

# LEADERSHIP PLANNING RECOMMENDATIONS FROM CHIEF & COUNCIL

## HOPES AND EXPECTATIONS IN LEADERSHIP PLANNING

To address:

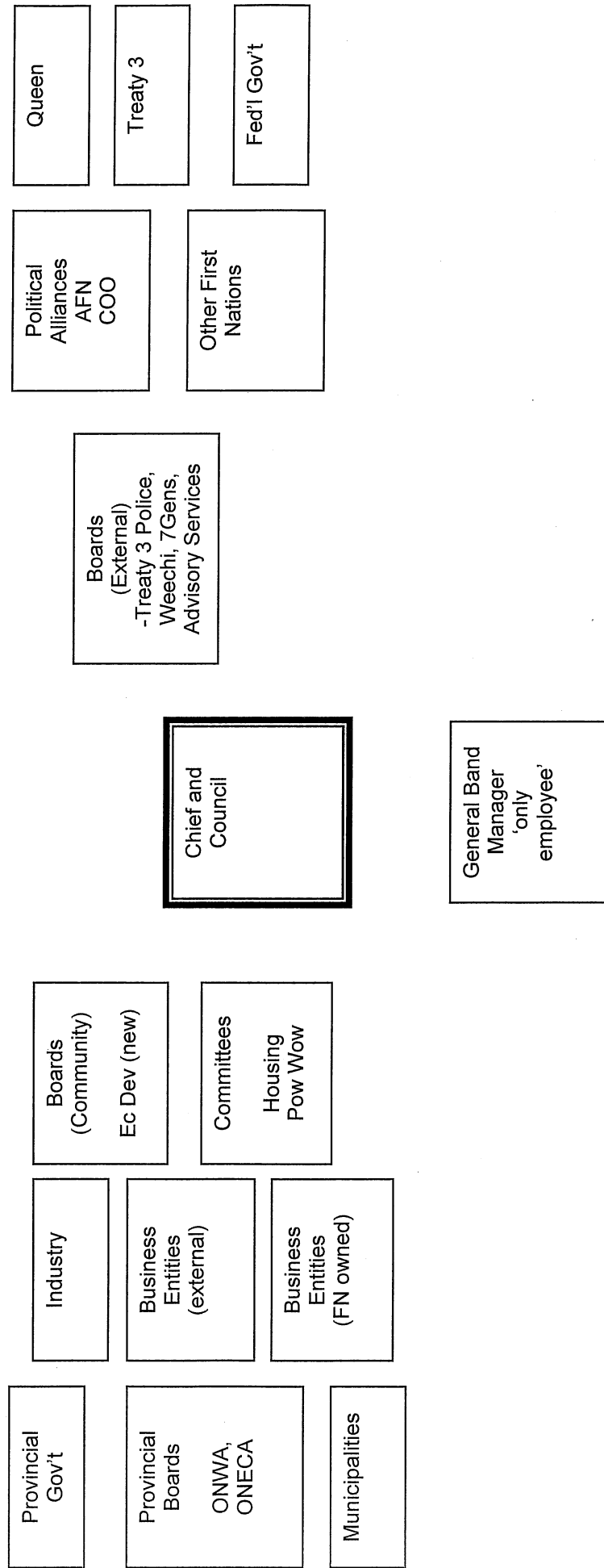
- Community decision making
- Taking Action
- Financial Responsibility
- Governing beyond the Indian Act
- Having our own constitution
- Cultural congruence
- Our language & worldview
- Better defined, accepted policies, codes, laws
- Consistent review
- Accountability as a whole beginning with the individual
- Communication and relationships clarified and strengthened
- Systems, processes to govern effectively as a community

## STYLE AND WAY OF GOVERNING

Moving From	Moving to	To Achieve this we Need to:
<ul style="list-style-type: none"> <li>• Status quo (inaction)</li> <li>• Indian Act controlled</li> <li>• Exclusive</li> <li>• Dependence</li> <li>• Negative</li> <li>• Colonial</li> <li>• Responsibilities Not Clear</li> <li>• Paternalism</li> <li>• English (confusing)</li> </ul>	<ul style="list-style-type: none"> <li>• Participatory and Action-Oriented</li> <li>• Own System; Exercise of Inherent Rights</li> <li>• Inclusive</li> <li>• Independence</li> <li>• Celebrative</li> <li>• Anishinaabe</li> <li>• We are all responsible</li> <li>• Maternalistic</li> <li>• Own Language</li> </ul>	<ul style="list-style-type: none"> <li>Be better organized</li> <li>Have capacity</li> <li>Be educated</li> <li>Place value on our culture and language</li> <li>Have citizen / community approval and engagement</li> <li>Know who we are</li> </ul>

