government-funded contemporary health care services across the region.

We envisage a state-of-art MNCFN Health Care and Wellness Centre located as the hub of our thriving community. It will add to and enhance the existing range of health services. It will combine the very best of contemporary and traditional health care practices and solutions – delivering the complete, integrated range of advocacy and services to promote emotional, physical and spiritual well-being, including:

- Addiction cessation support
- Assisted living, extended care and retirement living facilities for our Elders and the elderly
- Counselling groups and individual counselling
- Dental services
- Diabetes, healthy eating education and fitness
- Early years program
- Home visits and on-call 24/7 doctor services
- Laboratory services
- Medical transportation to major and specialized health care centres in the region, and to make the Centre accessible to off-reserve members
- Mental health wellness programs
- Natural therapies
- Physical and social recreation activities
- Pre- and post-natal care
- Primary health care, including: complete physical exams, preventative care, treatment of acute and chronic conditions, and women's health care services
- Referral pathways and self-advocacy
- Street outreach aimed at off-reserve, vulnerable communities
- Women's health care services



A First Nation holistic approach to health care and wellness

We will concurrently embark on a major talent recruitment drive across Canada and the world to attract dedicated, experienced professionals and students in both the contemporary and traditional health care fields.

Our Centre and its caregivers will practice and teach the First Nation perspective on health and wellness – by placing the individual in the heart of a holistic approach which integrates emotional, mental, physical and spiritual good health and wellness. The healthy, well-balanced human being will embody the relationship-building commitment, respect, responsibility and wisdom needed to nurture the gifts of family, our membership, nation and Mother Earth. And that is why individual wellness is at the core of achieving success and sustainability with our broader cultural, economic, environmental and social objectives as a First Nation.

Our medical staff and caregivers will also be committed to patient advocacy and service excellence.

We will welcome the general population to our Centre – as a safe haven, and place of care and healing, open to everyone who can benefit from the First Nation traditional approach and practices towards better health and wellness at the personal and membership levels.



Getting started with improved membership health and wellness

A holistic Membership Health and Wellness Centre could begin in stages, first by incorporating the activities within our Social and Health Department.

For example we could designate one of our current buildings and start gatherings to provide opportunities for First Nations spiritual activities and teachings of holistic and nutritional approaches to health, including a teaching kitchen.

A Recreation Centre with an exercise gym and swimming pool could be introduced to open new physical and social activities for children and adults. The centre could also provide meaningful employment in the community, for people maintaining the facilities and running the programs.

A new network of illuminated sidewalks and trails with leading to the future Membership Health and Wellness Centre could provide accessibility, safety and beauty to the MNCFN community – in addition to encouraging healthy walking, running and cycling options for exercise and to commute to home, work and services.

A Retirement Village and Long Term Care facility could ultimately be integrated with the Community and Membership Health and Wellness Centre – to accommodate our aging population. The retirement and long term care components could be financially and economically viable, generating monthly rental income and providing caregiving and health care employment opportunities for the MNCFN membership.





Environment and sustainability;
stewards of our air,
land, water and
natural resources

MNCFN Strategic Plan
Pillar 3



Priority action 3.1

We will ensure that the MNCFN is an equal partner in the implementation of the Growth Plan for the Greater Golden Horseshoe region

The MNCFN membership and Treaty land and territory are today part of Canada’s largest, most densely populated urban regions, and most powerful engine for economic opportunity and jobs.

At the same time the region is home to some of the most cherished and significant natural environments in the Province of Ontario – unique land and water features which provide relief, and require protection, from the relentless pressures of growth and development.

In the introduction to the Growth Plan for the Greater Golden Horseshoe, the Ontario government declared how it “recognizes the unique role that Indigenous peoples have had and will continue to have in the growth, including the development of this region.” Going forward, the Growth Plan pledged that the First Nations “will continue to experience the benefits that come with shaping the history and economy of the area.”

Unfortunately, the recent government-appointed advisory panel that examined Planning for Health, Prosperity and Growth in the Greater Golden Horseshoe, 2015 to 2041 included distinguished members from the agricultural, building development, and the provincial and municipal government sectors – but no leaders from the First Nations.

As the original people who coexisted with the land and water long before the arrival of European settlers in this region, the MNCFN is seeking an equal voice and seat at the table with Ontario in the implementation, management and review of the Growth Plan.

While we share Ontario’s vision for a prosperous and successful Greater Golden Horseshoe region that is founded on the three pillars of economic, environmental and social sustainability, we also ask that provincial plans be implemented in a manner that respects and reaffirms all existing Aboriginal and treaty rights under section 35 of the Constitution Act, 1982.

We believe that our unique role as the original stewards of the air, land, water and natural resources that comprise the Greater Golden Horseshoe, will allow us to make valuable contributions to government planning and decision-making for the sustained prosperity for our beloved region and Treaty land and territory for future generations. The MNCFN will recommend and seek a permanent role, on a permanent multidisciplinary, multi-stakeholder advisory group, mandated to support the Premier of Ontario and Minister of Municipal Affairs on implementing, monitoring, and advising on any future changes to the Growth Plan over the next 25 years.



