

# **Keewatin Tribal Council**

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**Keewatin Tribal Council – ESPI**

**“Early Strategic Planning” Project**  
**March to July 2005**

## **INTERIM REPORT**

**Presented to:**

**WNO/Council of Chiefs/Ministers Meeting**

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**Radisson Hotel, Winnipeg, MB**

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## **A. Introduction**

Wabanong Nakaygum Okimawin, formerly known as the East Side Planning Initiative, was designed to bring together community and leadership to develop a community vision to utilize a vast expanse of underdeveloped boreal forest. Integral to this process has been the involvement of the Keewatin Tribal Council (KTC) mandated by the First Nation Council of Chiefs. They are the representatives for the sixteen First Nations communities currently impacted in the Broad Area Planning exercise. Although the Province of Manitoba initiated this project, KTC involvement reflected the interests of the Aboriginal communities who comprise ninety- six percent of the current population. The First Nations Early Strategic Planning Process is funded under the Resources Partnerships Program through the Department of Indian and Northern Affairs with in-kind contributions from the First Nations community offices, space for meetings, and administrative costs.

There are currently two Community Coordinators recruited from the impacted sixteen First Nation Communities on the east side of Lake Winnipeg. The Coordinators are responsible for reporting to KTC and to the executive coordinator of the East Side Planning Initiative. KTC 's project management mandate is to manage and facilitate the Early Strategic Planning Project by working in collaboration with the East Side Lake Winnipeg Planning Initiative Secretariat (ESPI Secretariat) and sixteen community Facilitators.

## **B. Project Goals**

The goals of the KTC –ESPI Early Strategic Planning project are as follows:

1. To provide the First Nations communities impacted by the East Side Lake Winnipeg (ESLW) Initiative with the requisite/professional/organizational capacity to be meaningful participants in the broad area planning process.
2. To carry out "early strategic planning" by bringing together the community and leadership to define the scope of the ESLW Initiative and to identify the best

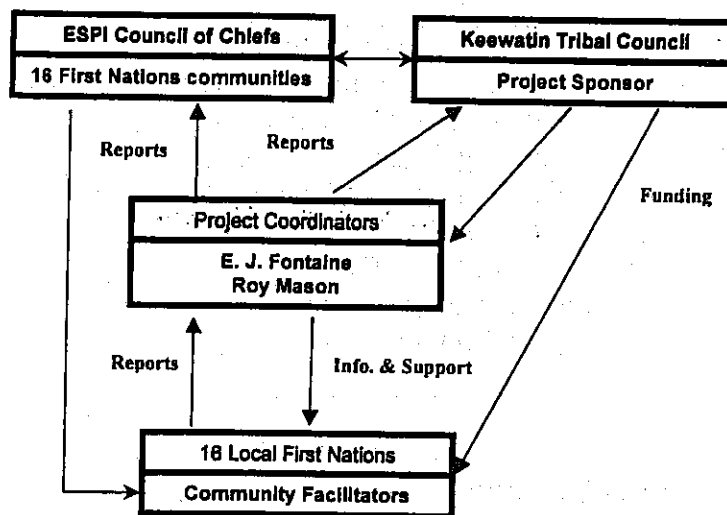
way First Nations communities can cope/capitalize on the opportunities and threats associated with pursuing the project.

3. To realize a community vision and development strategy for each First Nation community that reflects their priorities by bringing together a broad cross section of interests through community based consultations leading to strategic and action plans.

### **C. Project Implementation Structure**

To implement and manage the Early Strategic Planning project, KTC in consultation with the impacted First Nations communities and the First Nations Council of Chiefs established the project implementation structure. KTC's goal was to provide project management services by two qualified Community Project Coordinators and to organize activities at the grassroots level by appointing local Community Facilitators. The Project Coordinators currently supervise the work of the local Community Facilitators and provide reports to the Special Project Officer at the KTC level. Each community was requested to submit to KTC a signed letter from the appropriate official confirming their participation and identifying a candidate that could assume the duties of Community Facilitator.

## Illustration – Project Implementation Structure



### Responsibilities

#### **ESPI Council of Chiefs**

- ☐ Provides authority and direction to KTC to secure funding from INAC and to implement the project.

