

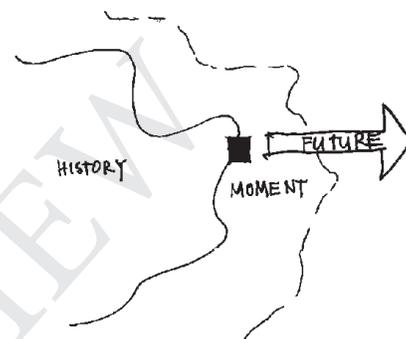
# Introduction to the Plan

The development of a Comprehensive Community Plan for Mississauga First Nation is a special occasion, providing an opportunity for Mississauga to reflect on its past and present, while shaping its future. The community has decided collectively how to move forward by establishing a long-term vision. The Plan provides a clear direction to steer the Band toward its Vision through approaching change in a way that is community-based, project driven and locally focused.

Mississauga First Nation is one of seven member communities of the North Shore Tribal Council (NSTC) that are developing Comprehensive Community Plans in parallel. Each of these Band's land holdings stretch across the north shore of Lake Huron and their traditional territories covering an even larger area. Each Band has taken this opportunity to think about its collective goals and dreams, engaging Band membership, staff, and leadership to understand what is important in each community. Each of these First Nation Communities has its own unique identity, but shares much in common with the other communities along the North Shore. This Plan reinforces that there are great opportunities for partnerships to support economic development, education, and initiatives across the North Shore. At the same time, NSTC communities are also facing common issues of poor housing, high population growth, loss of traditional language and unemployment. Mississauga must use its assets and resources to promote sustainable economic development that will benefit all Band members.

This plan was developed by involving community members at each stage of the planning process with community open houses and focus group discussions with youth, staff, elders and leadership. This work built an understanding of the existing conditions, current issues and local possibilities. The workshops and discussions engaged a broad cross-section of the community to understand local strengths and issues that are used to guide the proposed Vision and areas of action. This information is also supported by the background research, ensuring proposed actions respond to the local needs and context. This community-based approach to plan development ensures the ideas of the plan reflect the interests of many Band members and builds broad awareness of the goals of the Plan.

The Plan document provides a framework for action based on an understanding of the current realities and possibilities. The Comprehensive



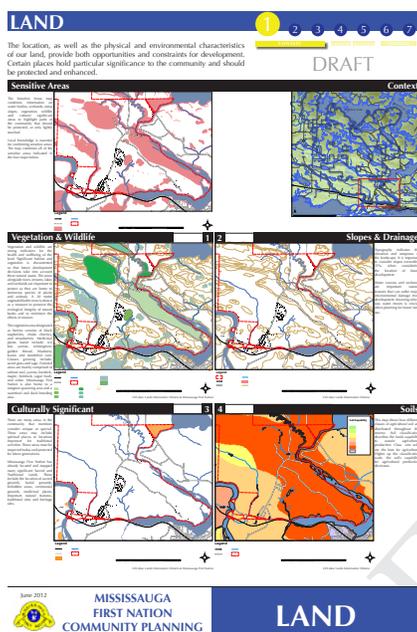
## The Moment for Planning

This Plan is a forward-looking document that sets out goals for the future and outlines how Mississauga First Nation will get there. Chapter 1 describes the Context for the Plan, while Chapter 2 and 3 discusses Vision and Action for the future. These components were developed and supported by a shared understanding of the local context - the past and present - that inspire and motivate action.

This Plan was developed with extensive input and feedback from community members. There were eight workshops, ongoing meetings, focus sessions and discussions in the community.

### Community Workshops

- Workshop 1 - October 2011
- Workshop 2 - December 2011
- Workshop 3 - February 2012
- Workshop 4 - April 2012
- Workshop 5 - June 2012
- Workshop 6 - October 2012



During the preparation of the Plan, posters were created for each stage of the planning process. These posters were displayed prominently throughout the community.

Community Plan for Mississauga is comprised of three chapters Context, Vision and Action.

The Context provides a snapshot of the current situation in the community as well as information about overall Band trends. This information will be used by leadership, Band staff and community members when developing proposals or researching the community. Background information was gathered, refined and presented throughout the planning process on the topics of Land, People, Settlement, Economics and Strengths and Issues for the Band.

The Vision chapter describes the long-term direction of the Band as chosen by community members throughout the Planning process. The Values articulate what is regarded as important or uncompromising about the community. These Values should be used as a compass to understand if future initiatives reflect the interests of Mississauga First Nation. The Vision Statement defines a bold long-term direction that is shared by the community.

The Action chapter uses the ideas gathered in the Context and Vision to inform immediate and long-term action. Action, has four main components: Action Areas, Structure and Future Development Maps, the Approach to Change and Demonstration Projects. Together these elements explain the priority areas for taking action and how to develop project so they have the most possible impact. Action Areas translate the Vision and Values into achievable actions, policies and priorities for leadership, staff and Band members. Community Structure and Future Development Maps illustrate how the development of the community in the future will reinforce Mississauga's Vision while incorporating the community's priority actions. The Approach to Change section describes how to see each project as an opportunity to advance many ideas of the Plan, ensuring each action makes a difference on the ground. The Demonstration Project describes how the Approach to Change can be used as a tool to achieve the goals of the Action Areas through a tangible project that responds to the needs of the community.

It is important to recognize that this Plan was developed using a comprehensive and community-based approach. Therefore all of the ideas, maps, projects and content were informed by community workshops.

Although presented in a linear way, these ideas are connected and comprehensive, with the Context informing the Vision and the Vision informing the Action.

The four main principles of Comprehensive Community-Based Planning are:

**The Plan comes from the community.** The Vision, strategies, projects and initiatives are all based on the aspirations, values, resources, potential and spirit of community members.

**The Plan is owned by the community.** The content of the Plan is widely understood, accepted and broadly defended by community members. It belongs to many people.

**The Plan inspires and motivates.** It is memorable and provocative. It is inclusive and engaging. Its Vision and Action Areas can endure through election cycles and be embraced by current and future Chiefs and Council members.

**The Plan is holistic.** There are many planning activities in First Nation communities. What is often missing is a connection among these initiatives. Comprehensive planning considers and connects all aspects of the community. In this sense planning is not just another project or program, it is the glue that holds everything together. It is the shared direction that guides every project and informs every action.

Planning helps a community to know where they are and identify where they want to be. Even more significant is its contribution in helping communities understand how to get there. It establishes a basis for responding to immediate pressures, for using limited resources more effectively and for identifying and responding to community needs.

The planning process consists of seven stages:

**1. Gathering Background Information**

Collects basic facts and perceptions about the community so that aspects that stand out as high and low points can be identified.

**2. Identifying Strengths and Issues**

Concentrates on recording and understanding problems that need to be dealt with and opportunities that can be built on.

**3. Researching Root Causes**

Probes strengths and issues to reveal their root causes and the consequences of taking no action.

**4. Establishing a Community Vision**

Establishes a long term, ambitious and appropriate direction for the community.

**5. Building a Framework**

Translates the Vision, issues and values into a blueprint for concerted action in terms of policies, administration, priority Action Areas, and physical improvements.

**6. Developing an Implementation Strategy**

Establishes a management structure and a process for identifying priorities, as well as a way to develop and fund projects which make a difference on the ground.

**7. Monitoring the Plan and Projects**

Evaluates the impact of projects individually and the effects of planning as a whole.

All of the stages of the planning process are based on the *First Nations Community Planning Model* (2003) developed by Cities & Environment Unit and First Nations in Atlantic Canada.

*DRAFT FOR REVIEW*

# CONTEXT - LAND





# Chapter 1: Context

Planning is about the future, but it also relies on information from the past and the present. The Context Chapter provides a snapshot of what the community is about -what it is like today and how it got to be that way. The information presented captures the current situation and provides the basis for determining where Mississauga First Nation should go next. This Chapter contains background information, strengths, issues and root causes. It informs the Vision and Action Areas presented in Chapters 2 and 3 of the Plan.

Mississauga First Nation has considerable resources and assets that must be understood to determine priorities and projects. Also, past planning initiatives (2002 Community Plan, 2010 Land Use Plan, 2012 Economic Development Opportunities Plan etc) will be used to determine where the community is at now. This Plan is not intended to replace those documents but instead strengthen their priorities and reinforce the commonalities between these plans. It is important to recognized Mississauga First Nation has the largest First Nation land base in Canada and is currently taking steps through this process and as a participant in the Lands Management program to develop a strategy for how future areas of the reserve are designated in a way that can support economic development and protect lands and environment. Mississauga First Nation is a unique Band with considerable resources and potential for growth.

## Gathering Background Information

Information has been gathered under the broad categories of Land, People, Settlement and Economics. These four categories are the basic elements that define a community. Together they enable discussion and speculation about the current situation and future potential.

Information under **land** describes where Mississauga First Nation is located and identifies characteristics of the landscape that provide both opportunities and constraints for future development. The information on **people** highlights the history, culture, demographics and institutions of Mississauga First Nation. The information under **settlement** describes what has been built on the land. It identifies the existing institutions, infrastructure and capacity of the community as well as what areas of the community are serviceable. Finally, information regarding **economics** gives an indication about how the community sustains itself. It explains what people do, how resources are used and what keeps the community going.

The future does not just happen, it is not inevitable, nor is it a simple projection of where the community has been. It needs to be imagined, and it can be shaped.



LAND



PEOPLE



SETTLEMENT



ECONOMICS



## History

William W. Warren wrote: "The fundamental essence of Anishnaabe life is unity". He was speaking of a way of being and seeing the world where all things exist in harmony and are intertwined. Where people, nature, and the spiritual world are one and cannot be separated from each other. Anishinabe is the Ojibway word for "one of the people", or "original people" and it is how the First Nations of the North Shore and many others who lived on the Great Lakes have identified themselves since time immemorial.

Oral tradition and recordings on birch bark scroll reveal that the Anishinaabeg originally came from eastern North America. According to legend, a prophecy came to an elder in a vision, telling him that he must move his people inland to be able to continue practicing the traditional ways of life and avoid impending European settlement. They traveled along the St. Lawrence River, stopping at Mooniyaang (present day Montreal), Wayaanag-gakaabikaa (present day Niagara Falls) and an area near present day Detroit. This is where the Anishinaabeg people split into six groups, one of which was the Ojibway. The Ojibway group continued to Manidoo Minising (Manitoulin Island) which became their cultural centre, and finally arrived in the outlet of Lake Superior which would become the people's political centre. Early French missionaries named the area Sault Ste. Marie, meaning "jump" or "rapids", and referred to the Ojibway as Saulteurs. The Ojibway-Chippewa peoples controlled the vast area of land surrounding the great lakes for centuries. They lived a mainly sedentary lifestyle in bands, with men participating in hunting and fishing to supplement women's cultivation of maize, squash and wild rice. The land provided everything that was needed, and a rich cultural tradition and way of life was passed on from generation to generation.

The Mississauga Delta area was originally a destination for Ojibway people in the summer months. They would unite in large gatherings to re-establish family ties, perform ceremonies, and sometimes participate in warfare. In the winter months, the nation would divide into small groups and travel back to their respective hunting grounds.

By the early 1700s, French and later British trading posts were established in the area, and the Anishinabe balance of life began to shift. Acquiring furs, maple sugar and other supplies to trade for new European goods such as guns and pots, became an increasingly important activity. Many found their lives increasingly reliant upon European weapons, steel and

sometimes food supplies. Various treaties and alliances were formed in the period leading up to the war of 1812 to negotiate land ownership and aboriginal sovereignty.

Warriors of the North Shore Lake Huron Ojibway played an active in the war of 1812, starting with the capture of fort Michilimackinack in the first northern action of the War. Pautausowai, a Mississaugai warrior was highly regarded and decorated with several military service medals for his role defending Upper Canada against the Americans.

Through the 1840s, the provincial and federal governments attempted to ease the way for white settlement and resource development in Anishnawbek territory. As these settlers continued to encroach into Ojibway Territory, Chiefs of the Sault Ste. Marie area and the British government recognized a need for a formal agreement to establish legislated territory boundaries and land rights. This resulted in the Robinson Huron Treaty, with its aim to: establish mutual government-First Nation respect, set aside specific lands for the exclusive use of the Anishinabe, provide unrestricted traditional hunting and fishing to First Nations people, and provide each Anishinabe family with a guaranteed annual payment to offset living expenses. The outcome of the treaty would have permanent effect on the lives of the Anishinabe people, as the government failed to follow-through on many of its promises. The First Nations people of the Sault Ste. Marie area were also for the first time restricted to a particular permanent territory, hindering them from practicing their traditional way of life. Chief Ponekeosh and his band were allotted the territory between the River Mississauga and the River Penebewabecong up to the first rapids. This would become the Mississauga First Nation Territory.

The first federal Indian legislation was passed in 1870 granting the superintendent General of Indian Affairs control over land within reservations and superseding aboriginal communities' autonomy. In 1876 the Indian act was passed by the parliament of Canada, providing the federal government exclusive authority to legislate affairs related to Aboriginals and Aboriginal lands and reservations. It sets out rules for governing reserves, and how bands may be created, as well as defining who is and who is not a recognized "Indian." One of the tenures decreed that aboriginal women who marry non-aboriginals would lose their Indian rights; a Clause which was not amended until 1985. There have been over



20 amendments to the Act, with legislative power over aboriginal affairs remaining for the most part with the federal government to this day.

Many people from the Ojibway community volunteered to fight for Canada in the First and Second World War, although as non-citizens they were exempt from conscription legislation. Partially as a response to the war effort, in 1960, the federal government declared “Indians” citizens of Canada.

The Mississauga First Nation helped form the North Shore Tribal Council or Mamaweswen in 1985. The Tribal Council Program (TCP) is a component of the First Nation Indian Government Support Funding Program, and aims to “deliver products and services that enhance the collective sustainability of our member communities.” It provides technical advice and services to communities in the areas of health services, second level education services, administration, financial management, economic development, employment and training services.

Although the Mississauga people have endured repression, loss of land they continue to fight to restore their teachings and culture. By building on the past MFN hopes to lay the foundations for a brighter future.



Historical photo of the region from 1950s that was in a recent issue of the Smoke Signal newsletter.

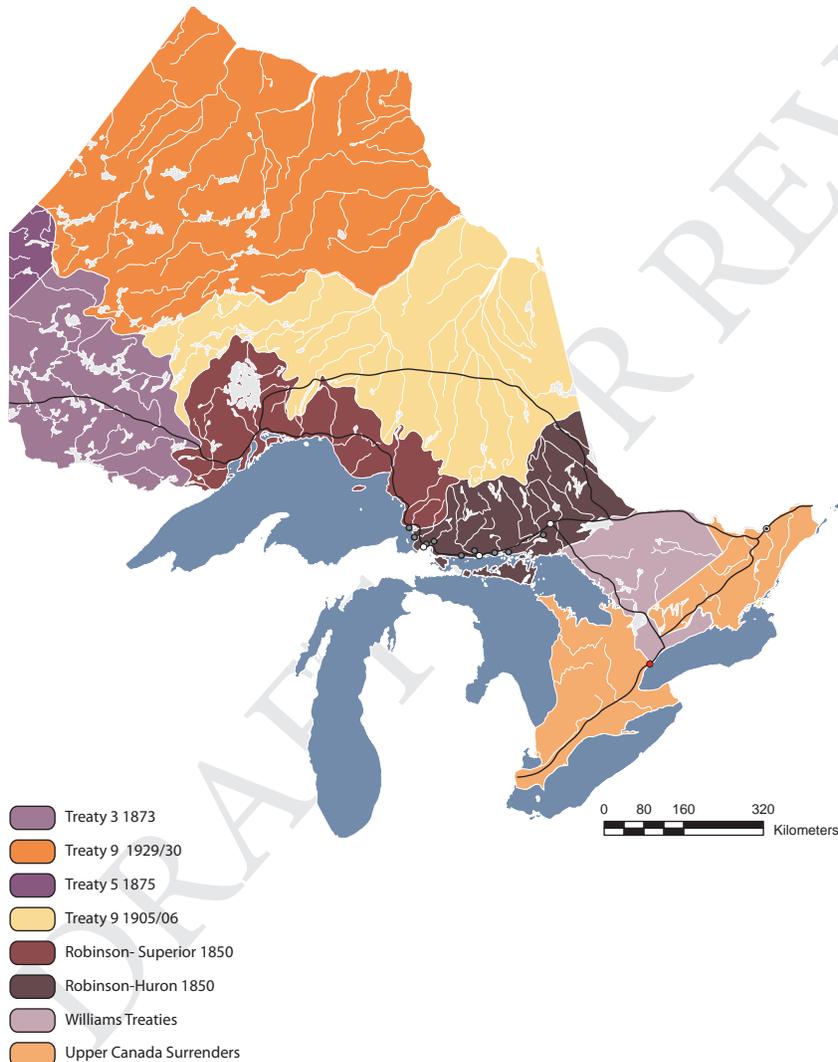
## Robinson-Huron Treaty, 1850

Mississauga First Nation descends from the Anishnawbek Nations that settled throughout the Lake Huron watershed long before the arrival of the French and British. Mississauga First Nation's claim to their traditional land base is established through the Robinson Huron Treaty, signed by the Crown and Ojibway Chiefs of Sault Ste. Marie in 1850.

### Robinson-Huron Treaty of 1850

Anishnawbek Chiefs signed the Robinson-Huron treaties in 1850 to protect the Anishnawbek's claim to their traditional territories from encroaching settlements of the Crown and its people and to establish terms that would guarantee the security of the Ojibway people's way of life in exchange for allowing the Crown to use their lands. Two treaty areas were declared, the Robinson-Superior Treaty and the Robinson-Huron Treaty.

The Robinson Treaties makes several essential guarantees: land identified by each Anishinabe community was to be set aside so they and their future generations could continue to live as they had; the Anishinabe's continued ability to practice traditional resource harvesting activities would be maintained on all lands; and annuities to compensate each Anishnawbek family for loss of land were committed in the form of annual payments.



## The Boreal Shield Ecozone

The seven NSTC nations within the Boreal Shield Ecozone (sometimes called the Ontario Shield Ecozone). The foundation of this Ecozone is the Precambrian shield, a vast sheet of solid bedrock often found at or near the surface layer of soil and vegetation. The entire shield is covered with thousands of lakes and rivers emptying into the Arctic waters of Hudson's Bay to the north and the Great Lakes Basin in the south. The NSTC communities are located toward the southern edge of the ecozone where coniferous forests found in the north start to mix with deciduous hardwood forests. Wetlands are common throughout this part of the Shield and can be found in all of the communities. Natural resources are abundant in the Shield's largely undeveloped landscape. Mining, logging, fishing, trapping, hunting and camping are the most common human activities on the Boreal Shield.

## The Great Lakes Basin

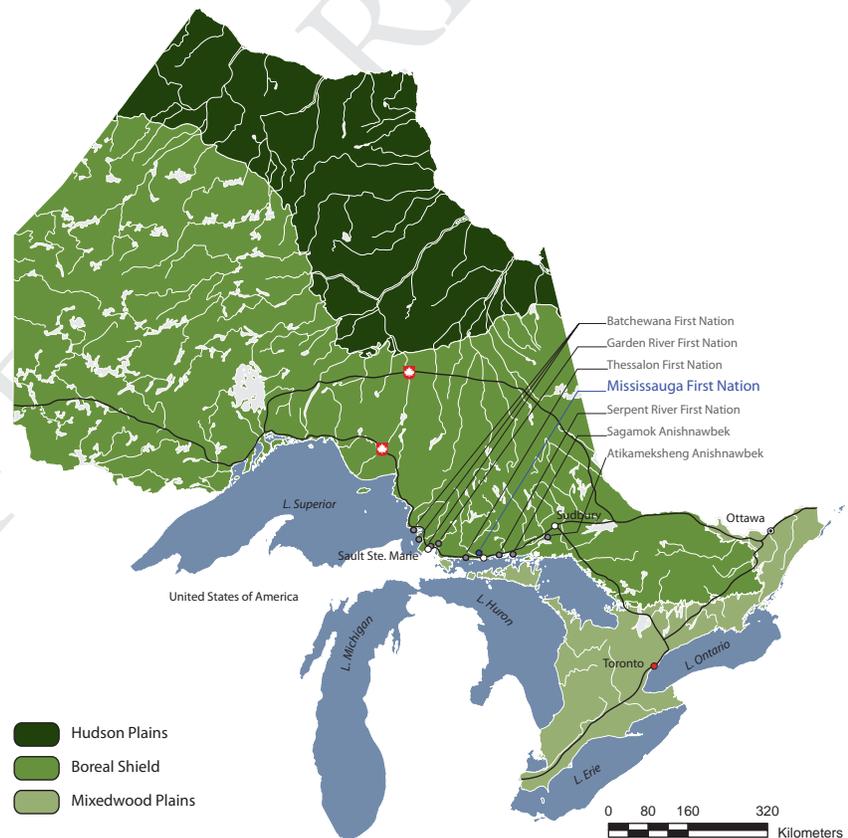
Situated on or near the shores of Lake Superior or Lake Huron, all of the NSTC member First Nations are part of the Great Lakes Basin. The five Great Lakes are the planet's largest fresh surface water basin, containing 18% of the world's entire supply of fresh surface water. Much of the Great Lakes system lies within Ontario and covers 8% of the entire province. The Great Lakes supply 85% of the Ontario's drinking water and have an important place in the lives of many Ontarians and the economies of the Province and country. Transportation of freight and people along the St. Lawrence Seaway, commercial and recreational fisheries and cottaging are among the most important activities that happen along the lakes.