Our proposed actions to safeguard the natural heritage of our Treaty land and territory, including the Greater Golden Horseshoe region

In taking a leadership advisory role, the MNCFN will adopt a holistic, integrated approach to protecting and enhancing the natural and cultural heritage of the Greater Golden Horseshoe and our Treaty land and territory. By starting with the imperative to conserve the natural assets we cherish and value the most in the interests of our children, grand children and future generations – the finite supply of clean air and water, nature, and prime agricultural lands, we will follow-through with ongoing and new Growth Plan priorities and policy actions which will:

- Assert the land rights of the MNCFN, the ongoing need for land reforms, and protection of our fishing and hunting rights
- Create a denser, more diversified and compact urban form, attractive and affordable to a broad range of people across the demographic and income spectrums
- Identify places of significance to the MNCFN's and Indigenous people's assertion, culture, history and identity in the Treaty land and territory – and protect these cherished places from growth and development pressures
- Reduce the region's dependency on single-occupancy car dependency, and the detrimental impacts of traffic congestion and emissions on economic productivity, air quality, climate change, public health and quality of life
- Increase the market share for renewable energy sources including solar and wind generation
- Promote more sustainable practices in solid waste and wastewater management
- Encourage investment and job creation in our community and Treaty land and territory to support technological advancement and innovation towards a more sustainable, knowledge-based, green economy
- Consider the acquisition of waterfront property – to directly reconnect and repatriate the MNCFN with our stewardship for the Great Lakes



Mother Earth is the source of all life – not merely a resource.

The MNCFN is committed to creating a safer, more sustainable world for our children and grandchildren – among our membership and throughout the world. Global warming is one of the most challenging, dangerous threats facing today’s and future generations. It is our responsibility to take the steps now that will help safeguard a healthy and sustainable tomorrow.

The fight against climate change is bringing together a global movement of wealthy and emerging countries, multinational corporations and independent entrepreneurs, the world’s foremost scientists and researchers, and ordinary people from all walks of life.

In 2015 the global momentum grew stronger when Canada and other countries supported the United Nations Framework Convention on Climate Change in Paris. The Ontario government followed up with a Climate Change Strategy and Action Plan. Approximately 174 countries, including Canada, have agreed to “pursue efforts to” restrict the global temperature increase to 1.5 degrees Celsius – which will require the achievement of zero emissions sometime between 2030 and 2050.

The MNCFN is motivated and proud to contribute to this global imperative for the sake of our future generations. Our ancestors learned to anticipate, adapt to and thrive with various climatic changes and extremes. We have the foundation of traditional knowledge which we can share with the climate change movement – and with our more vulnerable Indigenous brothers and around the world who will be the first to suffer the adversities of climate change unless serious action is taken now.

We are committed to understanding the intricacies of, and participating in, the emerging emission cap-and-trade markets, in a manner that strengthens both the MNCFN’s financial sustainability and movement to a low-carbon economy.

How do we start creating a low-carbon economy within the MNCFN in the next five years, with the longer-term goal of zero emissions in the 25 years? What are the concrete steps that will create tangible changes and improvements at the personal, membership and societal levels? The biggest emission reduction improvements will be targeted at the transportation, industrial and building sectors – the three sectors which produce the highest level of greenhouse gas emissions.

Priority action 3.2

We will be a leader and partner in the fight to reduce global warming and climate change



Our proposed climate change action initiatives

“Walking the talk.” Global leadership in the fight against climate change starts with being a best-practice role-model at home. Working in partnership with the federal and Ontario governments, the MNCFN will seek to implement:

- A network of electric vehicle recharging stations within and adjacent to the MNCFN community to eliminate “range anxiety” by private and commercial electric vehicle owners and users
- Specifying electric vehicles in future MNCFN service fleet procurement specifications
- Daily scheduled bus transit service along the Highway 6 corridor between the MNCFN, Caledonia and Hamilton
- A 100% clean energy strategy to power all of the MNCFN’s energy needs from renewable sources such as solar, water and wind
- Best practices to ensure the MNCFN is managing our farms, natural features, water and wastewater treatment infrastructure and processes, in the most efficient and sustainable manner possible
- A designated First Nation allocation from the proposed provincial Green Bank and Cap-and-Trade revenue proceeds to fund or cost-share on-reserve building energy efficiency improvements – for residential, institutional and commercial buildings, and to build up the sustainability skill sets of MNCFN administrators and program staff
- A regular forum for the federal and Ontario governments to access First Nation traditional knowledge on a wide range of environmental issues
- A data management system including baseline data on the MNCFN’s current carbon footprint, and subsequent measurement points to assess progress towards a low-carbon and eventually zero-emission community and nation