# KEY RELATIONSHIPS

SOME RELATIONSHIP ISSUES TO ADDRESS  
NEED TO IMPROVE COMMUNICATION, ACCOUNTABILITY AND SERVICE ARRANGEMENTS



## INPUT TO UNDERSTANDING ROLES AND RESPONSIBILITIES OF CHIEF & COUNCIL

### FINANCIAL MANAGEMENT

#### Responsibilities:

- Review and approve financial policies
- To stay within budget
- Review and approve financial reports
- Sign contribution agreements and contracts
- Act as legal signers
- Sign cheques
- Approve annual budget
- Approve spending limits
- Approve auditors and audit approval
- Lobby / advocate for funding

**Don't: do accounting or give advice on systems – GM / FA responsibility**

### HUMAN RESOURCES

#### Responsibilities:

- Review and approve personnel policies
- Be aware of employee hiring and termination
- Minimize risk and liability issues
- Hire, evaluate and termination General Manager
- Ensure policies are being followed
- Ensure FN standards are reflect, delegated and followed
- Legal compliance of policies
- Redress mechanisms in place
- Approval of remuneration for Band Manager

**Don't: get involved in HR implementation – GM responsibility**

### CITIZENSHIP

#### Responsibilities:

- Reporting to community & citizenship
- Processes to support effective engagement and decision making
- Education and awareness on issues
- Seeking direction and mandate
- Effective linkages with off reserve citizens
- Provide access to services through agreements
- Act as role models
- Monitor quality of service and access through GM reporting

**Don't: Get involved service delivery – GM responsibility**

### LEADERSHIP

#### Responsibilities:

- Maintain healthy relationship and dialogue and how we interface
- Lead by example
- Implement rules
- Act
- Be aware of abilities and limitations
- Have an understanding of how to operate
- Work with citizens to define own systems and expectations of governing

## **Don't: Set own remuneration or approve governing policies – Citizen Responsibility**

### **BUSINESS AND ECONOMIC DEVELOPMENT**

#### Responsibilities:

- Know and follow the principles and philosophy of the citizens and our Elders
- Protect, maintain and ensure respect for the lands and resources
- Establish appropriate business and economic structures
- Create business opportunities
- Enter into business partnerships
- Make sure sound economic development strategy approved by the citizens
- Implement and be accountability of the strategy
- Hire advisors / experts to help evaluate opportunities and inform business decisions

### **LAW-MAKING**

#### Responsibilities:

- Know the laws that impact citizens (internal / external)
- Understand jurisdiction and rights
- Develop and evaluate law-making processes with the citizens
- Authorize and participate in Anishinaabe law-making processes
- Educate people about the laws
- Know and respect Anishinaabe values, traditions, customs, and practices

### **EXTERNAL RELATIONSHIPS**

#### Responsibilities:

- Set standards for effective two-way communication
- Develop strategies to deal with different stakeholders
- Establish and communicate rules of engagement
- Work with the people to define how we want to be consulted
- Ensure rules of engagement and consultation processes are consistently followed

### **LANDS AND RESOURCES**

#### Responsibilities:

- Have the means to preserve traditional knowledge
- Protect the lands and resources, our relationship to the land, sacredness of the land and the environment
- Advocate for protection of territory and requirement of being consulted
- Participate in ceremonies and pass on the importance of participation to citizens
- Build capacity to lead
- Education of citizens on issues and matters of importance
- Be aware of activities and plans on our lands
- Have dedicated resources assigned
- Establish and maintain communication linkages with external proponents

### **Risk Management**

Need to define potential risks and plan to address. Examples:

- Legal / financial risk HR policies not being followed or not compliant with the laws can result in grievance and cost to FN
- Operational risk – when roles and responsibilities are not clear and Chief and Council are dealing with situations that they are not responsible for or knowledgeable on (also relationship risk)
- Financial risk - dependency increases
- Reputation risk – in external relationships