# Land

Land is the basis for determining community development and existence. The location of Mississauga, as well as physical and environmental characteristics of the land, provide both opportunities and constraints for development. Certain places hold particular significance to the community and should be protected and enhanced.

## The Ontario Shield and the Great Lakes

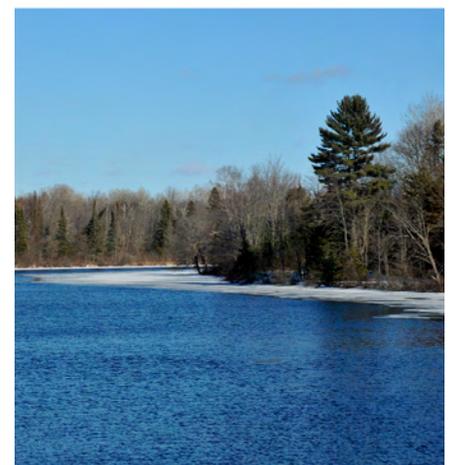
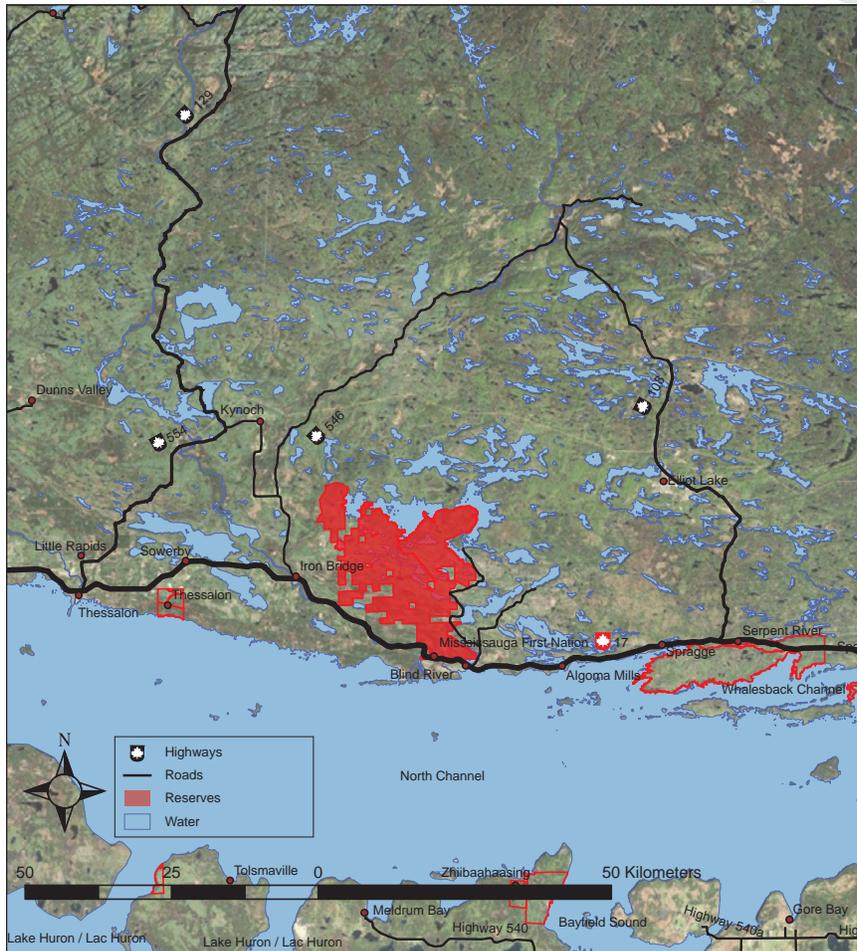
Two important natural features shape the surrounding landscapes of the NSTC nations: the Great Lakes Basin and Precambrian Shield (the Boreal Shield Ecozone). Located near the shores of Lake Superior and Lake Huron, the NSTC nations are found at the meeting place of these two important ecosystems. The rugged and wild character of these lands and their abundant natural resources set the conditions of life and drive the economies of the region.



# Regional Context

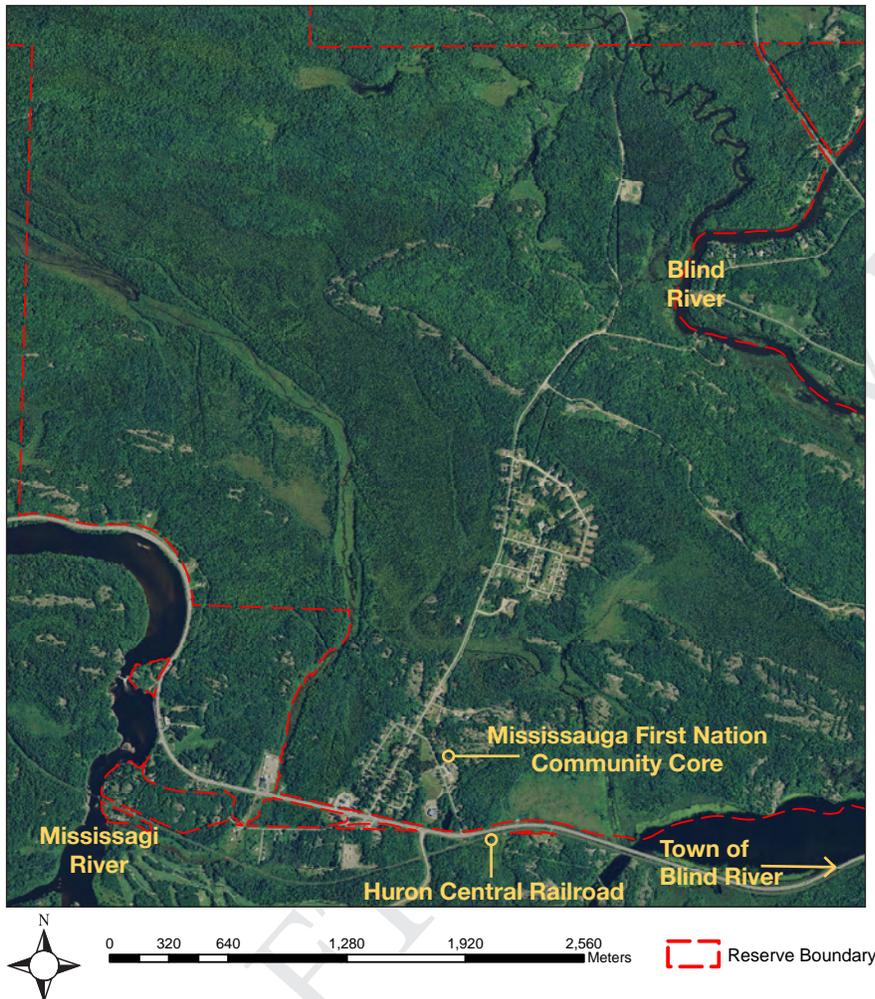
Mississauga First Nation is located within Northern Ontario's Algoma District on Highway 17 above Lake Huron's North Channel. The Town of Blind River is immediately to Mississauga's east, across the waters of Blind River. Sault Ste. Marie is 146 km to the West and Sudbury is 169 km east. Thessalon First Nation is located approximately 50 km west.

Although the Mississauga First Nation reserve is large, the community is settled in a small area of this land at the edge of Highway 17 (facing page). The Huron Central Railway also runs past the community, just to the south of the Highway. A large amount of traffic moves across these two transportation arteries daily.



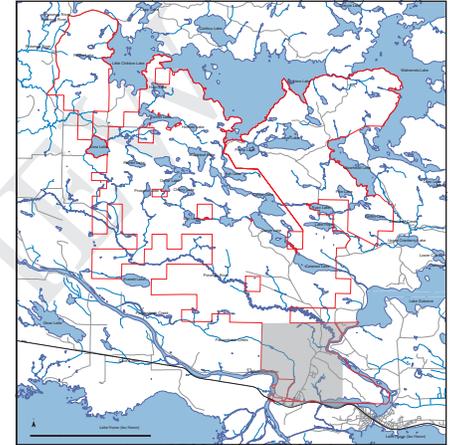


## Village Area



The maps on these two pages show the vast area within the reserve boundary of Mississauga First Nation. Page 14 shows the entire reserve and the aerial photo above focuses on the Village area. The reserve is approximately 16,000 hectares and includes mixed forests, lakes, rivers and wetlands that are home to a variety of wildlife and plant species. Development is clustered within the Village, with some seasonal cabin development and camping occurring in the outlying areas of the reserve. Although there are many spectacular lakes throughout the land base, limited road access has minimized ad-hoc development outside of the community core.

## Zoom-in Area (Village)



The following land analysis maps show a limited extent of the Mississauga reserve in order to focus the analysis on physical development constraints within the Village Area. The analysis focuses in particular on the areas where the current housing and infrastructure is and future development is most likely over the next 20 years.

## Land Management Groups

- Forest Management Planning Team: Lands and Resources Department with Ministry of Natural Resources (MNR) and North Shore Forest.
- Mississaugi River Water Management Planning Team.
- Mississaugi Delta Provincial Nature Reserve Co-Management: MFN, MNR and Huron Shores.



## Significant Vegetation and Wildlife

Vegetation and wildlife are strong indicators for the health and well-being of the land. Significant habitat and vegetation is documented so that future development decisions take into account these natural assets. This map shows where vegetation exists in the community.

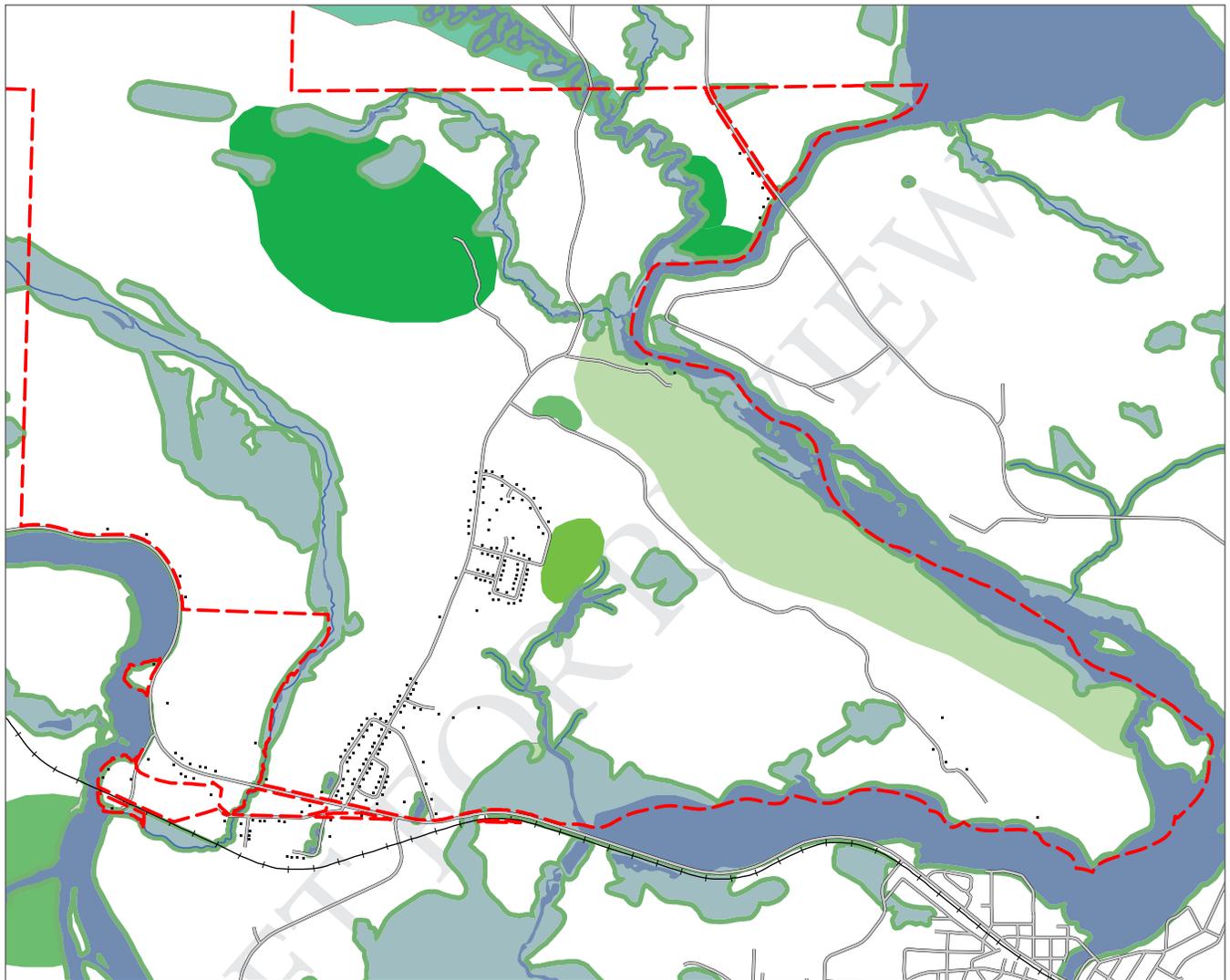
The area along side rivers, streams, lakes and wetlands are important to protect as they are home to numerous species of plants and animals. A 30 metre vegetated development buffer has been adopted to protect all watercourses and water bodies, preserving the ecological integrity of stream banks and minimizing the effects of erosion and run-off.

The First Nation has mapped the location of important plants and trees and wildlife habitats on Mississauga lands. Significant vegetation that has been mapped includes the sites of important forest stands. Currently, forestry is managed through the Lands and Resources Department Forest Management Team in coordination with the Ministry of Natural Resources and North Shore Forest. Plant species used for gathering natural foods and traditional medicines are mapped with considerable access in locations near the settled part of the community.

The vegetation area designated as berries consists of black raspberries, choke cherries, and strawberries. Medicinal plants found in Mississauga First Nation include wii kee, yarrow, wintergreen, golden thread, blueberry leaves and dandelion root. Grasses growing on land include sweet grass and sage. Forested areas are mainly comprised of solomon seal, yarrow, burdock, maple, hemlock, sugar bush, and cedar.

Important wildlife habitats identified include heron nesting areas, sandhill crane nesting areas, spawning beds of sturgeon and other species, moose aquatic feeding areas, waterfowl/duck breeding areas and a migratory bird staging area. The waterfowl breeding area is located just north of the settlement area and the sturgeon spawning area is west of the settlement area.

Mississauga First Nation also is responsible for the co-management of the Mississaugi Delta Provincial Nature Reserve with the Ministry of Natural Resources and Huron Shores. There are only a handful of other examples of co-management across Canada. The nature reserve is a bird's-foot delta, a rare formation on the Great Lakes. The sediments have accumulated at the river mouth in the form of fingers, or a bird's foot. The area is currently an undeveloped provincial park.



- |  |  |
|--|--|
|  Medicinal Plants |  Reserve Boundary |
|  Grass            |  Road             |
|  Berries          |  Railroad Tracks  |
|  Forest           |  Building         |
|  Sturgeon         |  Water Course     |
|  Waterfowl        |  Water Body       |
|  Bedrock          |  Wetland          |
|  |  Buffer           |



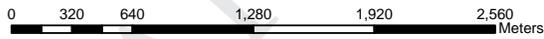
## Steep Slopes

Topography indicates the elevation and steepness of the landscape. It is important to consider the steepness of slopes when choosing sites for new development. Land that is very flat (slopes below 1%), such as wetlands, will not drain well, while excessively steep slopes (above 15%) are more difficult, expensive and hazardous to build on. Slopes between 4% and 10% are perceived by most people as easy grades to walk on and are generally considered ideal for building on. Slopes between 10% and 15% can be built on, but might require some extra care and consideration depending on the type of the structure, its size and the specifics of a site's soils, drainage and existing vegetation. Development is not recommended on slopes above 15%.

The Mississauga community is located primarily on very flat land. Many wetlands and other poorly drained soils are located near the community because of this. These areas present development constraints that must be considered in future plans for expansion. The relatively flat land base is good for development in areas that are not too wet or characterized by exposed bedrock. There are few slopes greater than 15% near the community. A dry ridge, comprised of bedrock and forest is located just north of the community.

### MAP LEGEND

-  Steep slopes
-  Reserve Boundary
-  10 m Contour
-  Road
-  Railroad Tracks
-  Building
-  Water Course
-  Water Body

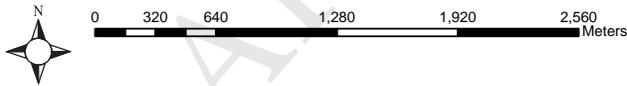
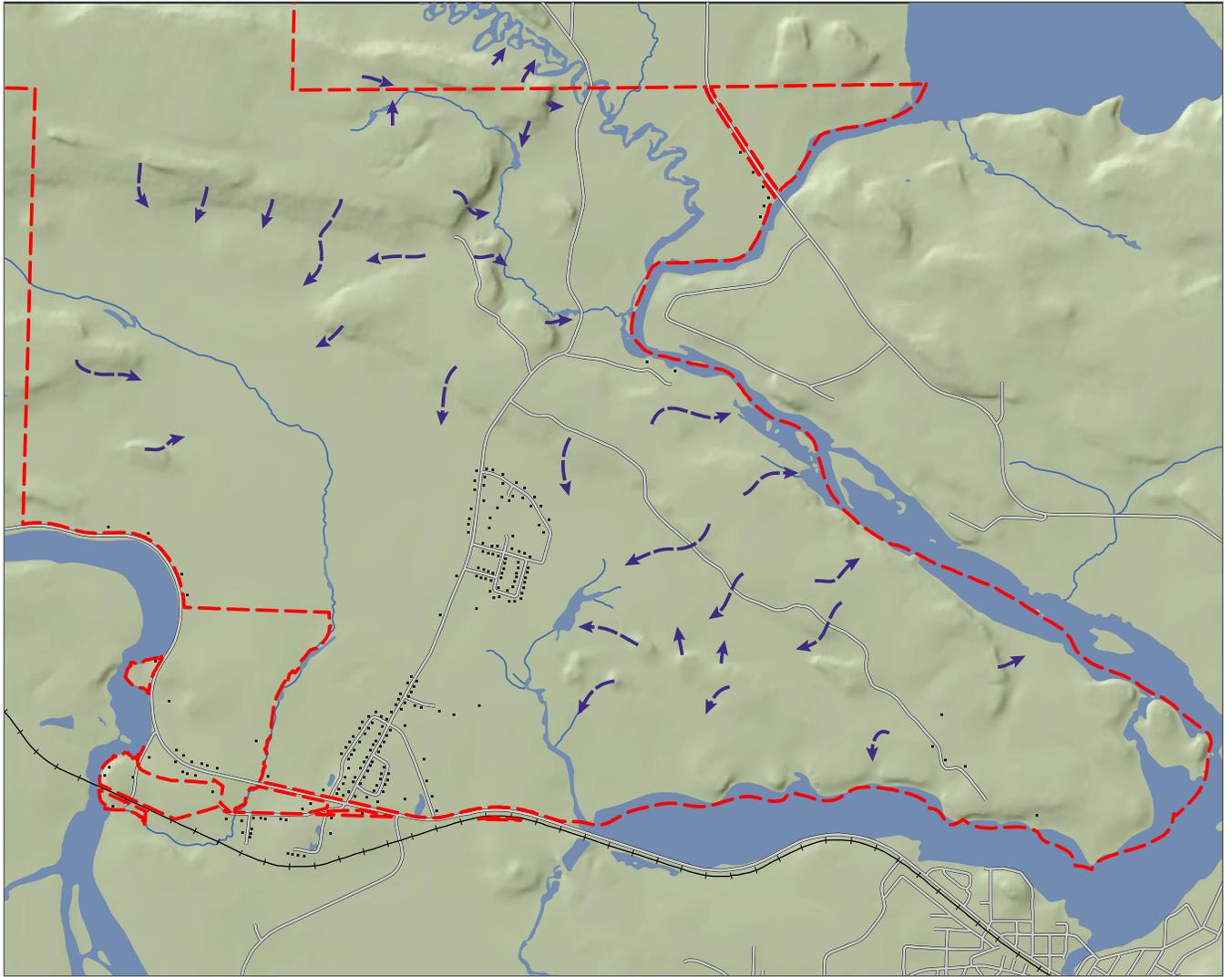


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## Water and Drainage

Streams, brooks, lakes and wetlands are all important natural features that can suffer major environmental damage from development. Knowing which way water moves is important when planning for future development and land uses. For example, the community's water supply should typically be located on higher land and away from any landfill or sewage lagoon. This map shows the flow of water within and around the reserve. Any development activity should be careful not to disrupt the flow or contaminate water sources upstream from drinking water sources.