During this endeavour, the MNCFN will establish ourselves as global First Nation thought and practice leaders in the fight against climate change. Meanwhile, our membership could embark on a series of practical starting initiatives, including:

- A definitive Solid Waste Collection/Disposal Plan for MNCFN – curbside third party contract extension or purchase own combination recycle/trash truck to provide licensing, training and employment for band members Continue to encourage all departments within the Organization to recycle not only during work hours but also when each employee returns home.
- Continue to provide that exchange of information with the Band Membership and keep them updated to ensure they know the acceptable and not acceptable recyclables.
- Continue to offer Community Clean Up and move to increasing the on-reserve clean-ups to twice a year.
- Continue to offer Spring/Fall Clean up bins for the band membership of disposing of large items
- Be cognizant when preparing annual budgets to incorporate low consumption fixtures such as energy efficient lighting, easily disposed paint and environmentally conscientious products when renovating their program spaces.



Education and awareness

MNCFN Strategic Plan
Pillar 4



Priority action 4.1

We will implement an MNCFN Education Authority

We will implement the MNCFN Education Authority, led by a Board of Directors of our membership and education professionals, and supported by expert advisors in First Nation education strategy. The Education Authority will be responsible for implementing:

- A First Nation curriculum from the Kindergarten to Grade 12 years, including course-by-course teaching objectives and materials, student performance and testing requirements, and graduation standards
- Teaching strategies and content specifically for MNCFN culture and language training
- MNCFN certification processes and standards for our teachers, schools and programs that serve our membership
- A collaborative approach with the teachers' union in education curriculum, resourcing and professional development

The MNCFN Chief and Council will seek membership input on the proposed detailed mandate and objectives of the Authority, accountability and measures of success, strategies to overcome change and implementation resistance, and provisions to avoid conflict of interest.



The MNCFN is ready, willing and able to be champions for an education curriculum which reinforces First Nations teachings and inclusiveness.

The proposed Education Authority will be responsible for developing and implementing a First Nation school curriculum. Membership participation will be key to curriculum development and success.

Reaching above and beyond the Province of Ontario's standard curriculum, ours will feature for the Kindergarten to Grade 12 years:

- Dedicated classes on MNCFN culture, language, traditions and values
- First Nation literature
- Healthy nutrition and physical fitness
- A stronger sense of self awareness and self actualization
- Special Education for both gifted and vulnerable at-risk children and youth
- A special place for traditional ceremonies and celebration
- A natural gardens to grow and promote traditional foods and cultivation
- Financial incentives for MNCFN high school students – on- and off-reserve – who achieve academic success and exemplary class attendance

Our Anishnawbe language is in an endangered state-- with every successive generation, fewer people within our membership are able to speak fluently and pass along the language to our children and youth. Language training will receive a strong emphasis in the school curriculum, and membership learning programs for children and people of all ages.

Our schools and classrooms will be equipped with state-of-art video conferencing to enable distance learning, connecting MNCFN students with the best First Nation teachers and learning resources available beyond our membership boundaries.

For young adults – and adults of all ages – the MNCFN curriculum will be focused on job training, professional development and upskilling – closely aligned to the emerging demands of the new shared economy and disruptive technologies.

We could make a tangible start by creating apprenticeship opportunities within the MNCFN organizations. This first step would allow our members to learn and train in a wide range of skills including accounting and finance, computer technology and software, engineering, landscaping and maintenance and office administration.

Priority action 4.2

We will implement a First Nation education curriculum



External partnerships and collaboration in education and skills development

We will reach out to the Ontario Ministry of Education, and public and Catholic boards of education in cities and communities across our Treaty land and territory, to help enrich contemporary school curricula with a distinctive First Nation component that will open the eyes, hearts and minds of – and build bridges with – young people from every background.

We will seek partnerships with McMaster University, Mohawk College and other post-secondary institutions in our Treaty land and territory to develop accredited courses and programs which respond directly to the aspirations and needs of MNCFN and other First Nation young adults as they venture into and seize a world of economic opportunities.

Similar collaborations with key business and industrial sectors, associations and organized labour will be pursued to bring our youth and adults closer to the professional trades, and the related training and advancement opportunities necessary to succeed in the changing economic and job market complexion of the Greater Golden Horseshoe region. Our proposed on-reserve Business Incubator and in-city Collaboration Hub could become excellent venues for this learning.





Striving to be an independent and sovereign people

MNCFN Strategic Plan
Pillar 5



Priority action 5.1

Cultural development and outreach

It is essential for our membership to take leadership and responsibility for educating our children and youth – as well as enabling our adults in the journey of continuous learning.

Education is a foundation and gateway for lifelong well-being at all levels – the individual, family and membership. We are committed to the clarity and sharpness of our vision, and to strategies for a stronger MNCFN and Indigenous presence in our education system, and among the broader society around us.

We consider the opportunities for increased education and awareness from both the perspectives of the learning and skill development needs of the MNCFN individual, and pushing out the MNCFN's traditional culture, knowledge and values to a wider, general audience.