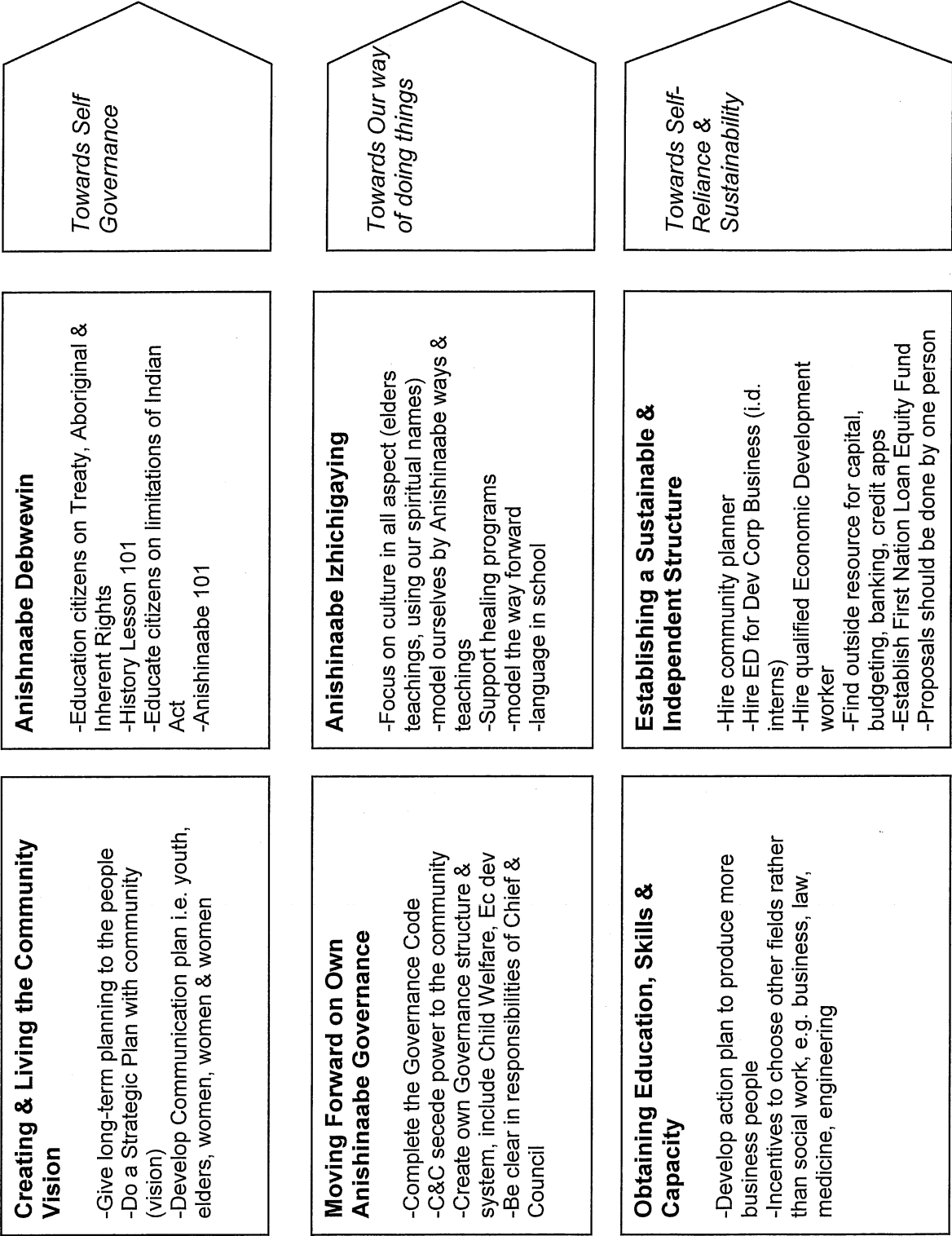
## SHARED LEADERSHIP VISION

Succeeding in Business	Proactive, Knowledge & Skills Capacity	Meaningful & Positive Community Engagement	Strong Foundation & Identity	Culture & Language Followed	The Good Life	Community Pride
<ul style="list-style-type: none"> <li>-financial independence</li> <li>-lower personal debt</li> <li>-financially healthy</li> <li>-reduced arrears</li> <li>-building more houses – energy efficiency</li> <li>-mortgages vs. home owners, reserve housing</li> <li>-community based businesses</li> <li>-cottage lots – commercial community</li> <li>-multiuse facility</li> <li>-commerce – outdo NDC in 5 yrs</li> <li>-responsible &amp; considerate of people, environment &amp; relationships</li> <li>-Ec Dev partnership</li> <li>-build capacity</li> <li>-Risk management</li> </ul>	<ul style="list-style-type: none"> <li>-recruiting the best people for the job</li> <li>-educated workers</li> <li>-higher employment on or off</li> <li>-skilled trades training</li> <li>-reduced unemployment for our youth</li> <li>-Education Treaty Right</li> <li>-schooling our own</li> <li>-own curriculum</li> <li>-value based teachings</li> <li>-TEK – traditional knowledge – know what to have</li> <li>-transportation</li> <li>-Increased education funding</li> <li>-More post secondary students</li> <li>-Full employment</li> </ul>	<ul style="list-style-type: none"> <li>-Community approval process</li> <li>-Full participation from everyone</li> <li>-Community Visioning Session</li> <li>-Less Apathy – more involvement</li> </ul>	<ul style="list-style-type: none"> <li>Autonomy</li> <li>-know what it means to be a Nation</li> <li>-Governance -codes within 2 years – (election, appeal, HR, Accountability, Citizenship, Redress)</li> <li>-Constitution</li> <li>-Bylaws- fishing, dogs,</li> <li>-Protection of Treaty rights</li> <li>-Positive rather than negative</li> <li>-Justice (dispute resolution, conflict, advocacy, war crime)</li> <li>-Respect for Indigenous peoples Declaration</li> <li>-Governance stability, respect, accountability</li> <li>-4 year terms</li> <li>Integrity</li> <li>-Leading by example</li> <li>-C&amp;C Roles Responsibilities</li> <li>-Community Vision/Goals</li> <li>-Environment</li> <li>-Protectors</li> <li>-understanding roles and obligations</li> <li>-once altered, changed forever</li> <li>-Citizenship lead plan (education, housing, business, social, infrastructure, school, lands &amp; resources, justice)</li> <li>-All services should work together</li> <li>-Clear roles as citizen</li> <li>-Clear roles of Council &amp; staff</li> <li>-To be self-sufficient – steps to be governing</li> <li>-Communication plan – communicate concerns, issues to on and off reserve</li> <li>-5 yrs we want to see the Queen!