-  Flow Direction
-  Reserve Boundary
-  10 m Contour
-  Road
-  Railroad Tracks
-  Building
-  Water Course
-  Water Body



## Important Soils

Soil classes indicate the degree of limitation imposed by the soil in its use for mechanized agriculture. There are 7 classes used to rate agricultural land capability, Class 1 lands having the highest capability for agricultural purposes and Class 7 lands having the lowest capability. Within the settled area of the community the majority of the soils are Class 7 Soils. In terms of significant soils in proximity to the settled area of the community Class 4 Soils identified on the map do provide potential for some crops but will require soil conservation practices.

### Soil Class Description

Class 1: Soils in this class have no significant limitations in use for crops.

Class 2: Soils in this class have moderate limitations that restrict the range of crops or require moderate conservation practices.

Class 3: Soils in this class have moderately severe limitations that restrict the range of crops or require special conservation practices.

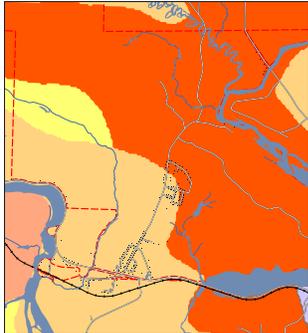
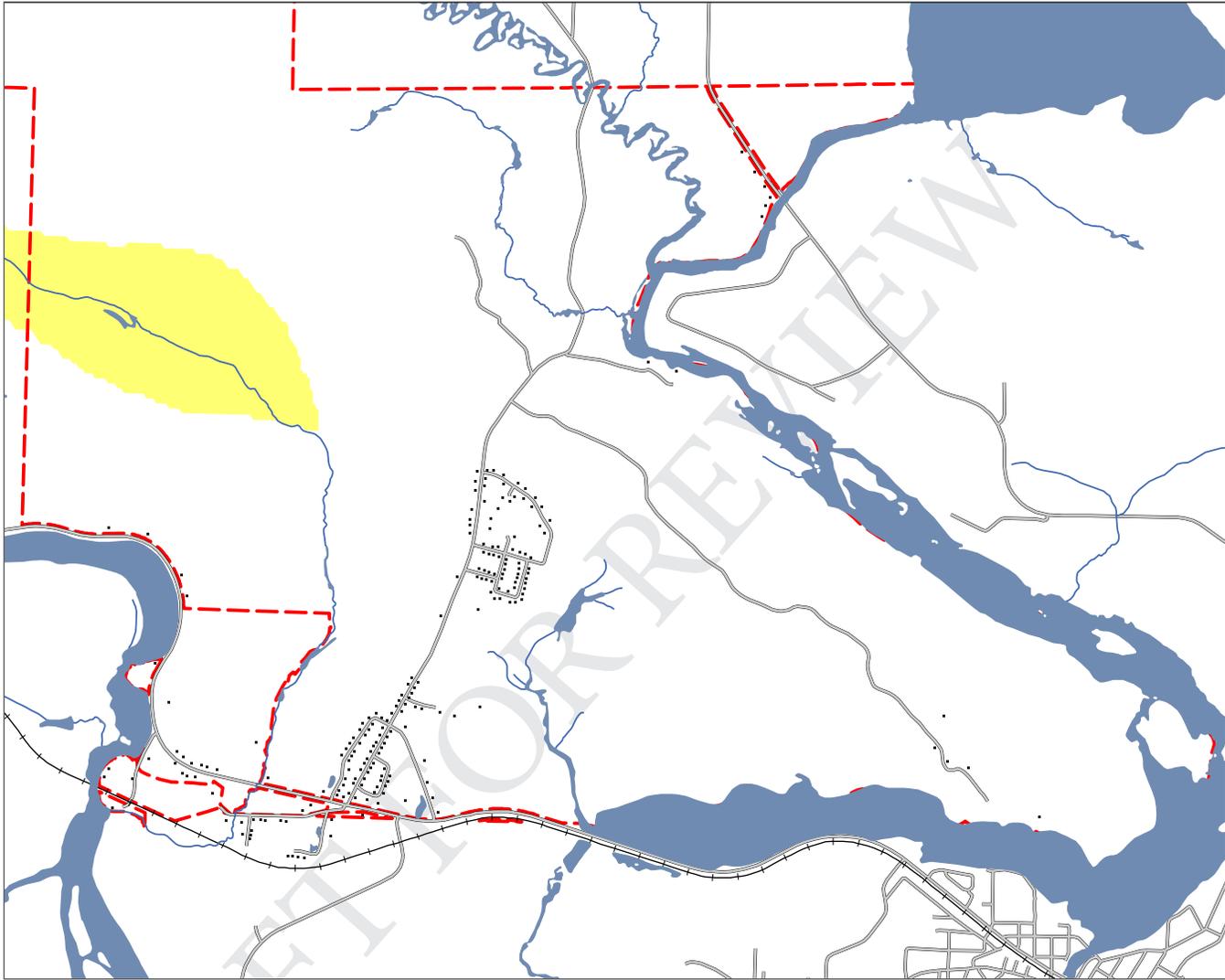
Class 4 Soils in this class have severe limitations that restrict the range of crops or require special conservation practices.

Class 5: Soils in this class have very severe limitations that restrict their capability in producing perennial forage crops, and improvement practices are feasible.

Class 6: Soils in this class are capable only of producing perennial forage crops, and improvement practices are not feasible.

Class 7: Soils in this class have no capacity for arable culture or permanent pasture.

	Class 3		Reserve Boundary
	Class 4		Road
	Class 5		Railroad Tracks
	Class 6		Building
	Class 7		Water Course
	Urban		Water Body





## Culturally Significant Areas

Culturally Significant Areas identified by community members must be respected today and protected for future generations. These lands are of historical importance to the Band, providing opportunities for Band members to maintain traditional values and practices.

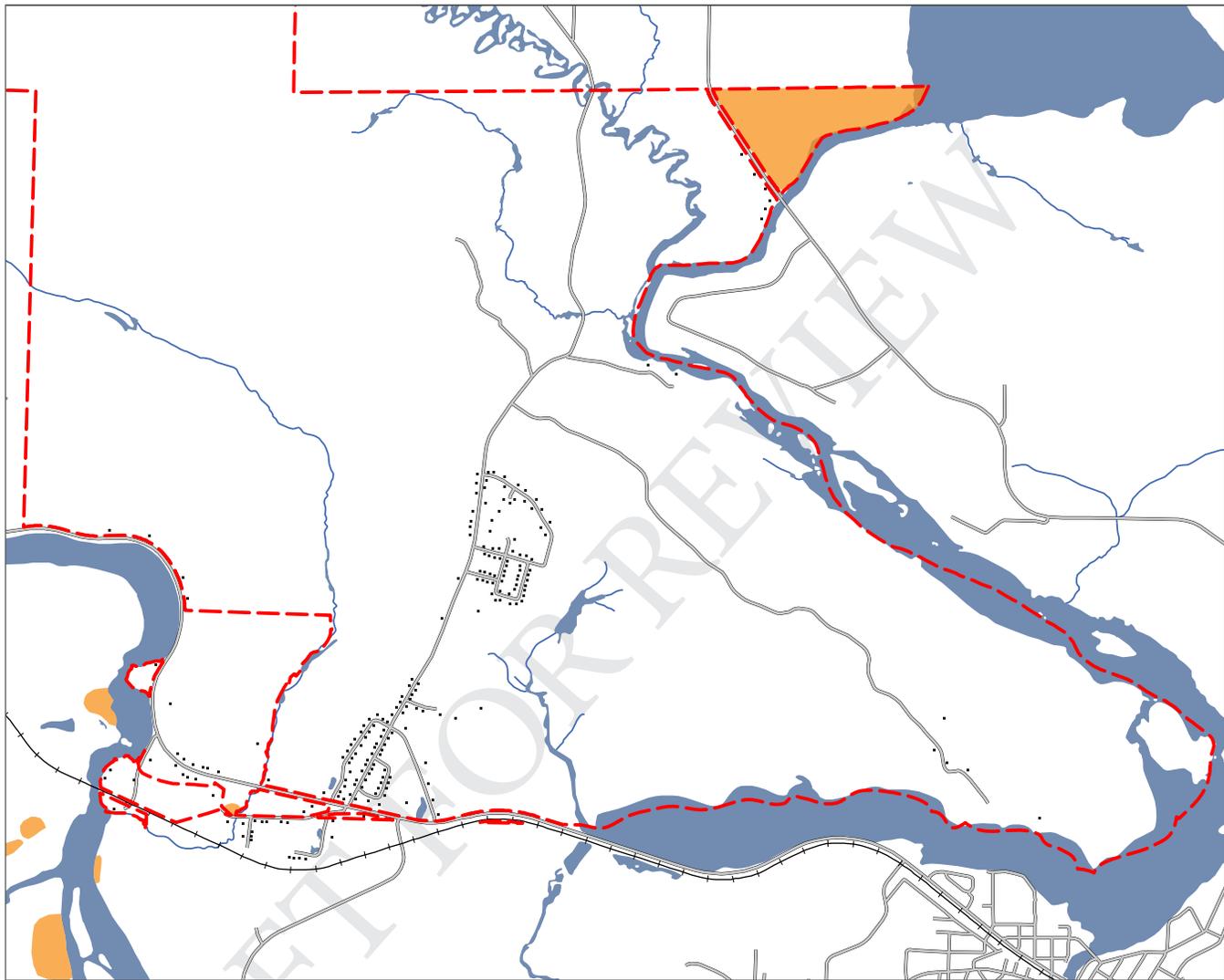
The Band's Lands and Resources Department has mapped many of these Culturally Significant Areas. Included in the map on the next page are seven sites that are near the settlement area. These sites include: Belair's local farmstead, the Sayer 19th century dwelling and cemetery (reputed to be the first site of a Hudson Bay Company trading post), ancient burial mounds, and the Renard site where cultural artifacts have been found.

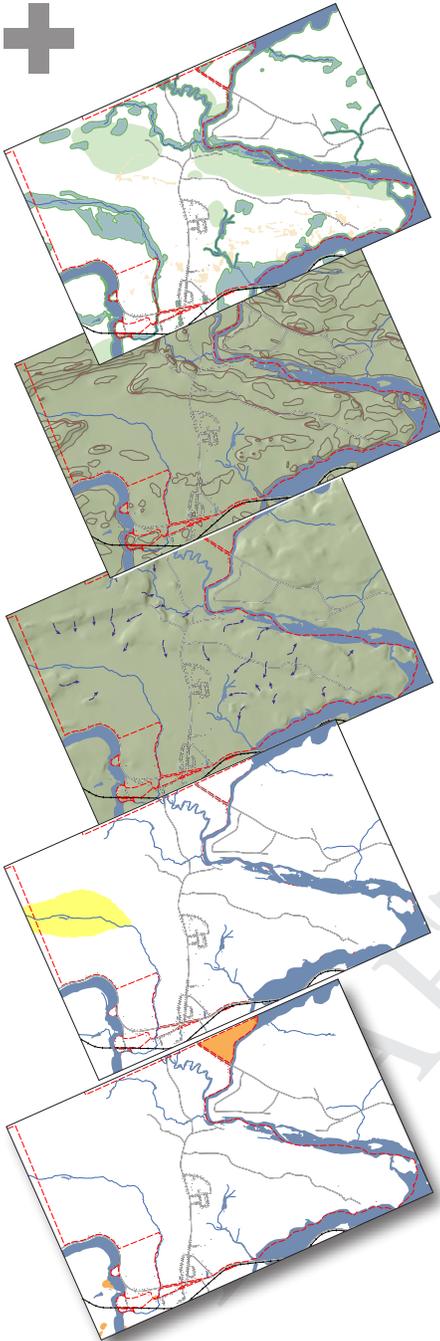
The Pow wow ground located east of Blind River is a culturally significant site that community uses to maintain a connection with traditions and values of their ancestors. Located off reserve lands, it is essential to continue the use and maintenance of this site so valuable connections with the past remain a strong part of life today and in the future.

Although not included here, other cultural sites have been mapped and can be found in the Mississauga First Nation Traditional and Sacred Lands map. These include sacred grounds, burial grounds, forbidden areas, gathering/ceremonial grounds, medicinal plants, important natural features, traditional sites and heritage sites.

### MAP LEGEND

-  Culturally Significant Areas
-  Reserve Boundary
-  Road
-  Railroad Tracks
-  Building
-  Water Course
-  Water Body





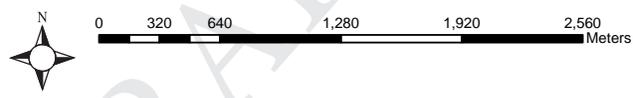
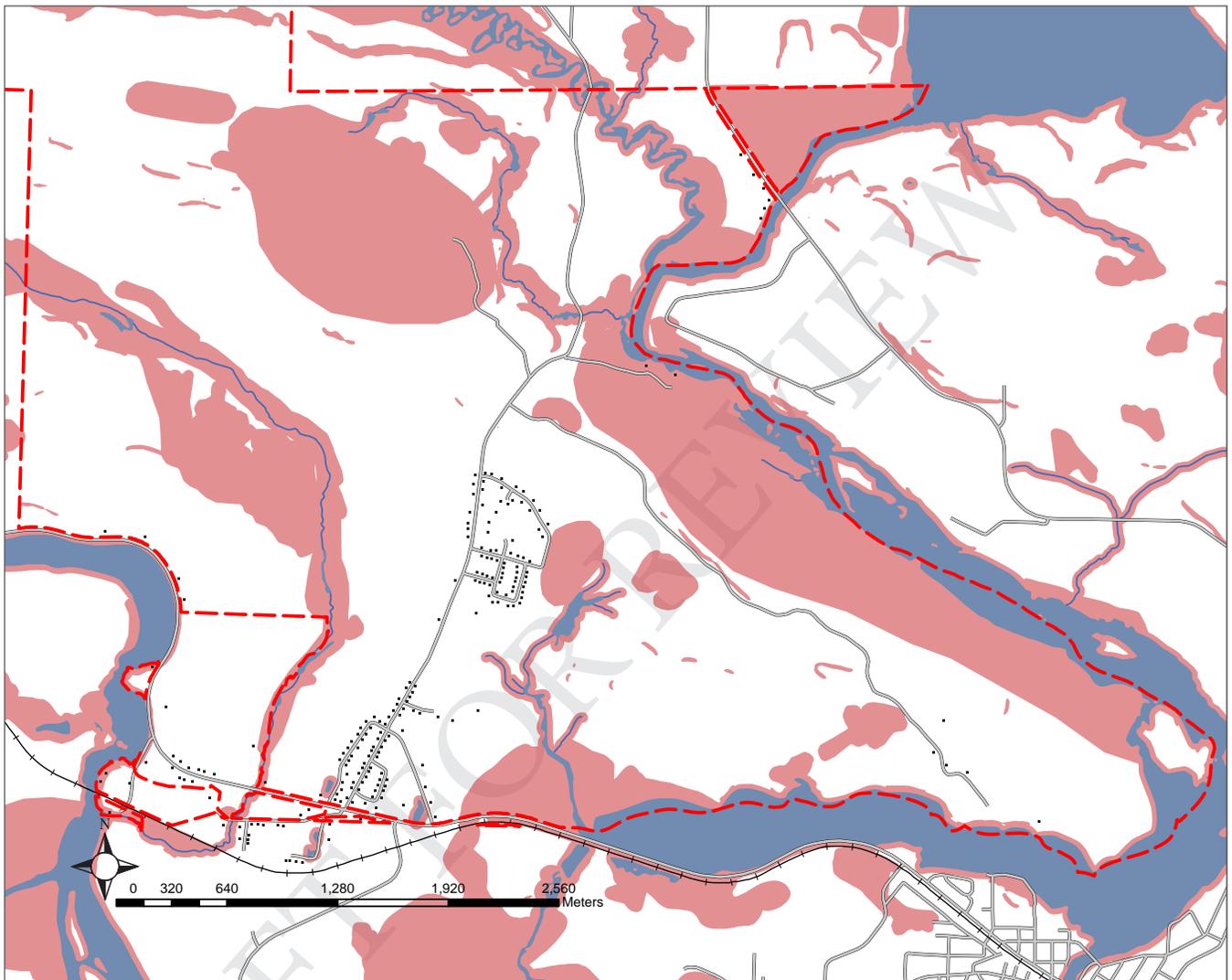
## Sensitive Areas

The Sensitive Areas Map was created from discussions at community workshops, where Band members identified areas of the reserve that are special, rare or environmentally delicate. The Sensitive Areas Map combines information on vegetation and wildlife, slopes and drainage, and culturally significant areas to highlight parts of the community that should be protected or touched only lightly by future development.

Protecting and maintaining sensitive areas is essential to the Community Plan. These areas are important to community members today and will be in the future. They provide a common reference that sets limits for development in Mississauga First Nation.

### MAP LEGEND

-  Sensitive Areas
-  Reserve Boundary
-  Road
-  Railroad Tracks
-  Building
-  Water Course
-  Water Body





# People

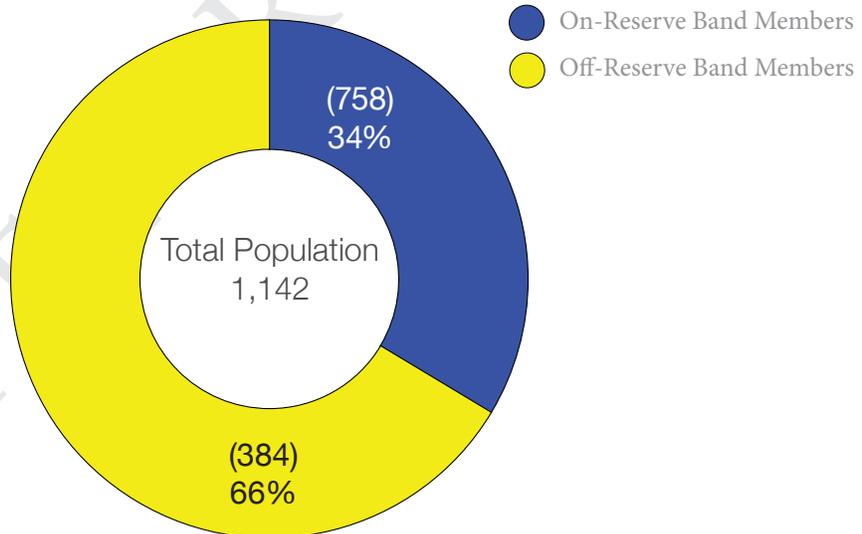
Information about people is important for determining future housing, facility and service needs, and for understanding how culture and values affect the way of life.

## Population

### *Registered Band Membership*

The total Band membership population of Mississauga First Nation is 1,142. The majority of Band members (66%) currently live off-reserve. To accommodate a greater proportion of Band membership on-reserve in the future, increased services, housing, employment amenities will be required.

Many Band Members live off-reserve in the neighbouring towns and urban centres in the region. The Town of Blind River is home to approximately 400 people who identify themselves as First Nation (10% of the population).