Education is even more paramount for self-actualization and success in our relentlessly fast-changing, globalized and interconnected economy.

And as our world approaches the tipping points for climate change, environmental degradation, social injustice, and a widening disparity between the fortunate and less fortunate, leaders and people everywhere could benefit from the teachings of our ancestors, spirits and traditions.

We will implement a First Nation education framework that build the bridge from our seven grandfathers to the seven future generations.

The MNCFN approach to teaching will be holistic, reinforcing the importance of intergenerational roles and responsibilities; a stronger sense of identify, place, time and patience; our Indigenous culture and language; and our interdependence and sacred trust with the natural environment and other people.

We will continue to work with external partners – the Ontario Ministry of Education, board of education throughout our region and other First Nations – to educate broader society and a new generation about the original people to inhabit this land.

These are timeless MNCFN traditions and values – which will form the core of our membership's education strategy, and are the gifts for us to share with the world.



Priority action 5.2

We will be Ambassadors and Champions for people everywhere who continue to fight for equality, justice and respect

It's true that any given point, portions the MNCFN membership may be struggling with difficult, challenging and uncertain times. But it's also true that many of us are fortunate enough to be blessed with the time, energy and passion to think and act beyond our membership – with a generosity of spirit that embodies the values and teachings of our ancestors.

The MNCFN is committed to launching a permanent Ambassador Program within the first year of the Strategic Plan. Recognizing that we will not have the resources to reach out to every cause, event or group, the MNCFN Chief and Council will establish a process for receiving, evaluating and prioritizing the target opportunities and partners for the Ambassador Program year to year. We believe the youth and young adults of our membership, who are especially tuned into and engaged in the forces of social and attitudinal changes in our world, will be key to this process.

We envisage ourselves as champions and advocates for, and build bridges with, the people who need a stronger voice within and beyond our membership – including but not limited to:

- People and groups who continue to be denied their fundamental economic, human and social rights and dignity
- Children, elderly, families and youth – who need a resources, support and voices to be heard
- The LGBTQ community and enshrining a complete, inclusive definition of freedom to love
- New Canadians who need a hand up to plant roots and succeed in the economic mainstream of their adopted homeland



Target events for our Ambassador Program

Our Ambassador Program will also develop a more robust and regular presence at the largest cultural and tourism events in Toronto and other cities in Greater Golden Horseshoe region, to continually raise awareness of our Treaty land and territory, heritage and stewardship. Target events, festivals and shows could include:

- Canadian National Exhibition
- Caribana
- Doors Open Toronto
- Khalsa Day Parade
- Luminato
- Nuit Blanche
- Pride Week
- Royal Agricultural Winter Fair
- Summerlicious and Winterlicious
- Taste of Toronto
- Toronto Fashion Week
- Toronto International Dragonboat Race
- Toronto International Film Festival
- Word on the Street

We welcome the membership's views on other events, approaches and resources to build the proposed Ambassador Program.

A strong and active presence in these various Toronto communities will not only increase MNCFN's profile in Canada's largest urban centre – it will be a powerful networking and relationship-building tool, providing us with opportunities to raise education and awareness of the MNCFN, and the values we stand for.



The MNCFN will continue to work with our First Nation brothers and sisters, and through our various assemblies and associations, to advocate for fairness, justice and self-determination. We are also united in our cause for genuine, respectful Nation-to-Nation relationships with Canada and the provinces.

Our role as “Trailblazers” will be backed by a stronger commitment to preparation, partnership-building, research and strategy development.

The most critical federal policy priorities which impact MNCFN and other First Nation, and which we seek to influence, include:

- Equal access to the same health care as all Canadians
- Adequate and safe housing, a basic human right
- Economic development aimed at poverty elimination, and equitable sharing of revenues and spinoff benefits of wealth creation
- Honouring of treaty rights and treaty obligations
- Education including new schools and infrastructure, resources for teachers and students, and a more culturally-relevant curriculum
- Implementing the recommendations of the Truth and Reconciliation Commission, and ending violence against everyone
- Reinforcing the “duty to consult and accommodate” on government plans and proposals which might impact established or future Indigenous treaty rights

The MNCFN recognizes the impact and strength of speaking and acting with a single voice. At the same time we take pride in being able to adapt to and embrace the challenges and opportunities that are more specific to our location, membership and territory..

There will be occasions when we strike our own trailblazing path – the MNCFN Way – when we can inspire and lead other First Nation. Many of these aspirations and innovations are contained in our new Strategic Plan.

Our approach will be “Leadership by Example”, using the tools and practices to build-up engagement and trust with membership, and by being efficient, evidence-based and transparent in our decision-making process

Responding to and seizing the opportunities presented by a constantly rapid changing world – while remaining true to our core traditional principles and values – this is the MNCFN Way.