</li> </ul>	<ul style="list-style-type: none"> <li>-Have a solid, fair and accountable Anishinaabe Governance Structure</li> <li>-To be proud of who we are</li> <li>_learn to use our language freely, daily</li> <li>-Anishinaabe language offered, preserved, day care &amp; home Customs, language</li> <li>-name, clan</li> <li>-history</li> <li>-Practicing / using our traditions</li> <li>- Elders / Grandparents– valuing them</li> </ul>	<ul style="list-style-type: none"> <li>-to have all our people work together &amp; not have any one on social assistance</li> <li>Social (1965 Welfare Agt) – reduce client, child welfare</li> <li>repatriation – no kids in care, integrated services,</li> <li>-devolution - lower drug &amp; alcohol</li> <li>Women</li> <li>-reduced violence, missing women, leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>-less dogs</li> <li>-visual improvement</li> <li>-recreation (teams – baseball, hockey)</li> </ul>
					<p>Community Garden</p> <p>-food safety, for health reasons, reduce health risks</p> <p>Medicines – Treaty Right</p>	

# Obstacles to Vision

Underlying Obstacles (Cause)	Blocks to Vision (brainstorm) (Effect)
Interrupted identity as Anishinaabe as a people	People not interested (apathy) in getting involved Ability to be open-minded about change (past-present-future) and acceptance of change Addictions among people (e.g. drug & alcohol abuse, gambling, etc) People's level of participation in education (lack of desire to "want") Use of technology can be abused (language) and so social media – no accountability Collective low self-esteem ("can't do attitude")
Systemic Systems Imposed and Built Into Internal Conflicts	Indian Act mindset Political posturing and trying to keep things the way it is and using culture against you People who want to keep INAC system
Not understanding our Anishinaabe authority and ways of knowing	Ability to be open-minded about change (past, present, future) and acceptance of change Council getting bogged down and involved in administration (meddling) Not understanding authority Lack of community vision (e.g. 10 yr) Staffing line structure – can impact what we are doing – currently where the power lies – like a military structure
Insufficient capacity (knowledge, exposure, structure and resources) in business	Lack of economic infrastructure (access to ac capital, banking, credit, qualified ec dev advisor, bldgs) Lack of money in development – not putting money into it Not sufficient capacity to do this on own .e.g. business
Inadequate planning for long term and community as a whole	Changes in gov't (federal/Provincial) and impact due to dependence More reactive than proactive Lack of community vision (e.g. 10 yr)