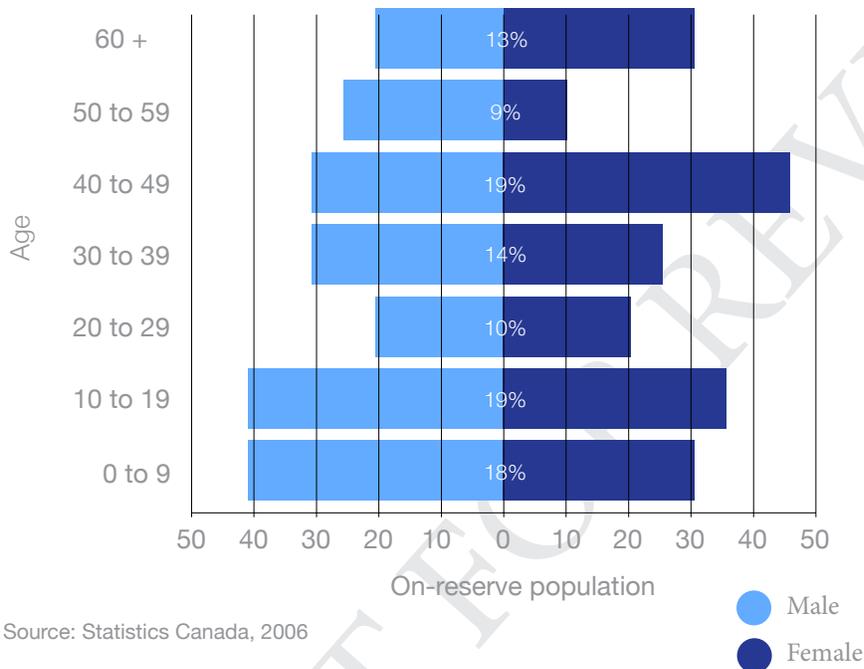


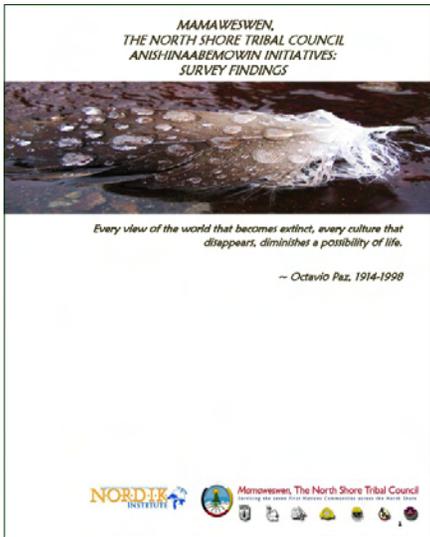
Source: AANDC Indian Registry System, 2011

Source: Statistics Canada, 2006, <http://www12.statcan.ca/census-recensement/2006/>

*Age Distribution (on-reserve)*

Currently 37% of Band members on-reserve are under the age of 19. The large number of youth living on-reserve will enhance the need for employment, training and housing over the next twenty years.



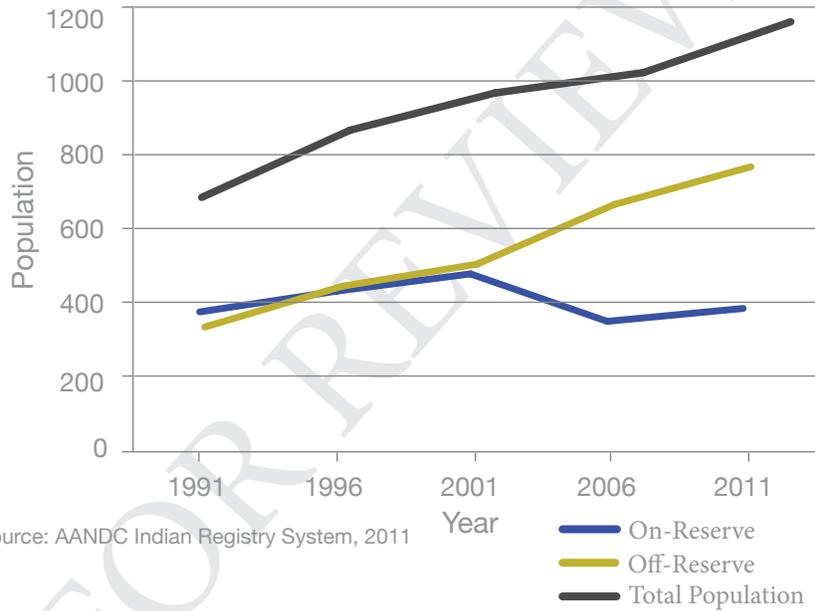


The language statistics identified below come from the 2010 study commissioned by the North Shore Tribal Council. The study attempted to understand Anishnawbek people's ability to speak and understand Aishinaabemowin. Also the study is used to understand the effectiveness of various language initiatives. It is important to note that the sample sizes for the surveys in each community are quite small.

Source: Survey results from the Anishnaabemowin Initiatives Project, NSTC 2010

### Population Growth

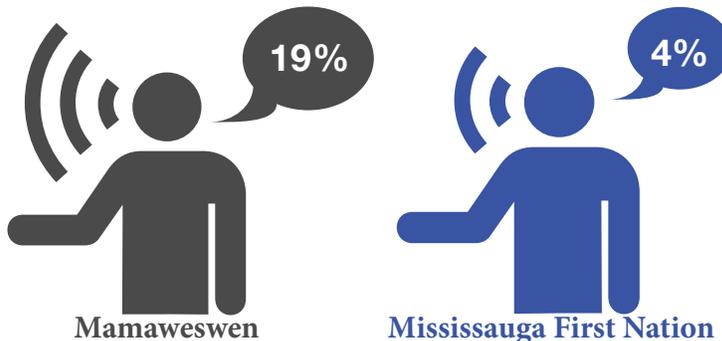
Although the overall Band membership population has grown considerably since 1991, the on-reserve population has been static. The limited on-reserve growth reflects the lack of new housing developed over the last 10 years.



Source: AANDC Indian Registry System, 2011

### Aboriginal Language Use

There are only a handful of Band members who are still fluent in Ojibway. The Band has developed a native language program and is exploring ways to build broader awareness of the language and culture through learning resources such as the Smoke Signal newsletter.



## Community Events

- Blind River Dragon Boat Races
- Father's Day Celebration
- Mothers Day Celebration
- Pow Wow
- Sunflower Growing Competition
- National Aboriginal Day Ceremony
- Family Walk
- Baseball Tournaments
- Bingo
- Kids Craft Night
- Regalia Making
- Alternative Healing
- Moss Bag Making
- Carpet Bowling
- Stand Up Comedy Contest
- Dances
- Fall Gathering
- Youth Basketball Tournament
- Friday Night Family Sports Night
- Christmas Concert

## Cultural Activities

- Traditional Ceremonies
- Women's hand drum group
- Traditional craft making
- Youth drum group
- Visiting services (traditional healer)
- Traditional cooking
- Annual Traditional Pow Wow
- Blind River Public School Pow Wow

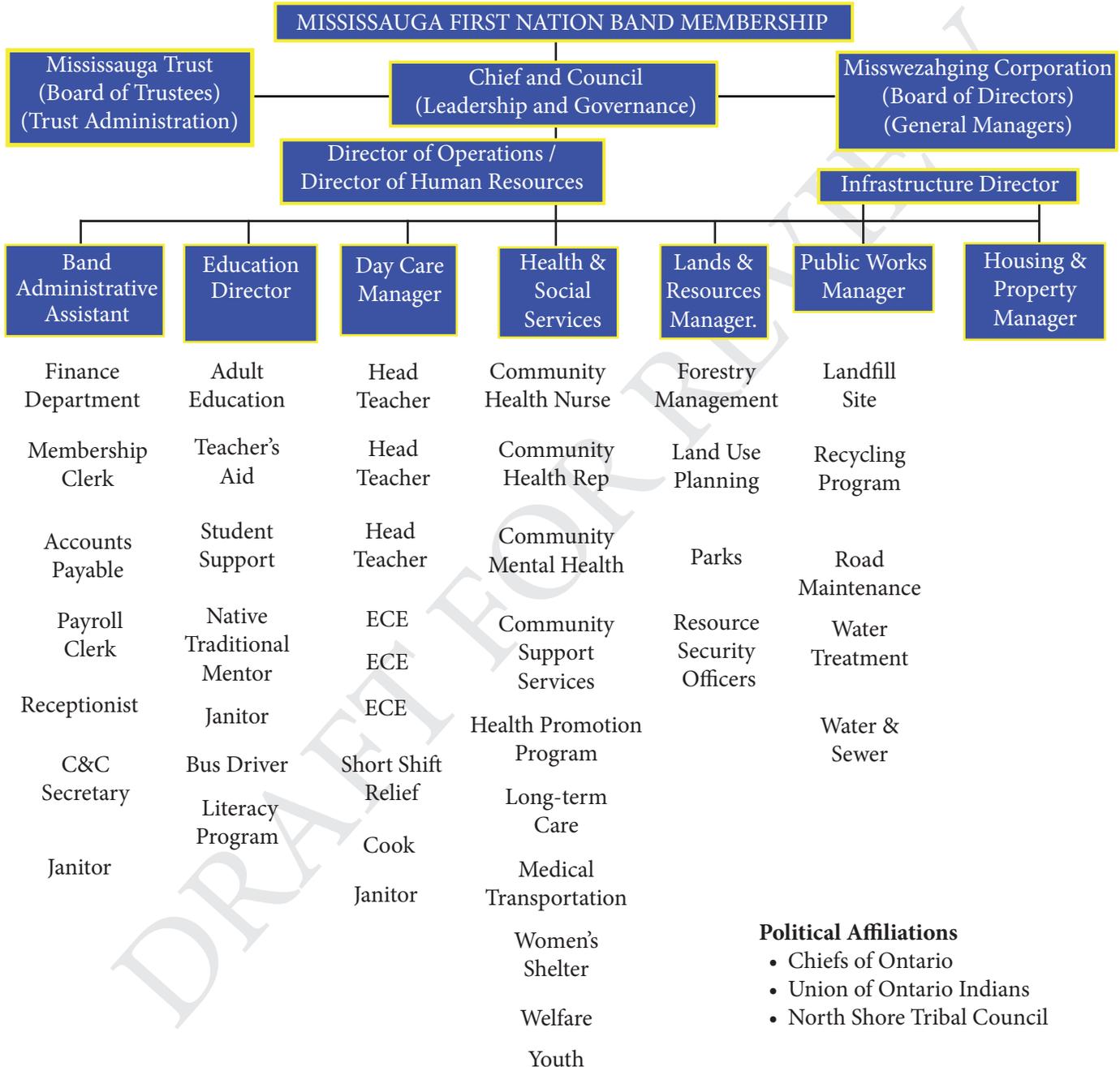
## Committees & Groups

- Youth Council
- Big Brother/Big Sister
- Crisis Response Team
- Mississauga First Nation
- Manager's Committee
- Finance Committee
- Health and Social Services Committee
- Lands and Resources Committee
- Membership Committee
- Housing Committee
- Elder's Committee
- Constitution Committee
- Pow-Wow Committee
- Culture & Recreation Committee
- Education Committee
- Policing Committee

## Traditional Ecological Knowledge

- Trapping
- Wildlife harvesting
- Traditional medicine gathering and use

# Band Organizational Structure



## Governance

A major part of Mississauga First Nation's governance structure will be the forthcoming Band Constitution. Development of the Constitution began in 1994 under the leadership of Chief and Council and Elders. They developed a draft document that was very long and complicated. In 2008 the Constitution Committee formed with the support of 35 Band members. With support from native lawyers at the Union of Ontario Indians, this group has worked hard over the last couple of years to make the document more accessible and straightforward.

The Constitution will be the document that outlines the authority of MFN to govern its territory and make laws for the betterment of the membership. The Constitution will empower MFN to make laws and policies that are tailored to the values of the membership and issues facing the community. The constitution signals to various levels of government that MFN is ready to take a significant step toward self-government. The Constitution gains its power from treaty and native rights: 1850 Robinson Huron Treaty, 1876 Indian Act/1985 Revised Indian Act and Inherent Native Rights.

*Insert from Aboriginal Affairs and Northern Development Canada website*  
Inherent Native Rights refers to the reference to the inherent rights to self-government under section 35 of the Constitution Act, 1982. It recognizes, as well that the inherent right may find expression in treaties, and in the context of the Crown's relationship with treaty First Nations. Recognition of the inherent right is based on the view that the Aboriginal people of Canada have the right to govern themselves in relation to matters that internal to their communities, integral to their unique cultures, identities, traditions, languages, and institutions and with respect to their special relationship to their land and their resources.



# Settlement

Settlement is the connection between the people and the land. It is defined by how people use the land, and what is constructed on the ground. This information allows the community to see how it has developed physically over time, how the community is organized, and what assets exist.

Currently development on-reserve is clustered in two main areas within close proximity to highway 17 (Trans Canada Highway). Village Rd. and Park Rd. are the two main streets for the major settlement area in the community. The Administration building, Sports and Cultural Centre and Ball Field are located on Park Rd. This area serves as the current gateway to the community. Village Rd., extends up the hill to the other major subdivision and elders home. Additional community buildings and facilities are located at the top of the hill. A walking trail runs alongside the road from the library to the northern subdivision.

## Housing

There are 160 housing units registered in Mississauga. Eighty-seven percent of these units are single-detached dwellings, with apartments and other multi-unit structures accounting for the other thirteen percent.

## Community Facilities

1. Administration Building
2. Sports & Cultural Centre
3. Ball Field
4. Old Church
5. Cemetery
6. Daycare
7. Water Treatment Plant
8. Fire Hall
9. Education Office
10. Library
11. Elders Centre



0 0.25 0.5 1 Kilometers

- |  |  |  |
|--|--|--|
|  Reserve Boundary |  Wetland    |  10 m Contour |
|  Building         |  Water Body |  |



## Infrastructure

### *Water*

MFN has a primary and secondary operator for its type 2 Water Treatment system. Water is piped to homes from several community wells (groundwater). The Water Treatment System was constructed in 1998. The system has a Design Capacity of 694.8m<sup>3</sup>/day, actual capacity is currently 397.4m<sup>3</sup>/day. Water is disinfected (chlorinated) to kill any microorganisms in the water. Currently, the system connects to 146 homes through 7700m of pipe. Based on a recent water assessment MFN was recognized as meeting all the Guidelines for Canadian Drinking Water Quality.

### *Wastewater*

Individual septic systems are utilized for wastewater treatment.

### *Solid Waste Garbage*

Waste is dropped off at the new landfill in bins at the landfill in the northern part of the community before being transported out of the reserve.

### *Recycling Program*

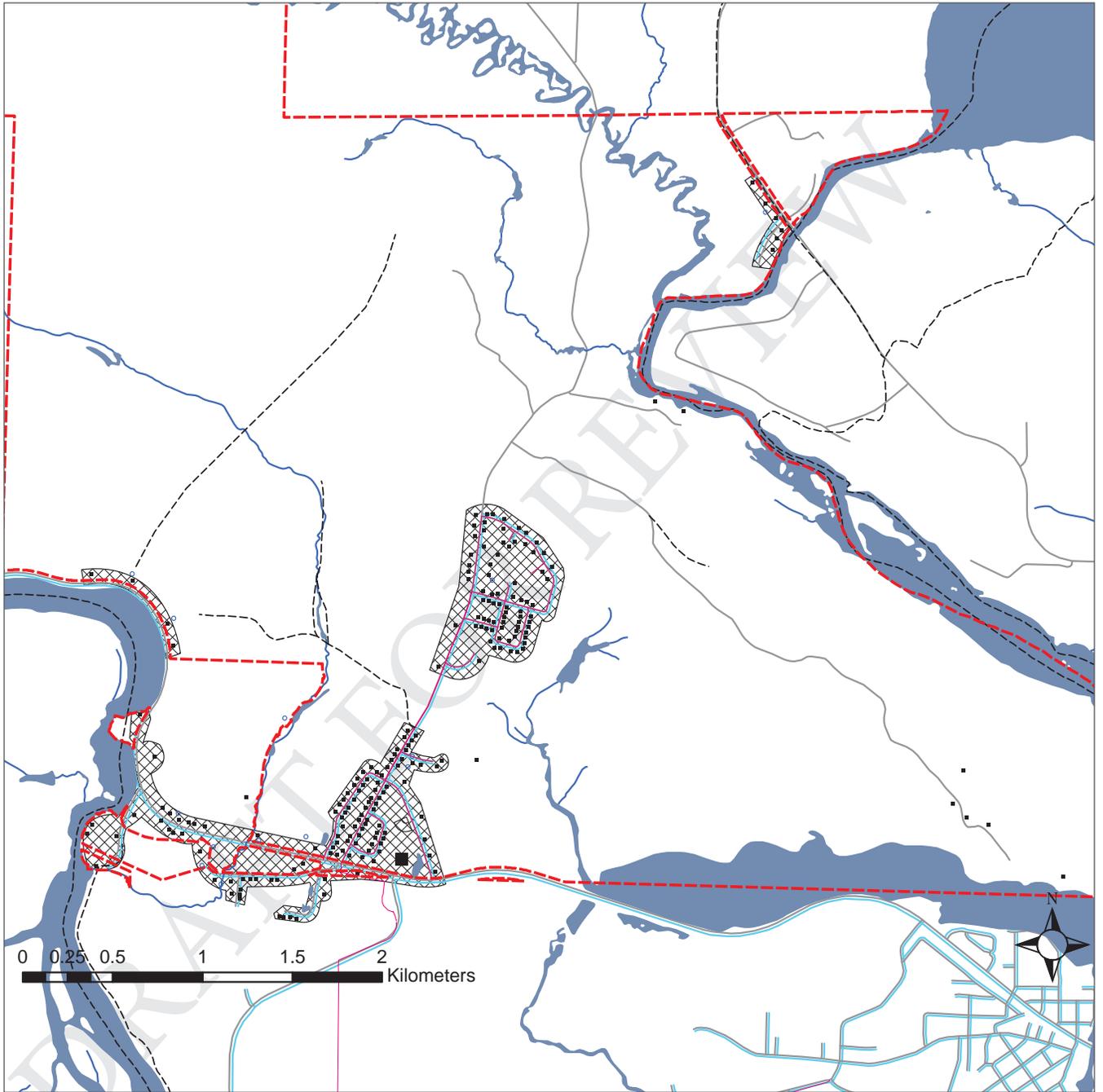
Blue bins are collected from each house by Public Works staff and then sorted into three bins: cans and plastics, cardboard, and paper. The bins are then picked up and delivered to the Blind River Municipal Waste facility.

### *Fuel*

The two large central subdivisions are serviced by propane lines.

### MAP LEGEND

-  Hydro Line
-  Water Main Line
-  Well
-  Petroleum Site
-  Waste Disposal Site
-  Reserve Boundary
-  Road
-  Trail
-  Water Course
-  Building
-  Water Body
-  Wetland





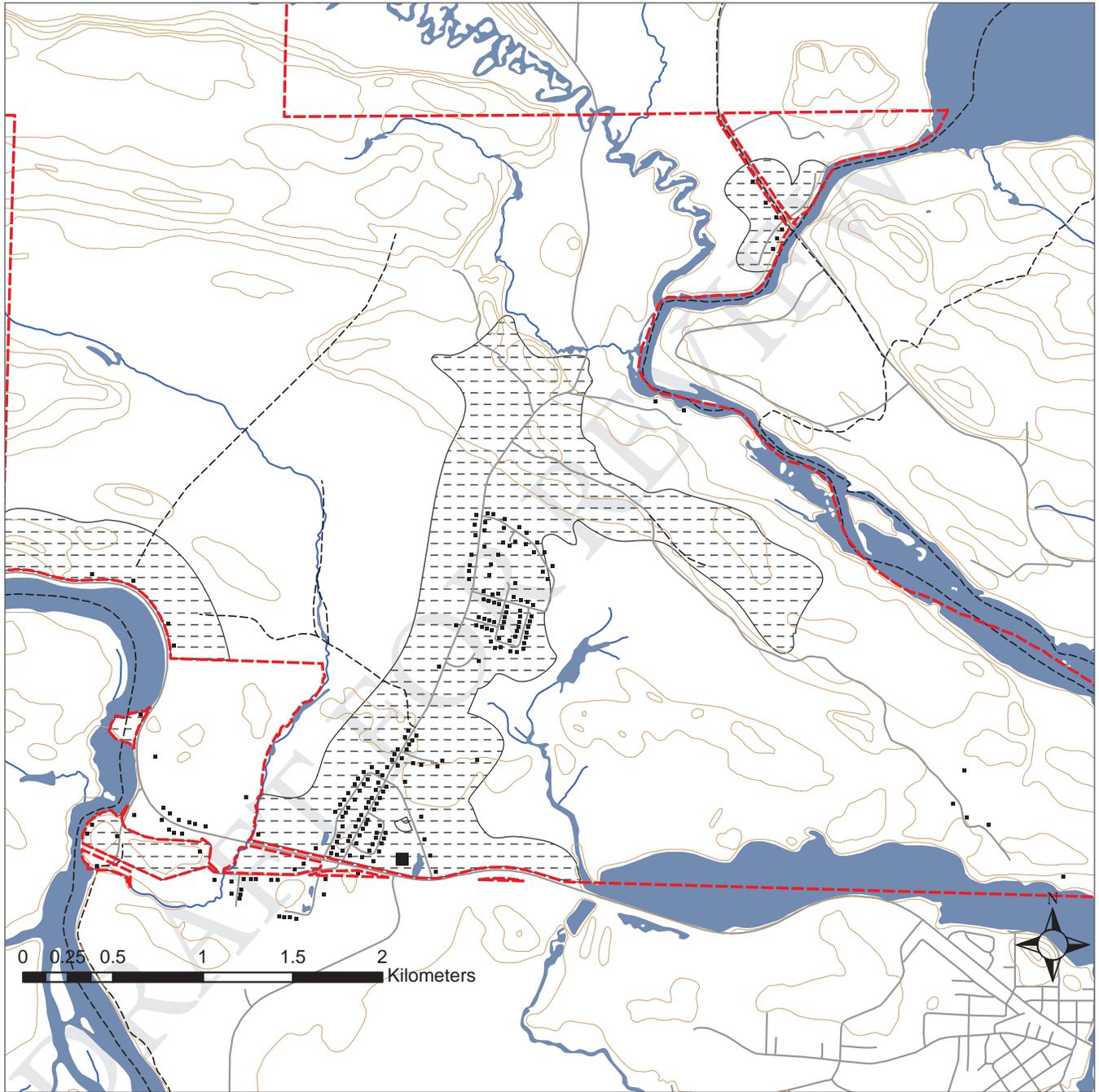
## Serviceable Areas

The Serviceable Areas Map shows the areas where basic community services, such as sewer and water exist, or could easily be extended. Considering topography and the location of current infrastructure forms the basis of the serviceable areas map.