Priority action 5.3

We will influence the government policy agenda working with other First Nations, and by leading the way



Priority action 5.4

We will ask the Government of Canada to amend our country's citizenship oath

The MNCFN is happy and proud to welcome the more than 250,000 people from over 190 countries into the Canadian family every year. In pledging the oath of citizenship, new Canadians are reciting words that are fundamentally a declaration of loyalty to the monarch. Over the past 70 years, the oath has been modified to change the identify of newcomers from British subjects to Canadian citizens, and to better reflect Canada's sovereignty, governance and rule of law.

Two features of the oath have remained unchanged through the decades: the continued allegiance to the monarch, and the continued lack of recognition of the presence and values of the First Nation, the indigenous people who first inhabited the land mass we know today as Canada.

In September 2016, a Canada-wide poll by Forum Research confirmed that the vast majority of Canadians support the concept of enacting a "Canadian values" test as part of the citizenship process. The MNCFN believes this is the ideal window of opportunity to introduce a commitment to "serve as stewards of the air, land, water and natural resources" directly into a revised, expanded oath of Canadian citizenship.

Respect for the gifts of Mother Earth is a core value that is not only central to the First Nation history, tradition and way of life – it is also essential if Canada and the future generations of Canadians are to be seized and successful with combatting the threats of climate change and environmental degradation.



Priority action 5.5

We will establish the Centre for First Nations based in the Greater Toronto Area

The Centre will be a collaboration between the MNCFN, other First Nations across Canada and the world, and the governments, universities and not-for-profit groups that are mandated to study, serve and advance the broad First Nations agenda for justice, prosperity and sustainability. The critical mass and momentum will likely be compelling enough to in turn, attract private-sector donors and partners to help build, animate and operate the proposed Centre.

It will be home to subject matter experts, thought leaders and visionaries on the history, present condition, and future growth and evolution of indigenous people in Canada and internationally. We expect the sheer concentration of, and synergies between, these best and brightest will lead to even more transformative strategy building and policy-making influence—and take the First Nation agenda to that “next level”.

Some of the best outcomes will blossom from the interaction between First Nation elders and their vast traditional knowledge, and their preeminent contemporary counterparts.

The Centre will be a magnet for talented youth and students of First Nation culture, history and development – the young people who are destined to become the next-generation of First Nation leadership.

It will also feature the definitive, permanent interpretation centre on the history and evolution of the MNCFN and other First Nations in Canada. Open to the general public, we expect this attraction will be a significant new addition to the Greater Toronto Area’s tourism portfolio and a major outlet to raise awareness and recognition for the MNCFN and our role as the first inhabitants and forever stewards of the territory now known as the Greater Golden Horseshoe Region and Southern Ontario.

Ideally the Centre will be located within an architecturally significant building structure, accessible and visible – in Toronto on the Treaty land and territory of MNCFN, and as Canada’s largest international city and most powerful beacon to the rest of the world. We will launch and be part of an international design competition to capture people’s imaginations and select a final design that best represents the values and virtues of the First Nations.

The Centre will not only be defined and relegated as a bricks-and-mortar, glass-and-concrete showcase. All of the archival material, data, analysis and storytelling will be carried in the Cloud and available to everyone in the world committed to furthering the collective understanding of the world’s indigenous peoples, and to leverage the lessons from our culture, history and knowledge into creating a better tomorrow for the world and our future generations.



Infrastructure and community development

MNCFN Strategic Plan
Pillar 6



Priority action 6.1

We will be a “Smart Community”: A role-model user of information communications and technology (ICT) in the delivery of programs and services to the MNCFN membership

The MNCFN is committed to implementing the vision of a Smart Community, by implementing and leveraging ICT to improve the quality and efficiency of our membership programs and services – and at the same time, increase the level of engagement and interaction of our membership in the planning and decision-making activities which will shape our collective future.

As a “Smart” Community the MNCFN will be able to effectively integrate all of our resources – including our departments and people, finances, facilities and infrastructure, and programs and services – to achieve the goals set out in our Strategic Plan. Moreover, our Smart Community initiative will empower our people by providing everyone with “real time” interaction with MNCFN decision-makers, and program and service providers.

To succeed as a Smart Community, the MNCFN membership will need to be more interconnected and instrumented, with the combination of ICT and the Internet of Things, to receive, monitor, analyze and respond to a constant data stream on:

- The condition, maintenance and renewal requirements of every physical asset that belongs to the MNCFN infrastructure stock
- Quality of the air, land, water and areas of natural heritage significance within the MNCFN community and Treaty land and territory
- Customer and user satisfaction with the quality of membership programs and services
- Financial performance and reporting

The data will be available in a user-friendly, visually attractive “dashboard” format to Council and the membership. This database will also support membership engagement and better informed decision-making by the MNCFN Council and professional staff. The sharing of data also promotes our vision for creating a more inclusive and open membership.