#### **Keewatin Tribal Council**

- ☐ Signs the funding agreement and is accountable for the funding received and results achieved. Provides funding for, project coordinators, community facilitators and community meetings.

#### **Project Coordinators**

- ☐ Coordinates the project implementation process by working closely with community leaders and facilitators at the local level.

#### **Community Facilitators**

- ☐ Facilitates the strategic planning process at the community level and works closely with community leaders at the local level.

To ensure accountability and timely reporting, each Community Facilitator is required to submit semi-monthly Activity Reports that outline the progress and activities that have taken place in their residing community. Community Facilitators are required to report on their activities vis a vis community awareness, consultation process, the number of survey questionnaires completed, issues arising from the consultations, concerns and problems with the process raised by the membership, and the deliverables. Contract payments are disbursed if the report is acceptable to the KTC Project Coordinators. The following is a list of the current allocation of communities to the participating Project Coordinators:

**KTC Project Coordinators – Allocation of Communities**

<b>Roy Mason, KTC Project Coordinator</b>	<b>EJ Fontaine, KTC Project Coordinator</b>
Garden Hill First Nation St. Theresa Point First Nation Wasagamack First Nation Red Sucker Lake First Nation Little Black River First Nation Hollow Water First Nation Bloodvein First Nation Berens River First Nation	Sagkeeng First Nation Gods River First Nation (Manto-Sipi) Gods Lake Narrows First Nation Norway House Cree Nation Paungassi First Nation Little Grand Rapids First Nation Poplar River First Nation Oxford House First Nation (Bunibonibee)

**D. Project Activities Completed to Date**

The project has been successful in achieving a number of objectives during the beginning stages of the project. Although some communities have managed to undertake a larger portion of the project, all involved communities have completed a vast portion of the required tasks. The following is a list of project activities completed to date:

1. A Facilitators Guide for the local community facilitators has been completed to train and provide information for members of the participating First Nations.
2. An outline of the Final Report has been drafted that will provide information on the overall activities and outcomes of the project.
3. Fifteen Community Facilitators have been hired to both inform and represent individuals and the grassroots level.
4. Meetings have been held with the fifteen participating communities involving either the local Chief and Council or representatives appointed by the community.
5. Regular conference calls have occurred to obtain weekly updates and monitor the progress in each community.
6. Community facilitators have been engaged in gathering additional feedback from the community membership with respect to the East Side Planning Process.

This has been completed through the use of various forms of communication networking including: meetings, radio, local television, door-to-door visitations, small community gatherings, and the survey-questionnaire.

7. Local community members have been asked for their input on the recommendations outlined in the Status Report developed by the Province of Manitoba, "Promises to Keep".
8. Community Facilitators have had two joint meetings to discuss and share their experiences.
9. Sixty-percent of the hundred questionnaires per community have been completed. Technological issues related to communication barriers in relation to fax and Internet has prevented some communities from reaching the above objective.

#### **E. Issues and Concerns Raised During the Project**

First Nations Peoples located on the East side of Lake Winnipeg have had an ongoing traditional relationship with the land. As a result, the landmass that is currently being explored for development has been left virtually untouched by human exploitation to acquire its natural resources. The potential use of the existing natural habitat has raised many issues and concerns for the surrounding First Nations. Addressing the concerns expressed by the communities is an integral part in ensuring the success of the project. This is due to the fact that First Nations communities within this region of Manitoba have been the active keepers of the traditional ecological and ancestral knowledge associated with this territory. Communities have raised issues during the initial planning process about:

1. The Government's potential to fail to comply with the existing Treaty and Aboriginal rights and the impact it will have on future Treaty Land Entitlement negotiations as a result of the financial benefits of resource exploitation.
2. The interference on the traditional viability of the territory resulting from development such as: destroying traditional burial sites, limiting the growth of

sacred medicines, and ecological consequences resulting from lumber harvesting, road development and Hydro lines

3. The disruption in the traditional local economies including berry picking and fishing resorts that provide ecologically sustainable income to community members.
4. Their concerns that the Federal and Provincial Government will fail to participate in an equitable dialogue with First Nation Governments.
5. The required all weather roads, which have the potential to provide greater access to community members to import drugs and alcohol into the communities.
6. The current lack of awareness by community members about the impact of the Eastside Planning Initiative due to the intensive pace of the project.
7. The ongoing mistrust of the Government programs to adhere to the final agreements with the First Nations resulting from the planning as an outcome of the continued historical dichotomy.
8. The project end date interfering with the need for long term planning opportunities with communities in turn not allowing for meaningful involvement in cases where there is a need for changes to the project in the future.