Communities are continually faced with expenses related to maintaining, improving and extending roads, water lines and sewer pipes. In order to develop in a cost-effective and sustainable way, decisions about new investments in infrastructure should consider environmental and cost implications. Mississauga First Nation can reduce installation and maintenance costs by building close to existing facilities, services and infrastructure.

### MAP LEGEND

-  Serviceable
-  Water Main Line
-  Well
-  Petroleum Site
-  Waste Disposal Site
-  Reserve Boundary
-  Road
-  Trail
-  Water Course
-  Building
-  Water Body
-  Wetland





## Developable Areas

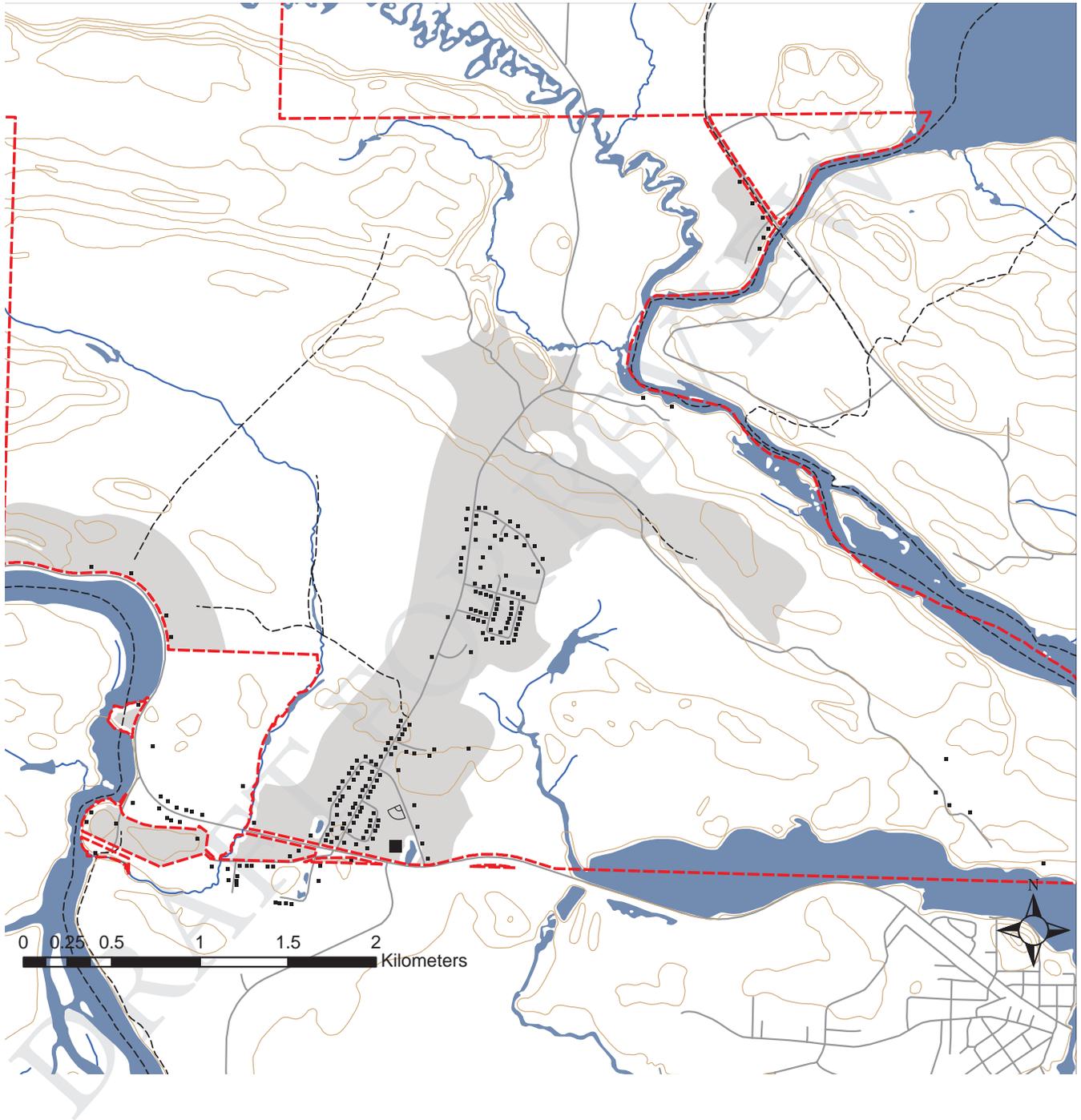
Developable areas are those parts of the community where services, such as sewer and water exist, or could be easily extended, to permit development. These areas exclude any lands designated as sensitive areas. The developable areas map outlines where it is possible and desirable to develop.

The map was created by removing all areas considered to be sensitive from the land deemed to be serviceable. Areas that are considered developable are parts of the community that are serviced (or could easily be serviced) and are not sensitive.

This map serves as the basis for determining appropriate locations for new infrastructure, housing and community projects.

### MAP LEGEND

-  Developable
-  Well
-  Petroleum Site
-  Waste Disposal Site
-  Reserve Boundary
-  Road
-  Trail
-  Water Course
-  Building
-  Water Body
-  Wetland



# E c o n o m i c s

Economics is about how a community sustains itself. It is also about what people do, how resources are used, and what keeps the community going. Both traditional and new economies are important contributors.

## Local Businesses & Employers

- **The Mississauga Sports and Cultural Complex:** Offers full service exercise room, gymnasium and meeting rooms, available to Band and non-Band members. Facility is being run by the Community Activator.
- **Aubrey Falls Trading Post:** accommodations, restaurants, convenience store, gift shop, propane fill station, fishing and hunting, snowmobiling and other recreation activities.
- **Bob's Fish:** an Aboriginal fish company (chip stand).
- **Misswezahging Development Corporation (MDC):** non-profit organization intended to promote and create economic development opportunities for Mississauga First Nation.
- **Chiblow Lake Lodge:** This Band owned venture offers fishing, camping, trailer lots, cabins and boat rentals. There are plans to rebuild the main Lodge area to allow for hosting of larger events.
- **Pier Seventeen:** Local restaurant and hotel located in Blind River owned by a Band member.
- **Broken Canoe Trading Post and Gas Station:** Local convenience store owned and operated by Band members.
- **Bio Septic** providing septic services and composting
- **Boyers Confectionary, Smoking Joes, LBJ Logging, Duzit Logging**

## Economic Development Initiatives and Opportunities

MFN has identified priority areas for economic development through the Community Economic Opportunities Plan and the Chief and Council Strategic Plan. Key areas identified include: small business training, small business loans and the development of a small business centre.

Another area of focus for the Band relates to opportunities to utilize the large land base. Potential opportunities include: logging, fishing, silviculture and non-timber forest products. Other options relate to the tourism industry: maple sugar, cottage development, and developing the Mississaugi Delta Provincial Nature Reserve.



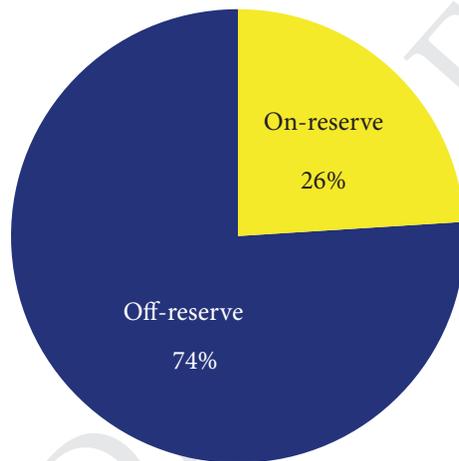
Chiblow Lake Lodge is located in a pristine wilderness outside the north-western extent of the reserve, Chiblow Lake Lodge was purchased in 1997. It is currently owned and operated by the Band as a premier tourist destination for hunting and fishing. The Band has made recent upgrades to the site with new cabin construction. The rental cabins and leased RV sites are used at full capacity during the summer months. Chiblow Lake Lodge presents a unique opportunity for expanding capacity and services to take advantage of increasing levels of tourism in the area.

## Economic Leakage

Economic leakage refers to the amount of money local community members spend outside of Mississauga First Nation. Spending money at an independent, local business generates much more benefit to the local economy than spending money off of the reserve. Local businesses spend more of their revenue buying goods and services from other local businesses. Understanding where local residents spend their money (particularly money spent off-reserve) will help determine what new products and services could be provided on reserve. There is an opportunity to reduce economic leakage through local businesses and employers, which will redistribute wealth among the community. There is currently limited opportunity for Band members to purchase local goods and services on-reserve.

The Waubetek Economic Leakage Study surveyed 30 households to better understand how money circulated on-reserve, providing a better understanding of where Band members spent their income on and off-reserve. Although this study is several years old it is still relevant to understand what opportunities might exist on-reserve to build a local economy and provide greater services and amenities.

### *Household Economic Leakage Rate*

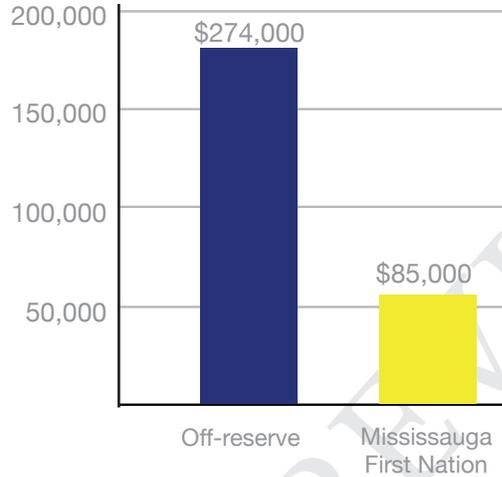


expenditures were related to services or payments made to off-reserve companies (e.g., car payments, insurance and utilities).

The largest amount of off-reserve expenditures reported by households surveyed were in Blind River, approximately 30%. Other major centres where expenditure were reported were Toronto where 16% of expenditures took place and Sault Ste. Marie where 15% of household expenditures took place. Blind River and Sault Ste. Marie expenditures were related to goods, services and amenities that are purchased on a regular basis, while Toronto



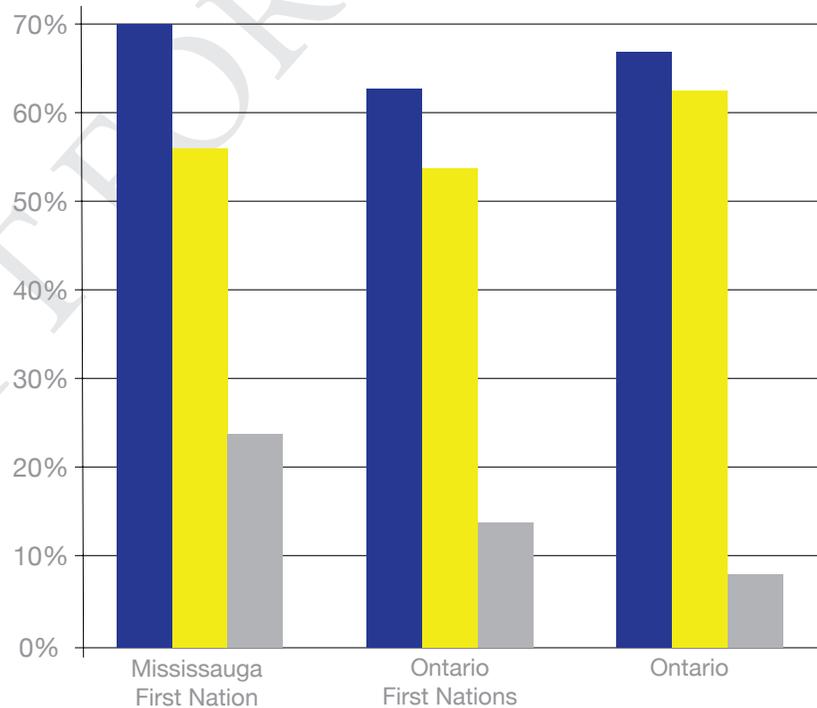
*Projected Monthly Household Expenditures for entire Reserve*



The Economic Leakage Study estimates that approximately \$60,000 dollars is spent off-reserve each month on groceries and produce. Another major leakage area is restaurants with roughly \$15,000 being spent monthly off-reserve. Also home improvement costs, insurance and car payments account for an additional \$46,000 a month.

### Employment

*Employment Rate*



- Participation Rate
- Employment Rate
- Unemployment Rate

*What do these numbers mean?*

**Labour Force Participation Rate**

The percentage of the population over 15 that is employed or unemployed but looking for work.

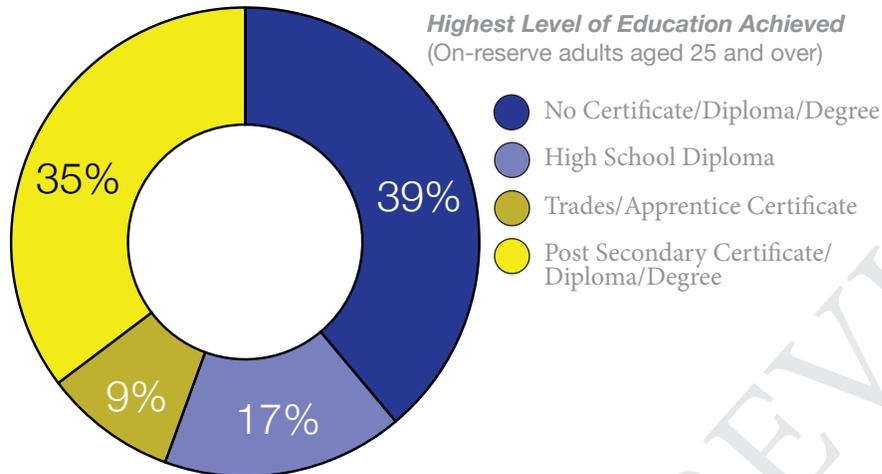
**Employment Rate**

The percentage of the population over 15 that is working.

**Unemployment Rate**

The percentage of people in the labour force who cannot find work.

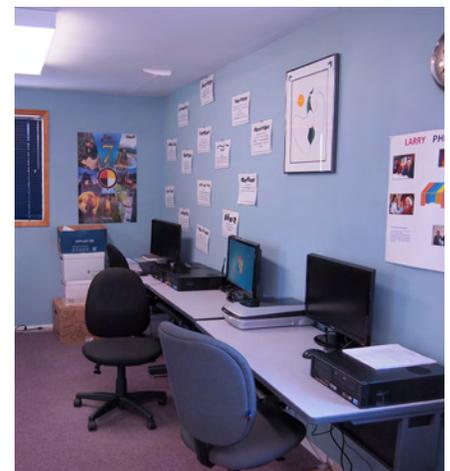
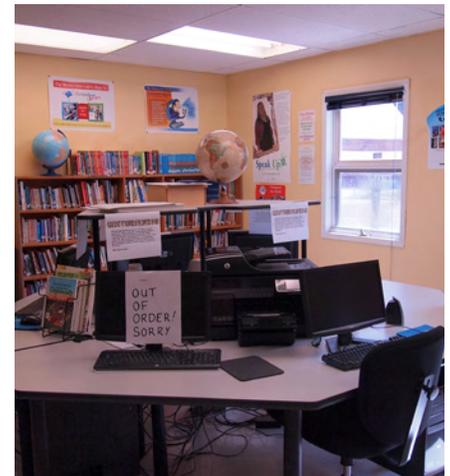
## Education



Although Mississauga First Nation does not have a school on reserve, the Band does offer key educational resources, facilities and support services. The Mississauga Daycare is staffed by a range of early childhood educators to provide quality child care on-reserve. The Enjikendaasang Learning Centre is a non-profit organization partnering to provide literacy education and promotion in Mississauga, Serpent River and Sagamok. The literacy program helps build reading, writing and math skills in the community and provides academic support for those pursuing further training. Mississauga also offers an accredited adult education program with a broad curriculum to assist students in gaining an Ontario Secondary School Diploma as well as running the Contact North Program.

The Mississauga First Nation Library provides a range of resources including loans, interlibrary connections, reference material and online resources for students and community members. The library collects and organizes archive materials to support a growing Native Resource collection. The community newsletter, Smoke Signal, is published through the library on a quarterly basis, providing Band news and information and presenting topics of interest to the community living both on and off reserve.

Elementary and Secondary school students attend one of several schools in the Town of Blind River. Mississauga First Nation provides on site support and counseling for students and arranges bussing services. Services are also available for students with special needs and a mentoring program helps prepare students for a Post-Secondary experience.





## Skills in the Community

Members have a wealth of experience, knowledge, skills and credentials, including:

- Heavy equipment operators
- Carpenters
- Small engine mechanic
- Welders
- Log builders
- Cut and Skidder operators (certified)

# Strengths & Issues

The intent of identifying community strengths and issues is to better understand what can be built on (e.g., local tools, resources and skills) and what needs to be changed (e.g., gaps in programming and services). Understanding the strengths and issues of Mississauga First Nation means understanding the possibilities and challenges that exist in the community. The following pages will present strengths and issues eight themes, each of which has an associated list of strengths and issues. The themes are intended to represent major areas of pride and concern within the First Nation and are a way to understand the facts as well as perceptions and attitudes community members have about their community. These themes are based on discussions in each community throughout the planning process.

## Root Causes

The root causes are presented alongside each theme. Root causes are the underlying reasons why issues exist in the first place. They help us to gain a full understanding of the current situation to reveal what the future implications of not addressing issues could be. They can also be used to understand where energy should be devoted to make change happen.

Common root causes are listed below, as well as at the end of this section. By examining the root causes for each theme, it becomes clear that many issues are linked together. Common root causes reveal that issues stem from similar core problems. They not only highlight the need for change, but also suggest the direction of that change. In this sense, they are indispensable links between the way things are and the way things could be.

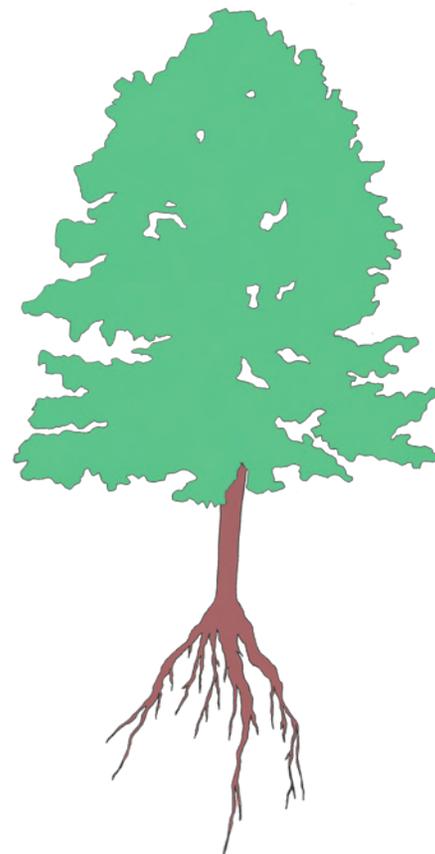
### Common Root Causes

- Lack of support for band members to become entrepreneurs
- Unable to maintain the most skilled and educated Band members
- Lack of knowledge (e.g., education, qualifications)
- Natural resources (e.g., fresh water, fish, wildlife, timber, aggregates)
- Strong sense of pride and identity
- Lack of educational and employment opportunities for Band members
- Residential schools
- Lack of motivation to get involved and take action
- Good housing
- Effective local infrastructure
- Well located reserve (close to the border, road, rail, water access)

**Strengths** illustrate how to use and what to build upon what already exists in the community and take advantage of what is working well.