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The features and benefits of a connected Smart Community and Membership

By acting as an open Smart Community role-model, the MNCFN will also be more successful in:

- Attracting a future innovation or technology-based Business Incubator
- Demonstrating to our public and private sector investment and funding partners that we are a transparent, well-run jurisdiction that will deliver excellent value for money and accountability
- Monitoring and achieving our goals for climate change reduction
- Measuring and tracking the key performance indicators in our Strategic Plan

Our membership will be able to submit their concerns and ideas about both current services and programs, and longer-term strategy and direction – and expect a response – in real time. The benefits to our membership will be transformational and include:

- Better, more convenient and responsive programs and services for our membership
- Better governance, including sound fiscal responsibility, and more abundant opportunities for a more empowered membership to participate and be valued
- An MNCFN that will be more connected and engaged, greener, and a magnet for dynamic, innovative businesses and employers

Key to the Smart Community initiative is the foundational investment in a Fibre Optics network to ensure faster, more reliable Internet speeds – meeting the expectations of modern business, consumers and governance and administration. Fibre Optics installation sites which will be crucial to the MNCFN's connectedness and competitiveness include:

- Highway 6 and the MNCFN Plaza
- Dedicated line from Highway 6 to serve the entire MNCFN community
- A connection to the future Business Incubator and Industrial Park to attract investment, new businesses and jobs



Our on-reserve physical infrastructure is vital to the safety, success sustainability and well-being of the MNCFN community and membership. We must know at any given time, the exact condition and ongoing maintenance and renewal investment needs of the infrastructure assets that come under the direct ownership and responsibility of the MNCFN – our community buildings, roads and bridges, and wastewater treatment facilities. By implementing a sound asset management plan for our infrastructure, we will be able to align our public works programs and expenditures are properly prioritized, more preventative than reactive oriented, and fiscally responsible. We will be enabled to deliver more credible, evidence-based proposals to our federal and provincial infrastructure funding partners.

Most infrastructure, if properly maintained, is designed to last for decades and more. Effective asset planning and management is truly an intergenerational responsibility, an important legacy that will be left for future generations to inherit and benefit from. The MNCFN will develop a comprehensive “life-cycle” infrastructure asset management plan to inform future maintenance, renewal and replacement investment decisions. The key components of the plan will include:

- A detailed inventory and description of every infrastructure asset owned and operated by the MNCFN
- The estimated value or replacement cost of our assets
- Each asset’s current age and remaining useful life until replacement
- A condition assessment and rating of each asset in accordance with engineering standards
- The optimal level of service and performance expected from each service to meet regulatory requirements, and the needs and expectations of our membership
- The asset management strategy – the projected maintenance, rehabilitation and replacement activities to maintain optimal level of service over the long life of the asset, making the most effective use of financial cost management, preventative action, new materials and technologies, and innovation and best practices
- Inputting our asset and condition assessment database into a state-of-art asset management software system which will automatically calibrate asset degradation and estimated cost, and trigger maintenance and replacement work orders in real-time
- Our commitment and process to revisit and update the MNCFN asset management plan every five years

We believe that our asset management plan will encourage transparency and engagement with our membership on the ongoing infrastructure reinvestment needs and priorities in the MNCFN membership. We also believe the plan will generate useful data to demonstrate how the MNCFN and other First Nations must continue to cope with structural fiscal and funding challenges in providing basic, essential infrastructure – the lifeblood of daily life. The MNCFN Asset Management Plan will set a benchmark for First Nations to follow on the journey to greater self-reliance and sustainability.

Priority action 6.2

We will develop the MNCFN Life-Cycle Infrastructure Plan, setting out our strategy to maintain and reinvest in essential local infrastructure in an informed, fiscally-responsible manner



Highlights: MNCFN Community Development Plan

Our existing community infrastructure development plan sets out other Infrastructure planning needs over the next 25 years, including:

:

- Master Planning Exercise which focuses on more specific areas (Green Willow Property, Industrial Park, Townline Estates, Eagle Lane Subdivision) to accommodate future development and all the criteria associated with these studies.
- Waterline, Wastewater System and Lagoon System completion/expansion for the remaining boundary roads then focus on the interior areas of development for: Residential Subdivision Completion for future housing construction (Townline Estates, Eagle Lane Subdivision)
- Infrastructure – Watermain, Wastewater, Natural Gas, Hydro, Roads, Fiber Optics, Sidewalks, Greenspace (parks) for: Residential Subdivision Completion for future housing construction (Townline Estates, Eagle Lane Subdivision).
- Water Tower – to address the fire flow rates for the current assets and future assets to ensure they are all protected from fire with the installation of fire suppression systems. With the planned expansion and development for the Core Area, Green Willow Property and Industrial Park the water system will require a “boost” in order to sustain these future projects. Finally, this water tower not only will serve the initial purpose of providing MNCFN membership with clean, potable, safe drinking water it also could be designed back flow and bypass valves in order to be a back up to assist Haldimand if they were anything critical to happen to their water tower.
- Complete Road Re-surfacing/Widening, Bridge Replacement, Watermain and Wastewater System monitoring and repair/replacement throughout the years based on maintenance needs of those assets
- Incorporation of Sidewalks to improve safety of the MNCFN membership and visitors.