## **F. Recommendations**

The initial results of the project have outlined a number of areas, which need to be addressed. The ability to follow the outlined recommendations has the potential to impact on the kind of support the project will receive to proceed forward. First Nations members require assurance that their issues and input will have influence on the outcomes of the project. Providing such assurance will only strengthen the relationship between Provincial and Federal Government partners and local First Nations Governments. The following is a list of the recommendations for the final stages of planning:

1. There needs to be an agreement put in place by the Provincial Government and First Nations Governments that ensures that First Nations maintain control and



authority for east side development as well as access to community based development projects.

2. A formula has to be developed and agreed upon on about how First Nations can safeguard their traditional lands. Much gratitude has been expressed that the boreal forest in Northern Manitoba up North has continued to remain untouched by outside companies.
3. First Nations viewpoints and positions must play an equal role in final decisions pertaining to the project.
4. The position of First Nations elders needs to be included because of their knowledge, perception, understanding and connection to the land, which is extremely important and crucial in this process.
5. Project outcomes need to support First Nations community values and beliefs pertaining to the use of traditional lands.
6. Follow – up programs at the end of the project need to be organized to ensure ongoing input by First Nations.
7. Treaty agreements and the potential for future Treaty Land Entitlement negotiations need to form an integral part of the negotiation process
8. Honouring traditional lands in relation to the spiritual and economic viability of the communities requires respect and protection.

## **G. Future Activities**

The plans for the duration of the project have been identified. Most of the activities include a continuation of the process that has been followed to date. The following are a list of the planned activities:

1. Completing the questionnaires within the community
2. Continuing the monitoring of the project by the Project Coordinators through telephone conference calls and a joint meeting.
3. Continuing community consultations by Community Facilitators to ensure a continuation of the input at the grassroots level.

4. Developing the individual financial reports by each participating community with the assistance of the Project Coordinators.
5. Outlining a follow-up schedule of the necessary activities and budget needs for future project development.
6. Completing a final project report with the Keewatin Tribal Council.
7. Presenting the project outcomes at the scheduled Ministers' meeting.

## **H. Conclusion**

First Nations have rich traditions based on the ecological diversity of the boreal forests located in the Eastern region of Lake Winnipeg. However, the current demands of the global economy for natural resources harvesting impacts both positively and negatively on the lives of First Nations inhabitants in this Manitoba area. Thus, decisions on how to approach this project are difficult. On one side of the continuum there is a need to preserve the traditional way of life, which First Nations have honoured for centuries. On the other side of the continuum there is hope that by utilizing the resources in the East Side Lake Winnipeg Region future participation in the local and world economy will be realized. In order to find solutions for this sensitive and important issue, a balanced approach between these two ideologies is required to support positive relationships both in and outside of the communities in the future.

## **Appendices**

**KTC- East Side Planning Initiative  
Early Strategic Planning Project  
First Nations Community Questionnaire**

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**Community Name:** \_\_\_\_\_

**Category:**     ☐Elder   ☐Middle Years   ☐Youth   ☐Male   ☐Female

**Q1. Have you heard about the East Side Planning Initiative?**

\_\_\_\_\_ Yes     \_\_\_\_\_ No

**Q2. What do you understand about the East Side Planning Initiative planning process?**

**Q3. Do you have any specific issues and/or concerns you wish to raise in regard to the East Side Planning Initiative planning process?**

**Q4. How would you like to be informed about planning that affects your traditional territory?  
(Example, NCI, Band meetings, newsletter, local TV, mail, email, etc.)**

**Q5. Please describe your relationship with your traditional territory?**

**Q6. What are your views on hunting, fishing, trapping, wild rice harvesting and other traditional activities?**

**Q7. If you had complete control of your traditional territory, what would be the:**

**1<sup>st</sup> thing you would do?**

**2<sup>nd</sup> thing you would do?**

**3<sup>rd</sup> thing you would do?**

**Q8. How would you like to be involved in the decision-making process that affects your traditional territory?**

**Q9. How should children, youth, Elders, community organizations, business people, and other interested groups be involved in planning for your traditional territory?**