**Issues** present opportunities for improvement and highlight areas that require attention.

**Root Causes** are the reasons why certain Strengths and Issues exist. We find what is at the heart of why things are the way they are in the community.



## Land

### Strengths to build on:

- Location is good for trade (historically important characteristic)
- Connection to the land (hunting and fishing)
- Pond as natural environment for gathering (e.g., youth and “Gabby’s Pond”)
- Signatory to the First Nation Lands Management Act
- Strong Lands Departments to manage Lands
- New lands “Northern Boundary” purchased for \$2 million
- Large land base
- Excellent natural resources (e.g., fresh water, fish, wildlife, timber, aggregates)
- Hunting and fishing rights
- Sufficient resources available for growth (e.g., forests, mining, water, land)

### Issues to explore:

- Lands and Resources Department needs more staff
- Lack of people to look after the land
- Harvesters not following rules in the bush and ruining the land
- Land Code only applies to 0.16 acres of land
- Conflict with AANDC about what is reserve land and what is not
- Mississauga First Nation wants to add the new settlement area to the land code, but AANDC has not signed off on this yet after 18 years.
- Lack of control over development
- Cutting in the land claim area

### Root Causes:

- Natural resources (e.g., fresh water, fish, wildlife, timber, aggregates)
- Well located reserve (close to the border, road, rail, water access)

## Youth & Education

### Strengths to build on:

- Youth want to learn about their history and culture
- Youth dinners hosted by the youth group
- Desire to engage
- Band provides some back to school funds for school supplies
- Band has sport bursaries
- Increased the funding to post-secondary students

### Issues to explore:

- Lack of youth involvement
- Lack of knowledge/connection to history - impacts youth motivation to participate
- Lack of pride
- Need to listen to what youth are asking for
- Need to engage youth about their vision (what do they want left for them?)
- Need to connect the wealth of knowledge held by elders and the desires of youth to learn about their history
- Daycare is operating on a bare bones budget, difficult to make basic improvements or update equipment
- Need to provide opportunities for further education and employment to retain our youth

### Root Causes:

- Lack of educational and employment opportunities for Band members

## Services & Infrastructure

### Strengths to build on:

- Recreation facilities as strong gathering places (e.g., fitness complex and ball field)
- Fitness complex encourages healthy living
- Fitness complex is a well run and operated facility
- Promotion of activity through the Community Activator
- The community is not growing at a fast rate, allowing us time to prepare and plan for good growth and development
- Band office/health wing
- Elders building
- Daycare
- Water treatment facility is well run
- Women's shelter
- Two ball fields
- Outdoor ice rink

### Issues to explore:

- Subdivisions are essentially clear cuts - they do not provide a physical sense of place for each home/family
- Not enough family units or units for single individuals
- Not enough roads to access our land base, road access to inland lakes
- Unpredictable funding from year to year
- Band staff lacks man-power to advance projects
- Reporting overload
- Unpredictable proposal-driven services and programs provision
- High hydro costs - need compensation
- Problem of not finishing projects all the way new recreation centre (e.g., landscaping)

### Root Causes:

- Limited housing options
- Effective local infrastructure

## Community and Culture

### Strengths to build on:

- People are our biggest resource
- Pride and sense of humour
- Historical knowledge and wisdom of Elders
- Strong sense of community unity (e.g., at funerals people come together to share and celebrate life)
- Strong family connections
- Places and activities for gathering (hunting and fishing was historically about coming together)
- Small community - people know each other
- Traditions connected to the land
- Pow Wow grounds
- Desire to get back to who we are as a Nation, reclaim our identity
- Health and social services programs are highly respected throughout the North Shore

### Issues to explore:

- People often only come together during crises
- Size of community affects ability to know community roles - life cycle roles within the community
- Need to define roles and responsibilities - sense of belonging
- Lack of community motivation (e.g., people only attend meetings that are negative)
- Need to celebrate the achievements of individuals and groups
- Need to impart understanding of community roots and family connections
- Lack of informal teachings of knowledge and roles in family units
- Lack of community cohesion - the larger the community gets, the more drifting apart there is
- Challenge of communication - modern technologies keep people inside, isolated
- Need to bring families together
- Lack of a coherent vision for the future - need to leave a positive legacy
- Lack of community involvement and volunteerism
- Loss of traditional symbols/ways of thinking

- Impact of colonialism - erased knowledge of history

**Root Causes:**

- Residential schools
- Lack of motivation to get involved and take action
- Strong sense of pride and identity
- Community engagement breakdown 5 years ago

## Local Economic Development

### Strengths to build on:

- Ideal location with water access and rail access
- Muskoka tourism industry moving north provides a good opportunity for the Band
- Cottage development opportunities
- Band is offering business courses for individuals to learn about different aspects of starting and running their own business
- Skills in the community
- Chiblow Lake Lodge is operating successfully under new management
- Darrell Lake Properties have good potential if upgraded and marketed as destination
- Misswezahging Development Corporation
- Trust could provide seed funding to advance progressive community led projects
- Linkages and support from other Native organizations
- Good working relationship with nearby municipalities
- Excellent track record with funding agencies

### Issues to explore:

- Align community needs with educational choices (encourage people to come back)
- Not enough focus on economic development
- No jobs
- People would like to start small businesses, but there are no locations to house businesses
- Difficult to access any of the trust dollars because everything requires membership vote
- Little motivation for individuals to become entrepreneurs
- There is a lot of money leaving the community through economic leakage (e.g., groceries, clothing, laundromat, restaurants, etc.)
- Lack of a casino
- Lack of education acts as a barrier to employment
- Internships are not available to band members off-reserve
- We have no product(s) to market to the world
- Lack of tourism activities (e.g., hunting, fishing, guiding, outfitter operations, ATV riding, eco-tourism, story-telling, etc.)

**Root Causes:**

- Natural resources (e.g., fresh water, fish, wildlife, timber, aggregates)
- Well located reserve (close to border, road, rail, water access)
- Lack of support for Band members to become entrepreneurs
- Unable to maintain the most skilled and educated Band members
- Lack of knowledge (e.g., education and qualifications)

## Governance and Communication

### Strengths to build on:

- New chief has engaged youth
- Strengthening governance initiative
- Programs and departments work together (tripartite between the Trust, Chief and Council and the Economic Development Corporation)
- Longer term for leadership to accomplish more
- Good financial controls

### Issues to explore:

- Need for recognition from leadership
- Competition among departments to engage people and get funding
- Limited implementation of planning initiatives - plans sit on the shelf
- Cannot lead without having a path to follow in the form of policies and laws
- Need more effective and efficient decisions (many meetings but few results)
- Few opportunities to speak at council meetings
- Need for more transparency (information flowing to and from Chief and Council encourages community interest)
- Trust has not had a successful proposal since 2003 (Band members are not voting on proposals)
- Unaware of how monies are spent in the Band Office (e.g., Casino Rama funds)
- Lack of consultation by government when changes are made to existing programming
- Lack of direction from leadership for programs and services
- Lack of communication between programs
- Need leadership from staff also to drive programming

### Root Causes:

- Residential schools
- Lack of motivation to get involved and take action
- Lack of support for Band members to become entrepreneurs

## Common Root Causes

Common root causes reveal connections between the origins of particular issues. They not only highlight what the community needs to focus on in order to improve quality of life, but also suggest the direction in which change should occur.

The members of Mississauga First Nation identified the following common root causes:

- Lack of support for Band members to become entrepreneurs
- Unable to maintain the most skilled and educated Band members
- Lack of knowledge (e.g., education and qualifications)
- Natural resources (e.g., fresh water, fish, wildlife, timber, aggregates)
- Strong sense of pride and identity
- Lack of educational and employment opportunities for Band members
- Residential schools
- Lack of motivation to get involved and take action
- Good housing
- Effective local infrastructure
- Well located reserve (close to the border, road, rail, water access)

# Chapter 2

# VISION

where the  
community  
is going



# Chapter 2

# VISION

where the  
community  
is going



# Chapter 2: VISION

Planning helps to determine where a community wants to go and how to get there. This chapter describes Mississauga First Nation’s Vision for the future and the community’s collective values.

This chapter summarizes the key ideas and findings of Stage 4 of the planning process. This stage involved extensive discussions with community members and the Planning Work Group to arrive at a set of Community Value Statements and a Community Vision. The background research that was completed in Stages 1-3 of the planning process informed the discussions and development of the Value and Vision Statements. The Vision serves as the long-term direction for all strategic actions in the community.

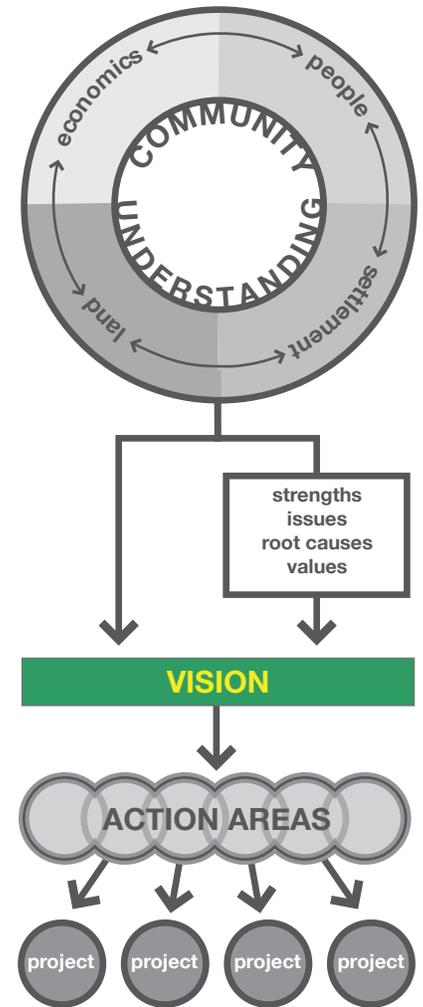
### Community Value Statements

Community Value Statements describe what the community believes to be important truths about their quality of life, and as such should always be kept in mind when making decisions. The Value Statements serve to remind people of the qualities that inspire a sense of community.

### Vision Statement

The Vision is a bold statement of the community’s ambitions and its long term aspirations. It defines where the community wants to go. Realizing the Vision is challenging and requires effort, leadership and ingenuity every day (by many people) over the long-term.

The Vision is meant to be the lasting and long-term direction for the community that inspires new project ideas, policies and ongoing action.



## Community Value Statements

When a community identifies its strengths and issues, people indirectly articulate what they value. Values are the moral compass that points to what is considered fundamentally important. These values describe what the community believes to be important truths. Recording these values is critical because it provides a clear foundation for choices.



## Community Value Statements

Mississauga is not alone. We value local and regional collaboration as we move forward as a Nation.

We value our strong spirituality, traditional teachings and cultural traditions as essential to our identity.

Our history tells us who we are. Knowledge of our roots and of our Nation's accomplishments instills pride in our people.

We uphold our families as pillars of our community.

Our land sustains us and contains our history. It is our responsibility to take care of it.

We are proud of our people and celebrate the skills and knowledge that each individual contributes to the community.

Keeping our culture and language alive will make our children and community strong.

## Vision Statement

### Walking in Balance

A socially and culturally healthy community where individuals have the opportunity to prosper and to achieve their full potential spiritually, emotionally, mentally and physically through generous and unselfish support for one another, while pursuing balance and harmony within, with each other and with Mother Earth.



# Chapter 3

# ACTION

shaping the future

STOP

# Chapter 3

# ACTION

shaping the future

STOP

## Chapter 3: ACTION

Change is constant and affects us all. We can watch change happen and react or we can choose to be active participants in shaping our own future. This requires having a clear sense of where we want to go, as well as a strategy about how to get there; thinking about every project, program and routine in an interconnected way and taking action now. Mississauga First Nation is among the leaders in First Nations health programing, social services, education, policy, infrastructure, land management, and in developing a Constitution.

This Comprehensive plan is based on the fundamental premise that Mississauga First Nation can and does shape its own future. Based on background research, many discussions and considerable reflection there is a clear understanding of MFN's resources, strengths, issues and aspirations. These are captured in Chapter 1 and serve as the foundation for thinking about the future. Chapter 2 establishes a bold, clear Vision for MFN's future. It sets out where MFN wants to go. It goes beyond personal agendas and collectively sets a direction that affects everything the First Nation does. It guides decisions about which projects to pursue and even how projects might be developed. But, by itself the Vision is not enough to make change happen. The Vision needs to be made tangible, specific and immediate, which is the focus of the ACTION chapter.

### Community Structure Map and Future Development Map

The Structure Map identifies and establishes basic community infrastructure as a fixed commitment around which projects and programs will be organized. The Future Development Map illustrates how physical development may happen around that structure.

### Approach to Community-Based Change

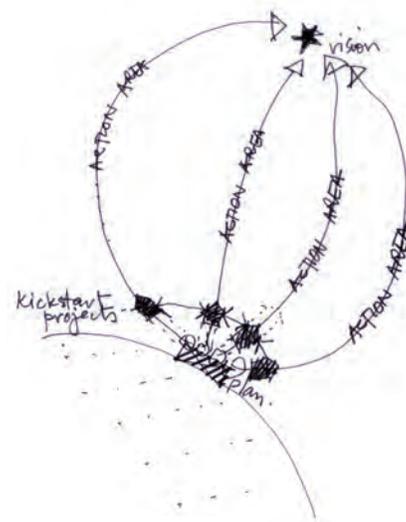
The approach to community-based change recognizes that planning is ongoing and affects every aspect of the community. Planning is not another project, but a way of aligning, developing and focusing all projects. The Plan is a tool that guides and orchestrates change.

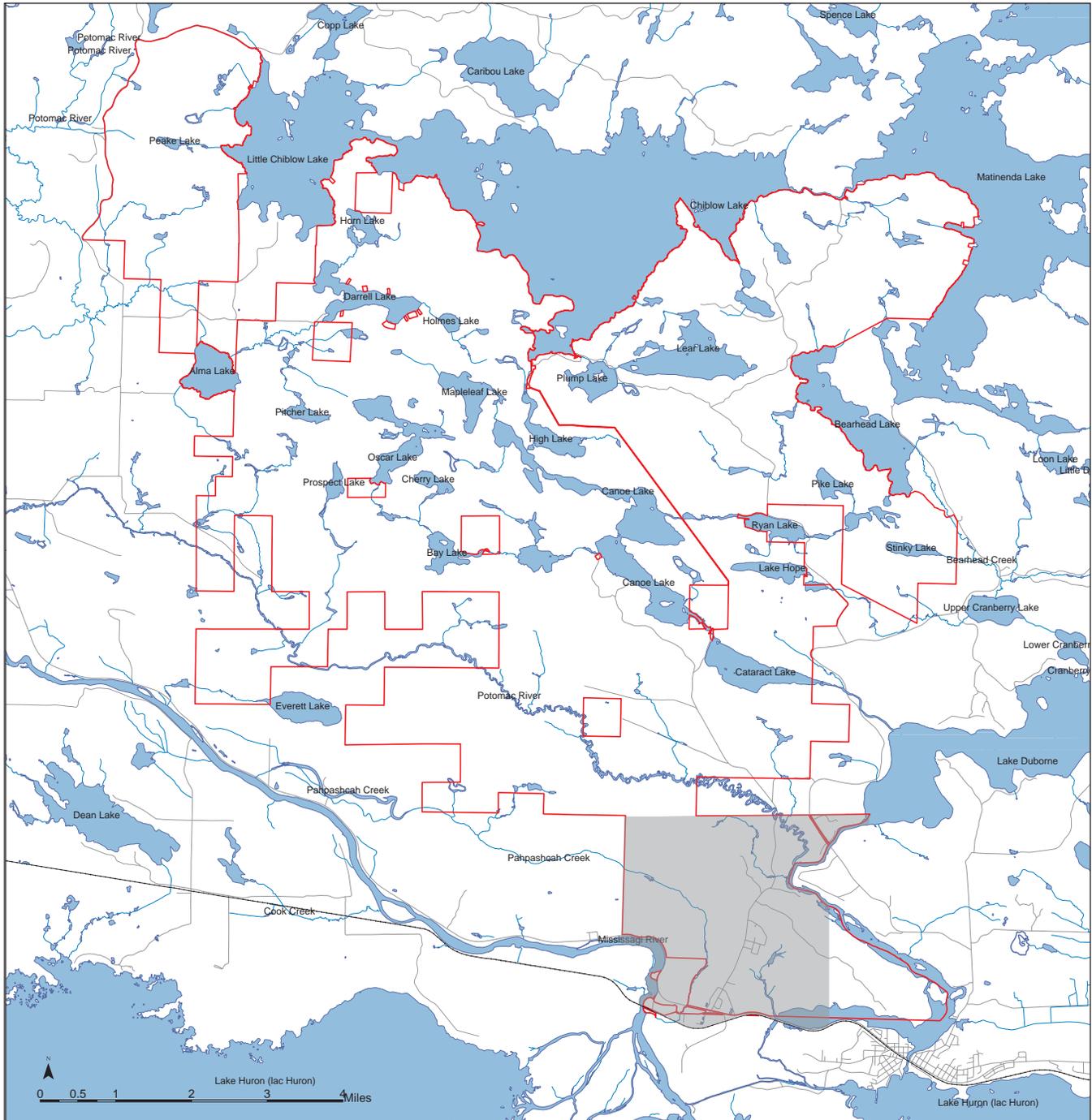
### Action Areas and Demonstration Project

Action Areas make the Vision more specific and tangible, describing boldly and simply where the community needs to focus energy and attention to realize its Vision. The Demonstration Project illustrates how local priorities can be addressed to get the most local benefit out of every initiative.

This Chapter outlines tangible, specific and immediate action. It has four major components, all of which are necessary to make change happen.