Foundation for the MNCFN asset management strategy

MNCFN is at the beginning stages of an equipment and asset inventory plan, including:

- Currently, the Asset Condition Reporting System (ACRS) has detailed information on every asset's current age, and remaining useful life expectancy.
- Each asset is inspected on a yearly basis by a certified mechanic/technician capable of conducting such assessments.
- A definitive process needs to be creative in order to streamline the Work Order process, and every department will require a review to provide input and reduce the amount of paper currently being utilized by the organization as a whole
- The commitment and process once designed and accepted by the organization as a whole will most definitely required to be monitored and updated on a minimum three year cycle.
- Equipment inventory updated on a yearly basis
- Security cameras have been installed at strategic locations to reduce the possibility of theft and vandalism.
- The MNCFN Public Works Department is currently cognizant of the time and use of equipment based on hours. Going forward, we will plan for replacement prior to major repairs being required to ensure a higher trade in value in the future.



Priority action 6.3

We will submit Quick Win proposals for federal infrastructure funding approval – to demonstrate early action and success in implementing our Strategic Plan

The federal government pledged an additional \$255 million to the First Nations Infrastructure Fund (FNIF) over the next two years, effective 2016-17 – which is also the launch year of the MNCFN Strategic Plan.

The eligible funding categories match many of the goals and imperatives of our Strategic Plan, including: planning and development to support capital infrastructure planning, roads and bridges, energy systems and local connectivity. MNCFN and other First Nations could receive up to \$10 million in federal funding for approved projects.

It will be fitting and timely for the MNCFN to seek funding to support and implement one or more of the proposed actions in our Strategic Plan. A successful funding award will enable us with a head start and motivation in moving forward with our strategy for a more prosperous and sustainable future.

The MNCFN Chief and Council will develop a process to consult with the and membership, identify, prioritize and submit “Quick Win” project candidates for FNIF funding . In addition to being rooted in the Strategic Plan and FNIF eligibility criteria, our proposals will be aligned with Canada’s economic competitiveness and climate change objectives, demonstrate fiscal responsibility and project management excellence, and lead to quantifiable, realistic benefits.



Early infrastructure priority: More housing

Eagle Lane Estates is a residential subdivision in the MNCFN community which could welcome 110 homes and families. Presently eight homes are constructed there known as Anishnabek Street. But no further development is feasible without the funding and provision of infrastructure services to the development lots – roads, sidewalks, water and sewer, connections and other utilities.

Townline Estates is the current site of 18 rental units. Subject to funding, four new five-plexes identified to be constructed soon to provide much-needed rental housing in our community.

Consideration could be given to construct five to 10 additional houses in the vicinity of Townline Estates on sites with existing access to water and sewer. These homes could be built almost immediately to accommodate elders, singles and emergency situations – as well as families.

Even with these new developments in place, the Townline Estates area is sufficiently large and serviced to accommodate longer-term residential expansion.

To create a Complete Community which meets the needs of every life stage, the MNCFN is also calling for year-round camps and recreational infrastructure for youth, and a retirement living centre for Elders and the elderly.

Our everyday quality of life for our membership can also be enhanced with investment in better flood protection, water treatment and high-speed Internet connections.





Inclusive leadership and governance

MNCFN Strategic Plan
Pillar 7



Priority action 7.1

We will strengthen capacity-building among the MNCFN Council and professional staff, enabling us to serve our membership with a higher standard of excellence

building up our capacity, tools and resources to govern more effectively is central to our vision for a more self-reliant and resilient MNCFN.

We believe that the succession of MNCFN Chiefs and Councils – past, present and future – have fulfilled and will continue to fulfill their duties and obligations in the service of our membership.

In addition, we believe it is incumbent on the current and future Chiefs and Councils to dedicate adequate time during their respective terms in office, on building the capacity, skills and tools to be even more effective and inspired leaders in a world coping with unprecedented changes, risks and opportunities. This should be a consistent and continuous commitment, across the election and re-election cycles, and include the MNCFN permanent staff.

We recommend that the current and subsequent Councils, and MNCFN senior professional and administrative staff, receive professional coaching and training in three key areas of responsibility:

- **Accountability and integrity:** Ensuring that all of our decision-making activities and processes meet and exceed all legal and ethical standards, including a system of performance accountability directly to the membership.
- **Program and service planning and evaluation:** Ensuring that the MNCFN has plans in place, including regular review and evaluation intervals, on the effectiveness and efficiency of our programs and services.
- **Resource management:** Ensuring that the MNCFN has secured the financial and human resources to effectively lead and manage the growth and success of our membership and our presence in the broader Treaty land and territory.

Capacity-building should be more inclusive, providing coaching and mentoring of the MNCFN membership and youth, enabling them to be the successful change agents, innovators and leaders of tomorrow.