# Strategic Direction







<b>STRATEGIC ACTION</b>		<b>YEAR ONE OBJECTIVES</b>
<b>Creating &amp; Living the Community Vision</b>		
<b>Strengths</b>		<p>Hold community visions sessions with leadership and community participation (leadership to champion the activity)</p> <p>Sharing information with community to participate effectively and fully</p>
In implementing this strategy at this time, we have the following strengths:		
<b>PRESENT</b>	<p>Good leadership / speakers</p> <p>Champions of strategy</p> <p>Traditional ways of invitation (e.g. tobacco)</p> <p>Organizers in community</p> <p>Roundhouse</p>	
<b>WEAKNESSES</b>		
In implementing this strategy at this time, we have the following weaknesses:		
<b>PRESENT</b>	<p>Getting participation</p> <p>Getting money to carry out activity</p>	
<b>BENEFITS</b>		
In the future of implementing this strategy are:		
<b>FUTURE</b>	<p>Community Stability</p> <p>Community Ownership of Plan</p> <p>Resolve</p> <p>Communication</p> <p>Leadership mandate from the people</p> <p>Building relationships within community</p> <p>Connections to spirits in the area</p> <p>Building trust</p>	
<b>DANGERS / RISKS</b>		
In the future of implementing this strategy are:		
<b>FUTURE</b>	<p>Not getting buy-in to vision</p> <p>Personal Agendas</p>	

<b>STRATEGIC PRIORITY</b>		<b>YEAR ONE OBJECTIVES</b>
<b>Moving Forward on Own Anishinaabe Governance</b>		
<b>Strengths</b>		
In implementing this strategy at this time, we have the following strengths:		
<b>PRESENT</b>	Don and other Elders Commitment from Leadership Lot of stuff developed Small community – we can do things quickly and cost effectively)	
	<b>WEAKNESSES</b>	
In implementing this strategy at this time, we have the following weaknesses:		
Population diverse and spread out Participation levels in community Time -		
<b>BENEFITS</b>		6. Review / approval of existing policies (personnel, finance)  7. Codes approved by citizens <ul style="list-style-type: none"> <li>• Appeals (redress)</li> <li>• Finance code</li> <li>• Citizenship code</li> </ul>
In the future of implementing this strategy are:		
<b>FUTURE</b>	Community decision, community driven Promote transparency, openness and accountability Diffuse power and authority (no power structure in Anishinaabe governance) Inclusive Straight forward	
	<b>DANGERS / RISKS</b>	
In the future of implementing this strategy are:		
Use of existing codes (may not get buy-in when developed externally and may be more a subject of criticism) Time – moving too fast, too slow Dropping it again Low participation Competing priorities		
Taken from earlier notes: <ul style="list-style-type: none"> <li>• Participatory and Action-Oriented</li> <li>• Own System; Exercise of Inherent Rights</li> <li>• Inclusive</li> <li>• Independence</li> <li>• Celebrative</li> <li>• Anishinaabe</li> <li>• We are all responsible</li> <li>• Maternalistic</li> <li>• Own Language</li> </ul>		

<b>STRATEGIC PRIORITY</b>		<b>YEAR ONE OBJECTIVES</b>
Establishing a Sustainable & Independent Economic Structure		
<b>Strengths</b>		<ol style="list-style-type: none"> <li>1. Develop Sound Economic Development Structure</li> <li>2. Economic Development Position Filled</li> <li>3. By-laws for Corporation Developed</li> <li>4. Establish a loan Equity Fund for Citizens</li> <li>5. At least one private business being started</li> </ol>
In implementing this strategy at this time, we have the following strengths:		
<b>PRESENT</b>	<p>Ron Allen Economic Development in infancy Multiuse facility opportunity Have a vision/idea of what we want Working on Economic Development (proposal out there) 1 yr contract with consulting firm</p>	
<b>WEAKNESSES</b>		
In implementing this strategy at this time, we have the following weaknesses:		
Limited internal capacity (too dependent on Ron)		
<b>BENEFITS</b>		
In the future of implementing this strategy are:		
<b>FUTURE</b>	<p>Wealth generation Employment creation Increased self-esteem</p>	
<b>DANGERS / RISKS</b>		
In the future of implementing this strategy are:		
<p>Greed, jealousy Division Power struggles</p>		

<b>STRATEGIC PRIORITY</b>		<b>YEAR ONE OBJECTIVES</b>
<b>Obtaining Education, Skills and Capacities</b>		
<b>Strengths</b>	<b>WEAKNESSES</b>	<ol style="list-style-type: none"> <li>1. Create own scholarships and incentives to participate and complete education in specialized areas</li> <li>2. Implement a career planning program for community including work placements and mentoring components</li> </ol>
In implementing this strategy at this time, we have the following strengths:	In implementing this strategy at this time, we have the following weaknesses:	
<b>PRESENT</b> Education Dept Incentives @ every level High education in social and education	Business management acumen Specialized trades, skills and training	
<b>BENEFITS</b>	<b>DANGERS / RISKS</b>	
In the future of implementing this strategy are:	In the future of implementing this strategy are:	
<b>FUTURE</b> Diversified skills and knowledge Skilled workforce Pride Self-sustaining Less welfare – towards none	\$ to pay Keeping the expertise	