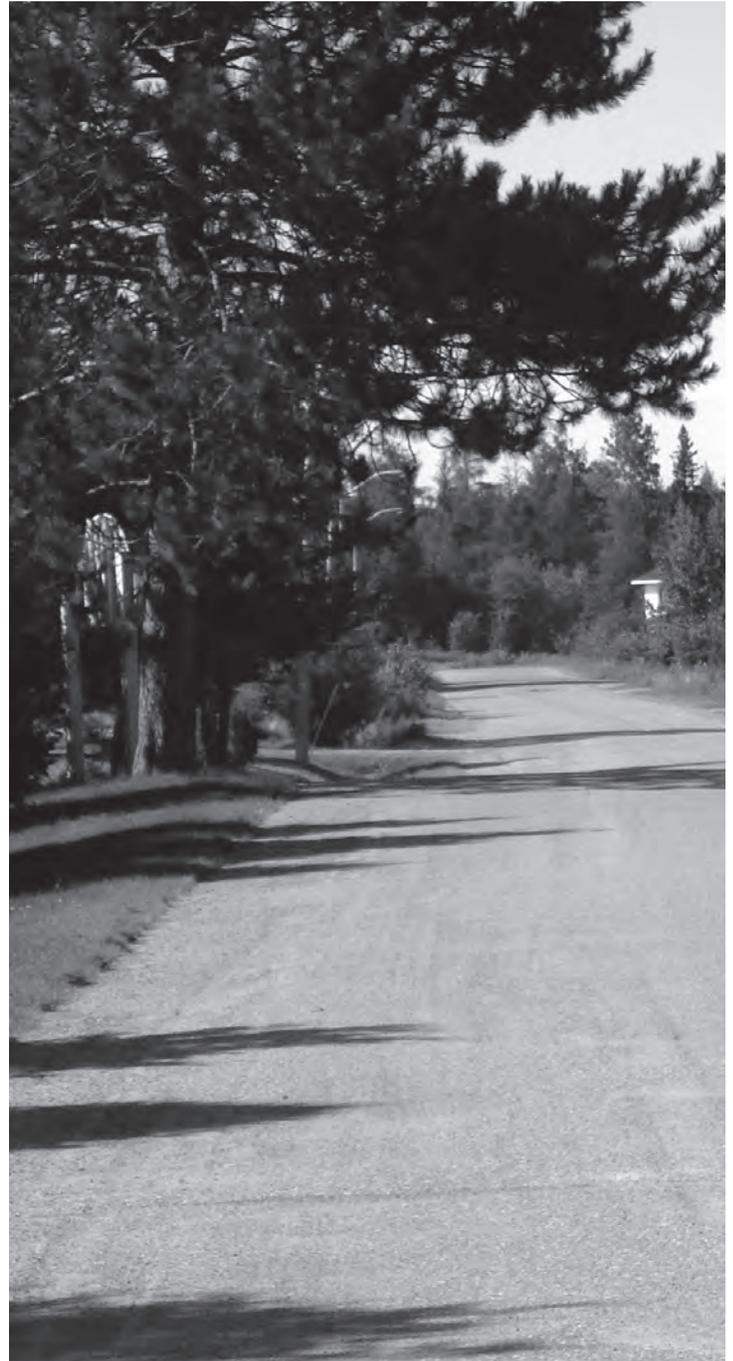
1. Structure and Future Development Maps
2. Approach to Change
3. Action Areas
4. Demonstration Projects





## Zoom-in Area (Village)

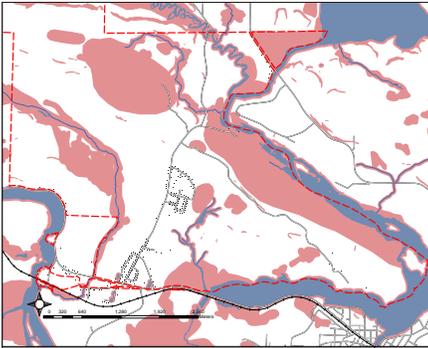
The following land analysis maps show a limited extent of the Mississauga reserve in order to focus the analysis on physical development constraints within the Village Area. The analysis focuses in particular on the areas where the current housing and infrastructure is and future development is most likely over the next 20 years.



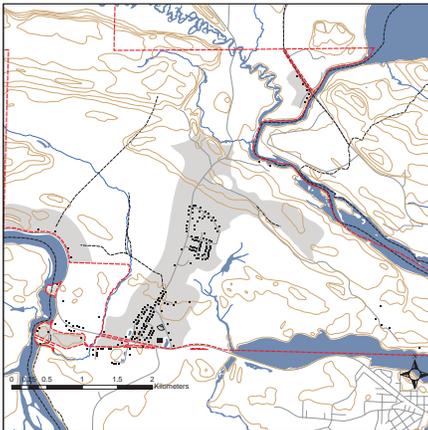
The Structure Map was informed by the Sensitive Areas Map and the Developable Areas Map as well the community Values, Vision and Action Areas.

Future development is recommended within an area on the Sensitive Areas Map (medicinal plants along Blind River). This is a result of the limited opportunities for development in close proximity to the Community Core. Much of the underdeveloped land is wet and not suited for development.

Sensitive Areas Map



Developable Areas Map



## Community Structure Map

The Structure Map is guided by the Vision and lays the foundation for future community development by showing how the physical components of the community are organized. Mississauga First Nation must be strategic about the siting of new housing, infrastructure and community projects. Community resources and funding as strategically as possible, to ensure that all major investments reinforce the development of Village and Park Road as the key spines of the community.

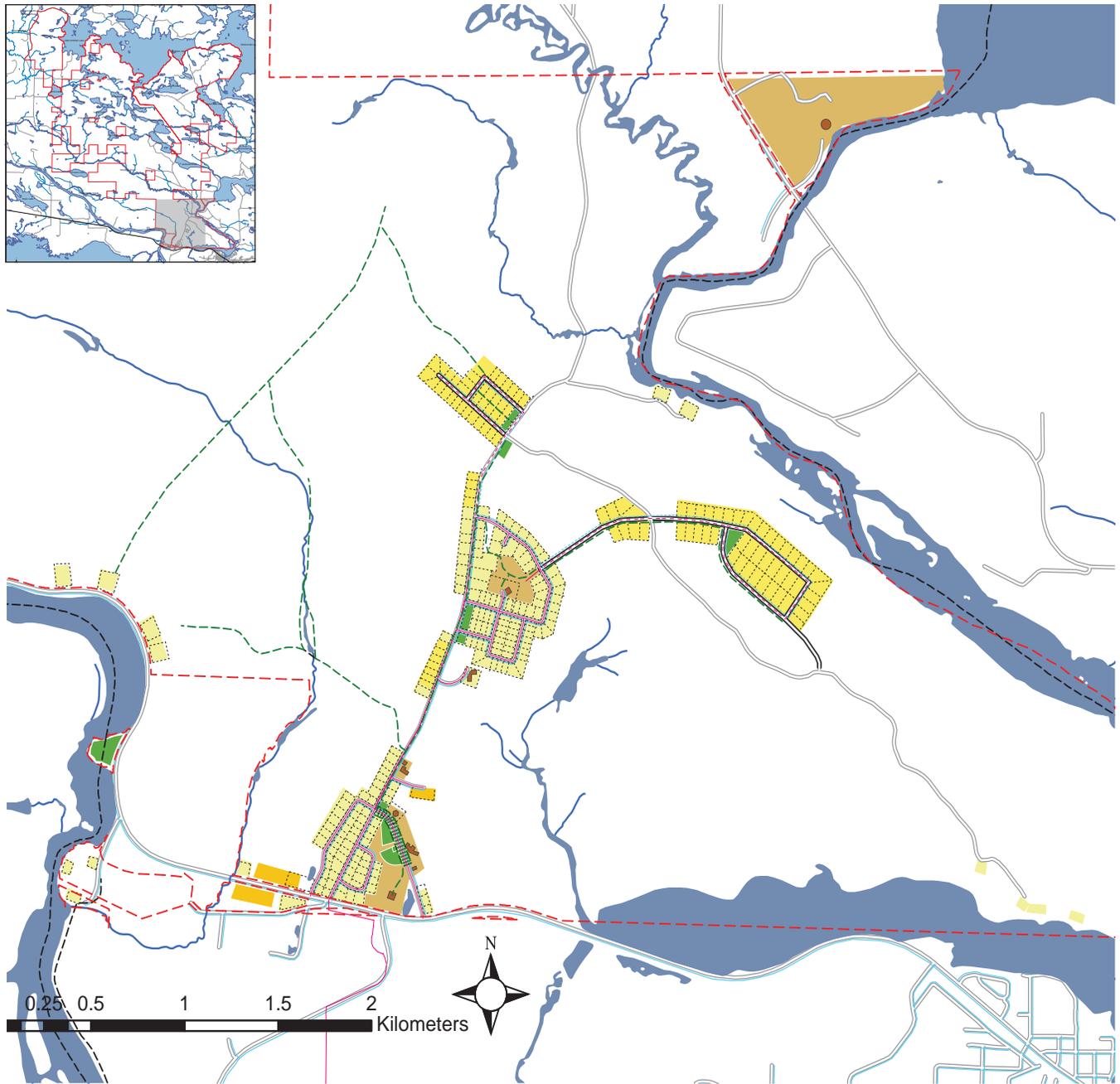
The Structure Map shows basic community infrastructure such as roads, water, trails and parks, and illustrates where future housing will be located to take advantage of existing services and minimize the costs of infrastructure development. The Structure Map also outlines gathering places, such as the Pow Wow Grounds and recreation areas, that serve as the physical glue that holds the community together. Overall, the Structure Map will function as a tool for Band members, staff and leadership to inform major land use decisions and long-term development.

In addition to responding to the Values and Vision, the Structure Maps were informed by the sensitive areas, serviceable areas, and developable areas maps compiled as part of the background research presented in *Chapter 1: Context*. These maps describe the opportunities and constraints for future development. Concentrating development in areas around existing services and amenities also has the added benefit of minimizing impacts on the surrounding forested and culturally significant areas.

### MAP LEGEND

Reserve Boundary	---	Community Buildings	■
Existing Road	—	Existing Housing	■
New Road	—	Proposed Housing	■
Contours	---	Commercial Area	■
Trails	---	Community Gathering Area	■
Water Course	—	Green / Open Space	■
Water Body	■		

# Community Structure Map



## How to read a community structure map

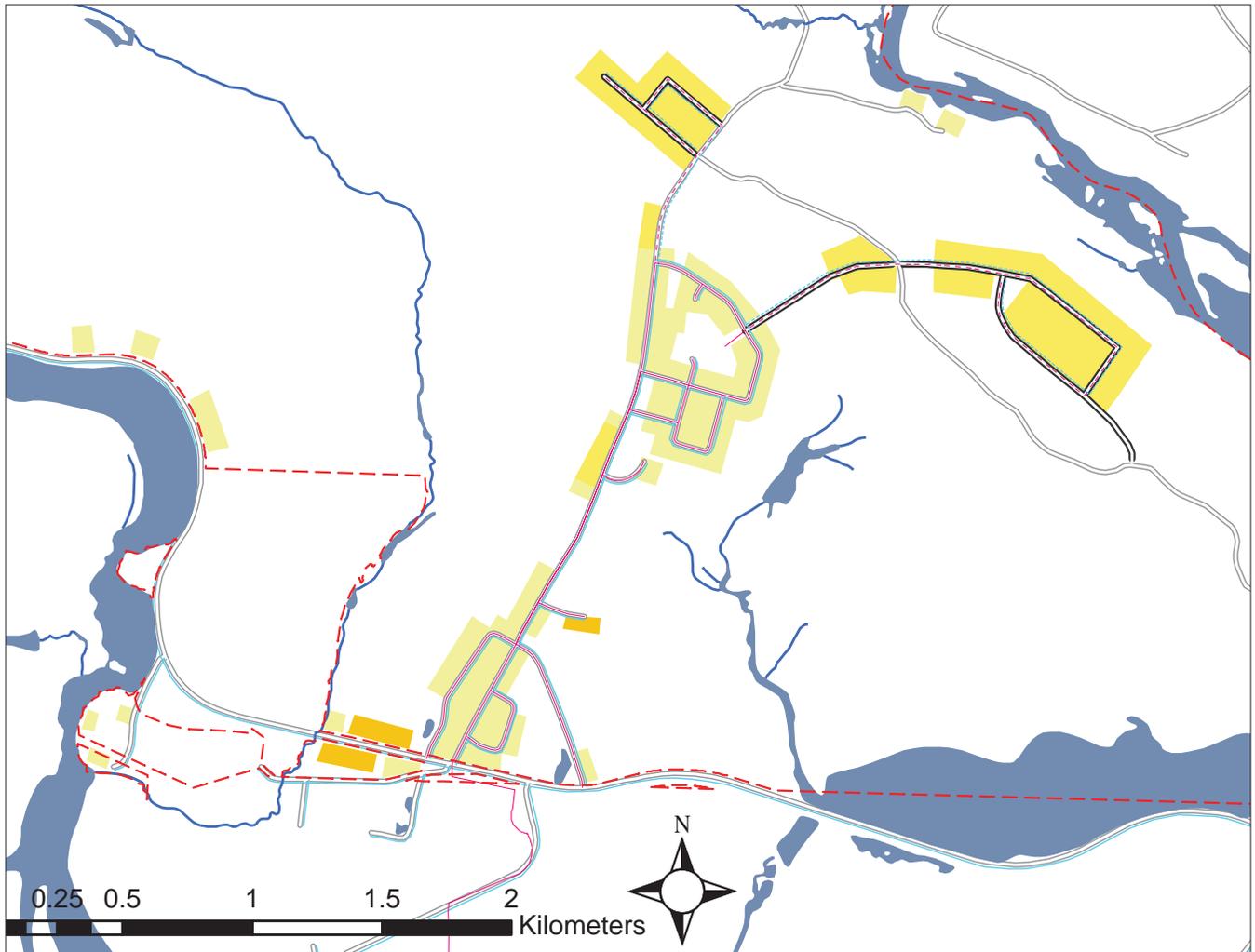
Each Structure Map is based on three ideas:

**Services:** Basic infrastructure consisting of roads, parks, services as well as major concentrations of uses need to be fixed and respected as the long-term foundation that guide the preferred location and design of individual projects and developments.

**Gathering:** Shared public spaces are identified and highlighted. These places are connected by green spaces and trails to ensure safe and comfortable access for pedestrians.

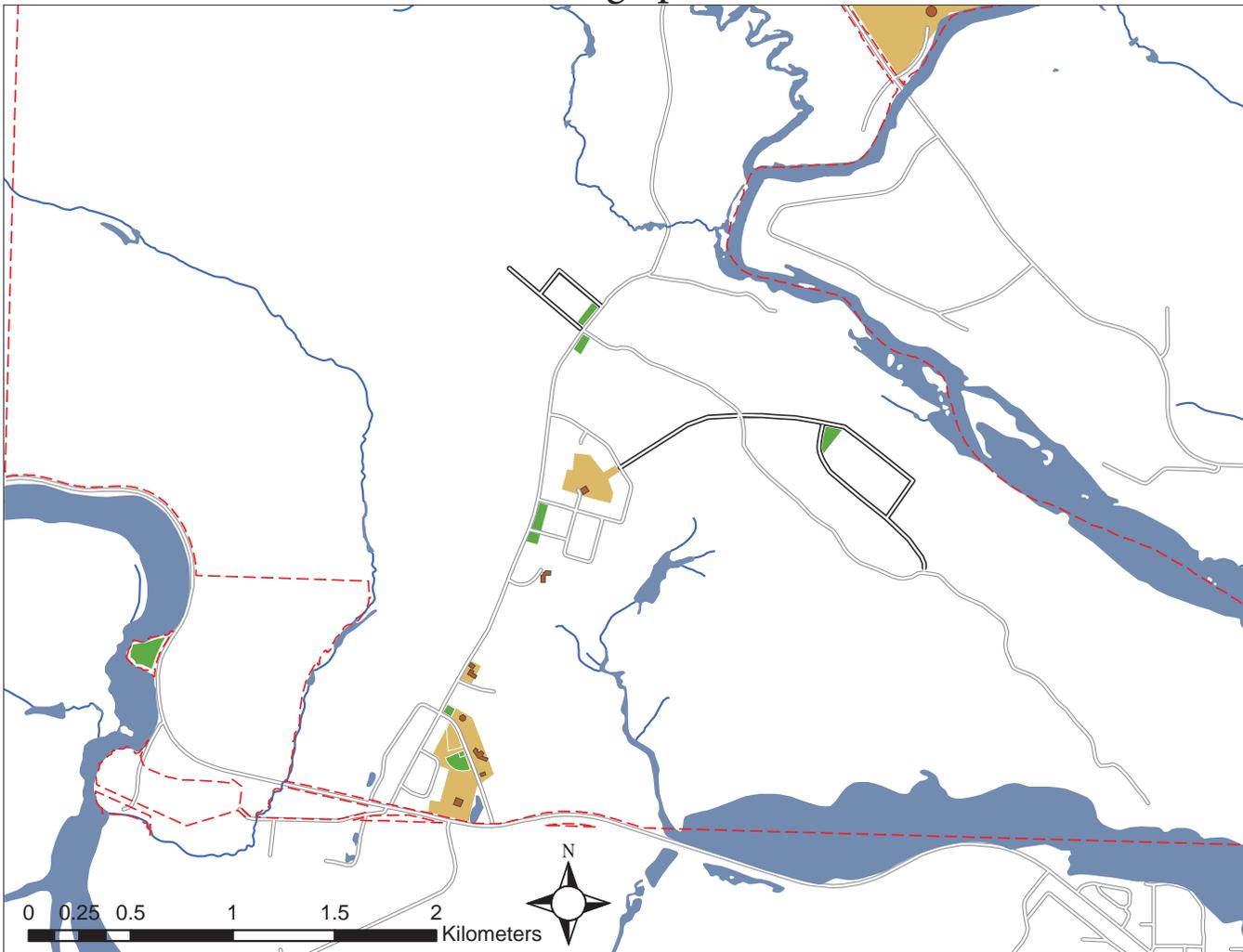
**Connectivity:** Ensuring continuity and intensity of use is the best use of existing resources. Important community facilities are concentrated and connected.

## Services



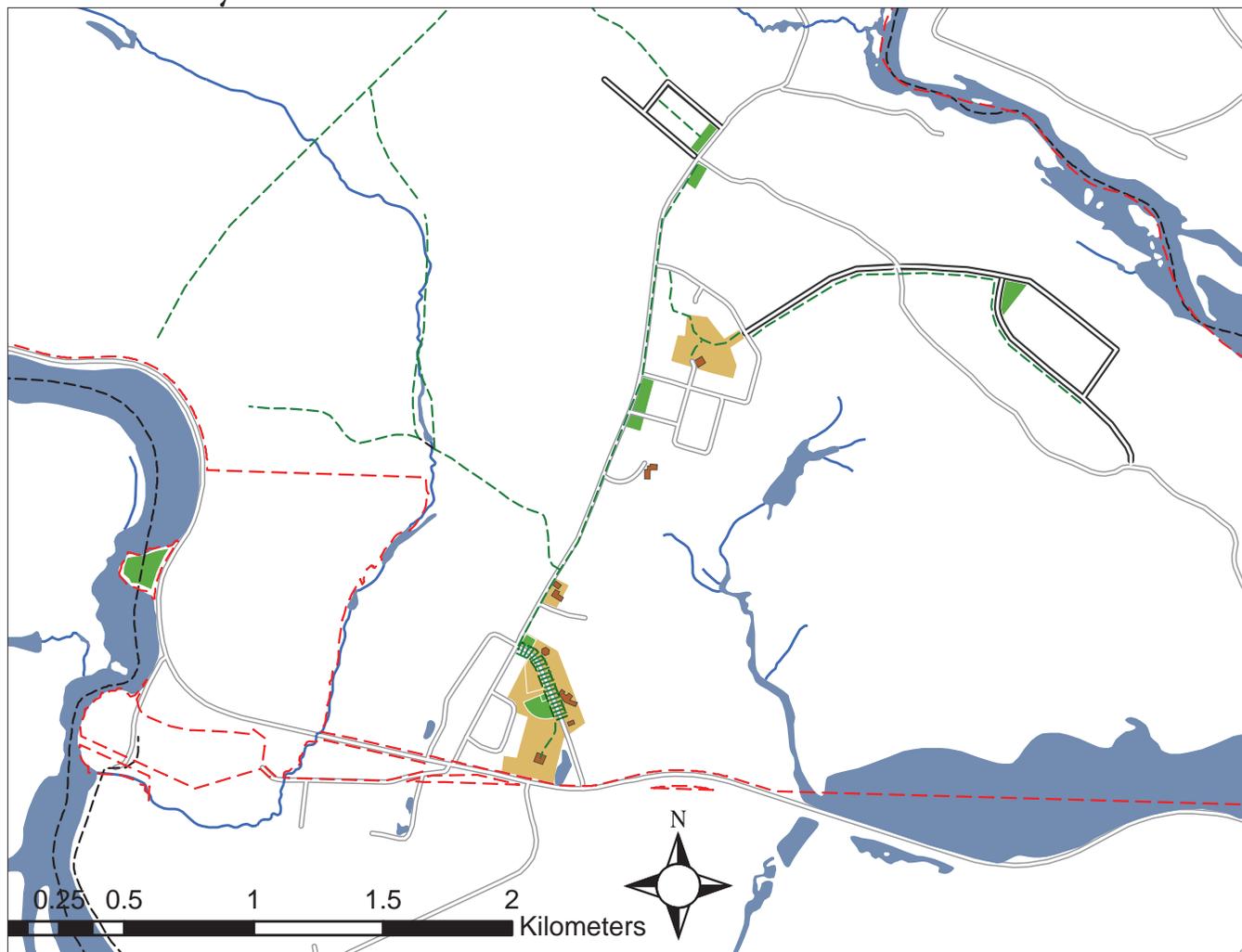
The extension of services such as roads, water lines, gas and electricity comprises the most significant expenditure for most communities. Often the infrastructure costs associated with new housing exceeds the costs of the housing itself. By developing strategically to reduce infrastructure costs savings can be spent on better quality housing and more of it. New housing also benefits from being in close proximity to the key transportation spines of the community (Park and Village Roads). Along these corridors the community has easy access to services they use on a daily basis.