As we build and strengthen our internal capacity, the membership and leaders of the MNCFN will be better placed than before to reach out and provide education to the world around us – on the virtues and relevance of our traditional culture, knowledge, language and values.



Priority 7.2

We will establish and maintain a database of MNCFN key performance indicators (KPI's) – so we can measure our progress in implementing the Strategic Plan and growing a healthy, successful membership

It will be essential for the Chief and Council, and for our membership, to know how well we are performing in implementing the Strategic Plan, and its seven foundational pillars and 19 priority actions – and achieving the purported benefits. By establishing key performance indicators (KPI's) and benchmarks, we can more clearly identify implementation costs, alongside what success will look like and track our progress towards success.

KPI's are important measurement, management and accountability tools. They will help prompt and inform us on any refinements or major corrections required to the Strategic Plan, in order to avoid implementation slippage, and to respond to new, previously unforeseen challenges and opportunities in the ever-changing region and world we live in.

What KPI's are most helpful to the MNCFN and our Strategic Plan? We will engage management experts, the MNCFN professional staff, as well as the membership in this exercise. Drawing from experience in other jurisdictions and organizations, the baseline KPI's and measurable data could potentially include:

- Employment rate
- Average family and personal income
- Education and skills training attainment
- Capital investment, and economic and community development funding inflows from public and private-sector sources
- Participation rates in various membership engagement outreach, programs and services
- Personal health and wellness indicators
- Rate of technological innovation and adoption in the membership
- Condition and level of service rating for the public infrastructure assets which our – including community buildings and facilities, the energy grid, roads, and water and wastewater systems
- Greenhouse gas emissions per capita
- Membership satisfaction rating of MNCFN-delivered programs and services

The MNCFN Operations Management Team will be an instrumental partner in the development, collection and implementation of KPI's. In the future. The MNCFN Monthly Gatherings, as well as enhanced interactive online and video conferencing capabilities, will be important venues for communicating out and discussing our implementation performance to the membership.



Four Core Value	Seven Key Pillars	19 Priority Actions	2018	2019	2020	2021	2022 beyond	Implementation Accountability leaders
A strong, caring and connected membership	1 Inclusive prosperity and economic growth	1.1 Wealth creation strategy						
		1.2 Collaboration hub						
		1.3 Business incubator						
		1.4 Transportation connections						
Respect Earth's gifts; protect the environment for future generations	2 Nation well-being and wellness	2.1 Health and wellness centre						
		3 Environment and sustainability; stewards of our air, land, water and natural resources						
Value our history, language, culture, beliefs and traditions	3 Environment and sustainability; stewards of our air, land, water and natural resources	3.1 Province of Ontario Growth Plan equal partner						
		3.2 Fighting Climate Change leader						
Programs and services for our membership	4 Education and awareness	4.1 MNCFN Education Authority						
		4.2 First Nations education curriculum						
	5 Striving to be an independent and sovereign people	5.1 Cultural development and outreach						
		5.2 Champions and ambassadors						
		5.3 First Nation policy agenda						
		5.4 Canadian citizenship oath						
6 Infrastructure, membership and community development	5.5 Centre for First Nations							
	6.1 Smart Community: Information communications and technology							
	6.2 Infrastructure asset management plan							
7 Inclusive leadership and governance	6.3 Infrastructure "Quick Win" projects	6.1 Smart Community: Information communications and technology						
		6.2 Infrastructure asset management plan						
		6.3 Infrastructure "Quick Win" projects						
7 Inclusive leadership and governance	7.1 Council and professional staff capacity building	7.1 Council and professional staff capacity building						
		7.2 Key performance indicators						

Strategic Plan implementation and accountability grid

The 19 priority actions form the start of the development of the seven key pillars – and over time the priority actions could change and evolve as the pillars are completed



The new logo was accepted as the Mississaugas of the New Credit First Nation official logo in 1993 after several years of consultation with our **membership**.

The Mississaugas of the New Credit First Nations are a group of Ojibway (Anishinabe) belonging to the Algonquian linguistic group. The symbols on the logo are representative of four important aspects of our nation's history.



Eagle: The eagle is used because it is a predominant totem of the Mississaugas of the New Credit First Nation. The eagle is viewed as the messenger – the Mississaugas people were once considered to be great messengers. Some days the Mississaugas would travel 80 miles on foot.

Three Fires: The three fires are symbolic of the Mississaugas traditional and political alliance with the Ojibway, Odawa, and Pottawatomi Nations. The Three Fires Council still exists and still holds gatherings.

The Circle of Life: The blue writing symbolizes our connection to the water. The circle created by the writing symbolizes the circle of life. First Nations teach that every living thing is related and interconnected -- we are all a part of the circle of life.

The Peace Pipe: The peace pipe is the New Credit people's equivalent of a parliamentary mace. The pipe, given to the Mississaugas by Queen Victoria's cousin Augustus d'Este, is used in special opening ceremonies to thank the Great Spirit, mother earth and the sun.

Our logo



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