**Q10. What has your community done in terms of planning for your traditional territory?**

**Q11. What are your concerns about the planning for your traditional territory?**

**Q12. How would you like your leaders to deal with these concerns?**

**Q13. What kinds of activities are happening in your traditional territory today?**

**Q14. What are your views about the activities, if any, taking place on your traditional territory?**

**Q15. What are the positive and negative things associated with planning the use of your traditional territory?**

Positive	Negative

**Q16. Do you have any specific suggestions, comment and/or ideas you would like to contribute to the planning for your traditional territory?**

**Q17. Is there anything else you want to say?**

**Keewatin Tribal Council**

**East Side Planning Initiative**

**"Early Strategic Planning" Project**

**COMMUNITY FACILITATORS GUIDE**

**May 11, 2005**

**Prepared by:**

**E. J. Fontaine  
Community Early Strategic Planning Coordinator  
Keewatin Tribal Council**

## **Introduction**

This Facilitators Guide has been prepared for the purpose of assisting and guiding the work of the 16 First Nations Community Facilitators (CFs) that have been engaged to work on this project at the community level.

## **Background**

Under the authority of the East Side Lake Winnipeg Broad Area Plan process/Council of Chiefs, the Keewatin Tribal Council (KTC) has secured funding from Indian and Northern Affairs Canada under the Resource Partnership Project (RRP) component to implement a First Nations "Early Strategic Planning" project in regard to the East Side Planning Initiative (ESPI).

The purpose of the project is to carry out "early strategic planning" to bring together the community and leadership to define the scope of the East Side Lake Winnipeg Initiative and how best the First Nations communities can cope/capitalize on the opportunities and threats associated with it. From this exercise, each First Nations will realize a community vision and development strategy that reflects the communities' priorities. This will be accomplished by bringing together a broad cross section of interests in a community to undertake community based discussions and planning leading to strategic and action plans. The process will look at community issues and challenges through planning sessions and then identify actions to undertake in a variety of social and economic and environmental areas.

## **Tasks**

The Community Facilitator (CF) is expected to complete a number of tasks related to the East Side Planning Initiative and as per the contract letter signed by KTC representative and the CF.

The following tasks are identified to assist the Community Facilitator with planning and carrying out the project at the community level:

1. Attend CFs Orientation Session at Winnipeg on May 4-5, 2005.
2. Establish local office and arrange for equipment, supplies, telephone, email, fax, etc. with the local First Nation government office. These items are to be provided by the First Nation as an in-kind contribution or from the local budget allocated for this project.
3. Confirm initial meeting (date, location and agenda) with Chief and Council, CF, KTC Project Coordinator(s) and ESPI officials to discuss project activities, timelines, agree on a budget for the \$3,000 allocated to each community and identify concerns and issues.
4. Network with community leaders, organizations, schools, training classes and grassroots people to discuss the project, inform of your role and of upcoming activities (i.e. community meetings, surveys, home visits, etc.). This can be done by:
  - Arranging meetings with local Program Directors, Board members, Principals, Instructors, teachers, etc.
  - Home visits
  - Telephone contact
  - Email
  - Fax
5. Make arrangements with local radio station to participate by allowing you airtime to inform the local people of your new role and the project you're working on.
6. Make arrangements for community meetings including:
  - Dates
  - Locations/facilities
  - Coffee and donuts
  - PA system
  - Recording of minutes
  - Chairperson



- Elders, Youth, Women, Men
- Flip charts
- Agenda & meeting vs. workshop format
- Confirm outside resources/guest speakers
- Chief and Council attendance
- Elder/Translator
- Distribute Meeting Notices

7. Begin conducting surveys in the community keeping in mind the following:

- **Survey Participants** – residents of the local First Nation community will be selected to take part in the survey. This includes all residents including elders, youth, women, and men.
- **Voluntary Participation** - Though the participation is voluntary, their input will be useful for preparing a community land plan in the future.
- **Confidentiality** - All information collected will be kept confidential. No personal information, which could identify the participant or the household, will be released for the use of the public.
- **Survey Results** - The survey results will be released when the final report on the project is released in late August 2005.
- **Survey Interviews** - these can be done by home visits, school/organization visits, telephone, email, or in the office.
- **Targets** – each CF will target completing 100 survey forms at a minimum for the project with a cross section of elders, youth, women and men. This target will be monitored and reviewed no later than at the end of June 2005.

### **Management and Administrative Duties**

All CF's will be responsible for tracking and reporting on activities and results on a bi-weekly basis.

Information that needs to be tracked and/or reported bi-weekly is as follows:

- Record all contacts made including date, length of contact, location, and generally what was discussed.
- Record all home visits including date, length of contact, location, and generally what was discussed or if a survey questionnaire was completed.
- Record all community meetings such as attendance & registration, the discussion and any decisions made, and distribute summaries of meetings.
- Retain and submit to KTC all invoices for coffee, donuts, facility rental, and office expenses for CF, fuel for CF, elders, translators, flip charts and supplies. Budget of \$750.00 per meeting x 4 meetings = \$3,000 per community.

## **Survey Data Processing**

### ***Data Capture***

Data capture will be carried out at the local level through completion of the surveys and when completed the responses should be organized into a table. We will discuss this in more detail. The original completed survey should be filed and sent in to KTC Project Coordinators via mail.

### ***Editing***

Community Facilitators must check their questionnaires page by page ensuring that everything had been filled in correctly and clearly. In cases where questions were incorrectly missed, contact the respondent again to obtain the missing information. This should involve editing all the surveys to check for errors, gaps and inconsistencies in the survey data.

**KTC – EAST SIDE PLANNING INITIATIVE - COMMUNITY FACILITATORS LISTING 2005**

	<b>First Nation</b>	<b>Community Facilitator</b>	<b>Address</b>	<b>Phone/Fax Email</b>
1	Little Grand Rapids	Clifford Keeper Jr.	Little Grand Rapids, MB R0B 0V0	Ph: 397-2264 Fax: 397-2340
2	Gods Lake Narrows	Keith Peskoonas	Gods Lake Narrows, MB R0B 0M0	Ph: 335-2130 Fax: 335-2400
3	Garden Hill	Lloyd T. Little	Box 456 Garden Hill, MB R0B 0T0	Ph: 456-2085 Fax: 456-2880
4	Red Sucker Lake	Norbert Flett	Red Sucker Lake, MB R0B 1H0	Ph: 469-5042 Fax: 469-5325
5	Wasagamack	Ambrose Wood	Wasagamack, MB R0B 1Z0	
6	St. Theresa Point	Eddy Mark Wood	St. Theresa Point, MB R0B 1J0	(204) 462-2106 (204) 462-2646
7	Norway House	Brian Cromarty	P.O. Box 218 Norway House, MB R0B 1B0	Ph: 359-4374 (h) 359-6721 (w) Fax: 359-6080
8	Hollow Water	Garf Bushie	Wanipigow, MB R0E 2E0	Ph: 363-7278 Fax: 363-7418
9	Black River	Trevor Bird	O'Hanley, MB R0E 1K0	Ph: 367-4411 Fax: 367-2000
10	Poplar River	Ray Rabliauskas	Negginan, MB R0B 0Z0	Ph: 244-2267 Fax: 244-2690
11	Berens River	N/A	Berens River, MB R0B 0A0	Ph: 382-2161 Fax: 382-2297
12	Bloodvein	Geraldine Cook	Bloodvein First Nation Bloodvein, MB R0C 0G0	Ph: 395-2148 Fax: 395-2099
13	Sagkeeng	Lorna Bruyere	P.O. Box 3 Fort Alexander, MB R0E 0P0	Ph: 367-4890 Fax: 367-4315
14	Bunibonibee	Horace Crane	Oxford House, MB R0B 1C0	Ph: 538-2156 (w) 538-2201 (h) Fax: 538-2220
15	Gods River	John R. Yellowback	God's River, MB R0B 0N0	(204) 366-2011 (204) 366-2282
16	Paungassi	Edward Green	P.O. Box 60 Paungassi, MB R0B 2G0	(204) 397-2371 (204) 397-245