## Gathering Spaces



The community core is formed by the Band office and recreation centre as well as the surrounding outdoor gathering spaces. Over time this area will be further developed as new community buildings, gardens, and open spaces are added. In other parts of the community a series of gathering spaces will be developed with each residential area. In addition, gathering spaces will be developed along Village Rd. These gathering spaces serve as hubs in the community, bringing people together on a daily basis for coffee, meetings, sporting events or informal gatherings. They encourage informal meetings between neighbours and foster a greater sense of community.

## Connectivity



Connectivity is enhanced through the creation of new trails, pathways, green corridors and open spaces. These interventions make it easier for pedestrians and cyclists to get from one important node to another, while strategically integrating vegetated areas into built-up areas. These green corridors reinforce the location of trails that connect gathering spaces. Having safe and attractive places to walk or cycle supports healthy and active lifestyles.

# Future Development Map

This map illustrates what Mississauga could look like in the future. It depicts how the Community Structure Map can serve as a scaffold for new community buildings, facilities, open spaces, and housing. It is intended to represent project, policy and program ideas physically within all six Action Areas in a conceptual way.

3



ACTION

## How to Read the Future Development Map

The Future Development Map is a useful tool for initiating discussions about selecting and implementing projects. It further illustrates the important concepts developed in the Structure Map: minimizing service extensions, highlighting gathering spaces and improving connectivity. It provides recommendations for the locations of new buildings, parks, open spaces and homes.

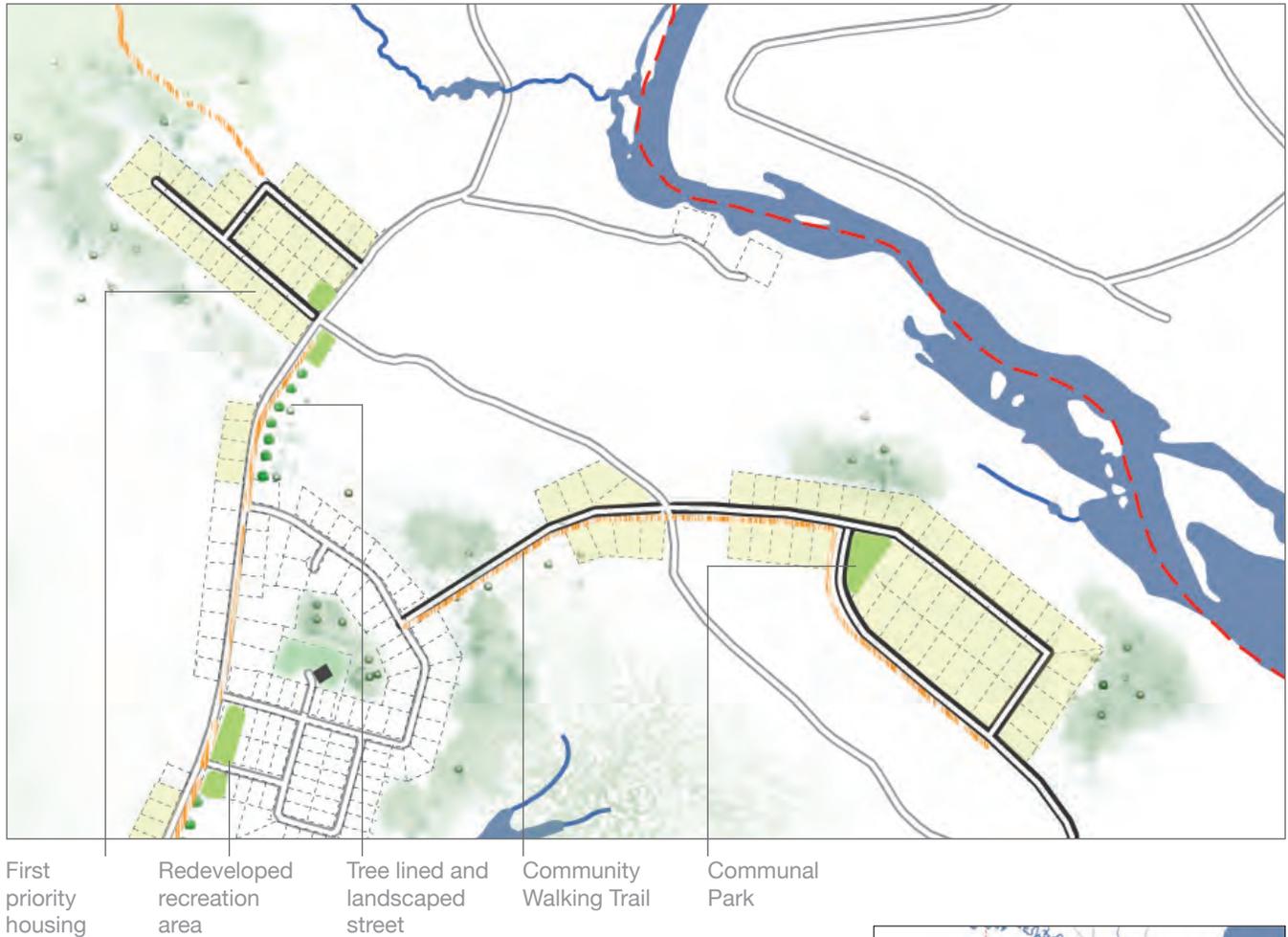
The sketches and images shown on this map highlight key areas of concentration. These images are intended to be conceptual, to serve as the basis for stimulating discussion and imagining possibilities. As the community advances the Plan, more detailed discussion, drawings, siting and design will have to be initiated.

The detailed map below shows how this works: trails and pathways (Connectivity) link community spaces like the Band Office, Recreation Centre, and recreation areas (Gathering) to each other and the residential areas (Services).

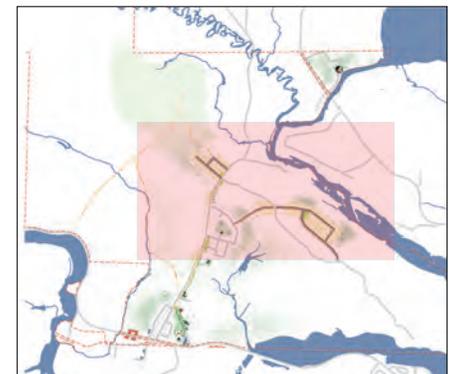




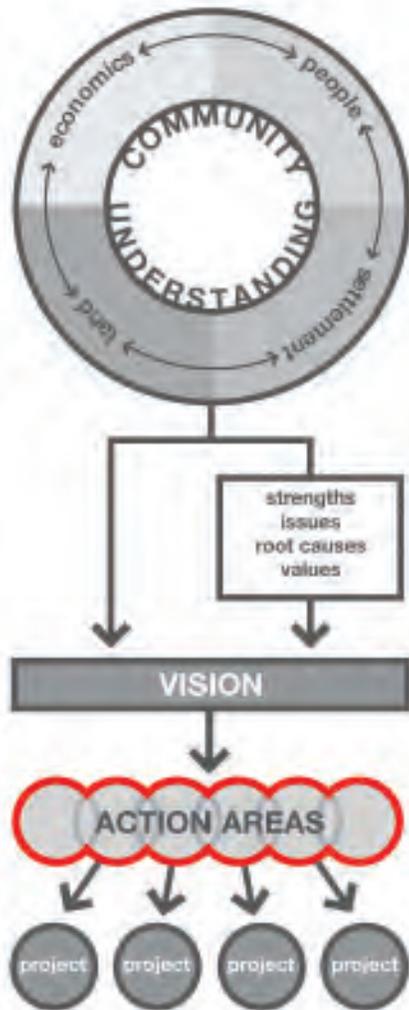
## Future Housing Clusters (Up the Hill)



This part of the Future Development Map illustrates how future residential development could be accommodated. The areas coloured in yellow represent new housing subdivisions. The first priority for housing would be to develop the subdivision off of Village (Rd.), connecting to the key spine of the community and also allowing for good connections to the community core. The design also minimizes road constructions and maximizes frontage and common areas. Both subdivisions should be developed with allocation of park and gathering space for local residents and should also be connected to the community core through a trail connection.



Action Areas describe boldly and simply where the community needs to focus energy and attention to realize the Vision.



## Action Areas

The Action Areas provide direction, focus and motivation to ensure Band members collectively reach their Vision for the future. Each Action Area represents a delicate balance of establishing a direction that captures both the need and potential for change. While focusing energy on the efforts that will make the most difference on the ground, the Action Areas also inspire the Chief and Council, future Chiefs and Councils, administrators and Band members to imagine new possibilities. The Plan is only useful and worth having because it leads to action that makes a difference on the ground and improves the quality of life in the community.

Each Action Area will inspire many projects. The lists of projects included are simply a starting point. They serve to illustrate the types of projects that are possible and appropriate in terms of addressing issues and achieving the Vision. What gives this Plan and Action Areas life is that they will continue to motivate new ideas, new projects and new ways of ensuring the community achieves its Vision.

Change happens one project at a time. Therefore, regardless of the Action Area, each project needs to connect, reinforce and advance as many of the other Action Areas as possible. It requires thought, persistence and leadership to do the most with the least. All aspects of a community such as jobs, housing, health, the environment, recreation, culture and communication are not distinct from each other but rather connected. Each project should touch on all these components that make a community whole. This approach requires participation, invention and the determination to resist importing simple “off the shelf” solutions which can limit local benefit.

To establish Action Areas as a reality in the community, a Demonstration Project is provided to give direction and serve as a model for how the Plan will be used and respected everyday, long into the future.

Key indicators and related baseline data have also been included in this Chapter to provide a basis for comparison over time, to ensure community members will be able to track their progress, and to determine the appropriate steps needed to achieve the Vision.

# Mississauga First Nation's Action Areas

**CELEBRATE COMMUNITY COLLABORATION**

Support events, spaces and activities that will bring together all citizens and families to improve the quality of life and build community in Mississauga.

Action Area **1**

**SHOWCASE CULTURE AND ARTS**

Celebrate and showcase the skills of local artists to recognize the diversity of talent in the community.

Action Area **2**

**SUSTAIN LANDS AND NATURAL ENVIRONMENT**

Manage our lands to preserve the natural environment and promote sustainable economic development.

Action Area **3**

**ENHANCE PROSPERITY AND LOCAL ECONOMIC DEVELOPMENT**

Pursue economic initiatives that utilize local skills, resources, and strengths of Mississauga First Nation Band membership to promote investment and partnerships.

Action Area **4**

**PROMOTE RECREATION AND WELLNESS**

Develop activities, programs and infrastructure that will support a healthy and active community on a day-to-day basis.

Action Area **5**



**3**

**ACTION**

## Action Area 1: Celebrate Community Collaboration

### Project Ideas:

- Fix outdoor basketball hoops
- Wonderland trip
- Educational trips
- Chief interested to have youth attend events about First Nation issues
- Better communication with youth
- Church decommissioned in October opportunity to redevelop as cultural centre
- Make new community sign
- Boardwalk or trail – MFN to BR west arm
- Fixing cemetery
- Flower pots on the walking street
- Rest areas and gathering spaces
- Create a community garden – greenhouse for the winter
- Community clean-up
- Youth Council
- Alternative Justice Services
- Beautification project
- Elementary/Secondary School
- Improvements to the Learning Centre
- Camping trips – with cultural education
- Need improved support system for youth
- More landscaping in the community

Building Community is about supporting events, spaces and activities that bring together all citizens and families in Mississauga. Building on the Band Constitution, the people of Mississauga and their ability to come together has been identified as a source of strength. This unity must be nurtured in the way the community operates. It is not enough for the community to only come together in times of need or crisis, instead community must be something that is celebrated and nurtured every day. Each project is viewed as an opportunity to build community and make a difference on the ground. Mississauga First Nation will take advantage of its close-knit community where many of the families already know one another, providing great potential for collaboration on community projects, events or celebrations. Further, the strong sense of community can also be used to enhance accountability of leadership in an ongoing way. Many of the community's traditions relate to celebrating community, sharing experiences and recognizing our skills. We must invest in our people as our greatest resource to building community from the bottom-up with the support of staff and leadership.

Currently there are many Band members dealing with a sense of hopelessness and apathy. These issues raised in community workshops reinforce the importance of celebrating community successes and the need to find ways to bring people together to make change. These issues speak to a breakdown in the sense of community within some groups of the Band. Without trust between different citizens or families or between staff and leadership the community will continue to work in different directions. By bringing together Band staff, leadership and community citizens to celebrate the community it will be easier to build trust and accountability moving forward. Mississauga First Nation must build support and communication networks to build a culture of engagement and celebrate the achievements of the Band in a way that is inclusive and ongoing.

**Mississauga First Nation will:**

**Support events and activities that bring together all group and families in the community to build trust.**

Each event and activity is an occasion to build pride and trust in MFN. This requires everyone to take responsibility of being an active member of the community. Everyone has a role in re-building trust in Mississauga (leadership, staff and citizens).

**Build a strong sense of community through public spaces and celebrations.**

The stronger the connections between different families, staff and leadership, youth and Elders the more potential for a united community. MFN will unite the community through the development of a series of public spaces. Regular community gatherings will recognize the various talents, skills and traditions. A culture of volunteerism that will be celebrated at community gatherings and public spaces throughout the reserve.

**Mississauga First Nation will celebrate the achievements and talents of all citizens**

The diversity of talents and skills of MFN Band members is a significant resource. MFN will recognize the many successes and skills of citizens by celebrating their achievements at community events and gatherings. MFN will also invest in a range of spaces and activities to support a diversity of successes. MFN will recognize unique talents or successes to build a culture of achievement; success breeds more success.

**Ideas on how to Take ACTION:**

- Hold monthly community clean-ups that bring together staff, leadership and community members.
- Beautify the community core through landscaping, flower pots added seating and public spaces use community volunteers to take action.
- Finish the landscaping of the recreation centre as a way to bring together youth with other groups in the community.
- Develop a community awards program recognizing volunteers and outstanding community action.
- Hold monthly community feasts to build on the strong sense of community and increase trust.
- Make community decisions transparent through making Council minutes publicly available and by streaming or taping council meetings.
- Start a Youth Council to report to C&C about what youth want and how they are willing to take responsibility to help make it happen.
- Develop a new community sign that communicates to people that they are entering a distinct nation.

### Local resources, strengths and skills:

- Sensitive areas map.

### Project Ideas:

- Re-activate/take ownership of Native Resource Room. Show youth respect and interest and they will show back
- Establish, create landmarks for historical sites
- Art gallery
- Radio station
- Talent Nights
- Writing groups
- Theater groups
- Teaching traditional practices
- Education awards
- Moving making museums
- Healing Lodge and Cultural Complex
- Movie making

## Action Area 2: Showcase Culture and Arts

Mississauga First Nation is home to many talented artists. Moving forward, MFN will celebrate and showcase the skills of local artists to recognize the diversity of talent in Mississauga and build greater pride in local culture. By providing a range of programming and education for the arts MFN will foster a strong arts and culture community. Through investing and supporting our artists MFN will become a destination for arts and culture within the North Shore. Investing time and energy to support and nurture local artists will provide new opportunities for Band members who are artistically inclined, while providing greater opportunity to communicate the stories and history of the community. Arts and culture can become a tool for MFN to communicate their identity and history. Artistic activities are a great way to share and tell stories about home, history and traditions that are unique to Mississauga First Nation. Many Band members recognize the importance of Elders sharing their stories of the land and history, using the arts through paintings, crafts, pottery, and music will allow for the sharing of stories, traditions or history down to younger generations and the broader community. With a vast and diverse land base, arts is a powerful way to showcase the culture and connection to the land of the Anishinabe people, while fostering a cultural landscape that draws people to the area.

MFN is looking for ways to diversify its economy, while creating more activities for youth to live healthy lifestyles. Community workshops highlighted the importance of providing support for Band members who are interested in pursuing the arts as a way to recognize that many people have different skills to share. Moreover, by supporting the arts and other forms recreation or culture MFN will demonstrate inclusiveness and tolerance. Arts will provide outlets for further education or training for those looking beyond sports or traditional education. Elders could share skills or knowledge around making crafts or painting or knowledge of the land with emerging artists learning skills and techniques. Development of the arts will build a strong sense of identity for Band members. For example the community vision could be made visible throughout the community by local artists, developing a series of pieces (murals, paintings, crafts, carvings, baskets) that visually represent the community's vision.

### **Mississauga First Nation will:**

#### **Develop spaces and places to support local artists**

This requires places for artists to practice and develop art such as studios as well as gallery's or performance areas for artists to showcase their work. This could also take the form of spaces for artist's in residence space to attract and retain artists. By finding ways of clustering arts spaces or making arts visible there is the opportunity collaboration in education and training as well as the showcasing of arts, reinforcing Mississauga as a unique area for tourists and visitors along the North Shore.

#### **Showcase arts and culture at important gatherings and celebrations**

Community gatherings are an opportunity to invite local artists or performers to showcase or display their work. By increasing the number of times arts and culture are showcased and honoured the more pride these artists will have in their work and the greater exposure to the arts for Band members. These performances will also serve to reinforce the local identity of the community through a thriving contemporary art and culture scene.

#### **Recognize and acknowledge the skills of local citizens**

It is important to recognize that the development of a great artist or performer is the result of hard work and training in much the same way that sports or athletics takes hard work and training. For these reasons we must support those Band members who are taking on arts and culture as an area of focus providing them with the proper training, mentorship and facilities to allow them to hone their craft, providing support in a similar way to someone attending university or training to be high performance athlete.

#### **Ideas on how to Take ACTION:**

- Develop a community murals program for emerging artists to paint the backs of walls at community buildings.
- Begin an arts camp for youth interested in developing arts skills.
- Begin each Council meeting or community gathering with an arts performance, installation or painting.
- Hold an annual arts and crafts fair at the recreation centre to bring together artists across the North Shore.
- Redevelop the old church space as an arts and cultural space for performances.
- Commission local artists to develop an installation or exhibition that showcases the history or culture of MFN.

## Action Area 3: Sustain Lands and Natural Environment

### Project Ideas:

- Solar Energy Development Projects – Installation and Manufacturing
- Trail projects that connect to the history
- Water Energy Development (new and/or existing)
- Commercial Fishing
- Development of eco-tourism
- Forest Ply – Pulp Mill Operations
- Trapping policy for non FN
- Bio-mass wood production
- Mining Opportunities
- Garbage Facility
- Improve the dump

MFN will manage lands to preserve the natural environment and promote sustainable economic development, respecting the importance of our lakes, rivers, forests and wetlands from both an environmental and economic perspective. MFN holds one of the largest land bases in Canada and was one of the first communities to sign on to the Land Management Act, demonstrating leadership in land protection, management and stewardship. With a slower on-reserve growth rate there is an opportunity to think carefully about how to manage the land in a way that minimizes environmental impact, but provides economic development opportunities. Economic development opportunities around eco-tourism are significant as the region becomes more attractive for seasonal cottage development. MFN can share its traditions of hunting and fishing on the lands to develop the region as an eco-tourism destination now and in the future. Other assets connected to the land include the rich vegetation and forested areas as well as aggregate in parts of the reserve. Each of the resources must be looked at as a resource that must be managed responsibly to satisfy both the economic and environmental goals of the Band for years to come.

To manage the vast land base efficiently and consistently MFN needs to develop clear policies for land use, recreation and resource development. Policies and strategies for resource development (silviculture, mineral extraction, mining) must be looked at strategically from both an economic and environmental perspective; ensuring long-term economic spin-offs are created without sacrificing the environment for future generations. Recreational use of Lands requires policies for Band and non-Band members around fishing, hunting and camping to support eco-tourism and effective stewardship of the lands. All Lands policies will be communicated broadly to the membership and visitors, ensuring opportunities for environmental education of the Lands. Also MFN will support Lands staff to build its capacity to manage the lands and communicate the implications of the Land Management Act. Through managing Lands effectively the Band could provide opportunities for hunting, fishing, camping or cabin rentals, while protecting sizable areas from any future development. The conservation and stewardship of land will guide decisions of land use and future development.

## **Mississauga First Nation will:**

### **Develop land use policies to clarify the opportunities throughout land base**

The land is a significant resource, but in order to utilize this resource the community must have a strategy to identify opportunities in a way that is clear for all. The Lands Committee and Lands Department are already beginning to establish this strategy, but the more the broader community is able to be involved in this the greater support for these ideas and the goal of protecting the lands and creating long-term economic growth.

### **Create employment opportunities through the sustainable stewardship of our lands**

Through encouraging low impact uses on the land there is the potential for long-term stewardship of lands, rivers and lakes. This could involve rules for discouraging motorized boats in certain lakes, ensuring there is no illegal dumping in pristine areas of the reserve. Other practices may be related to effective conservation practices of forestry, fishing and wildlife. These are all key to ensuring the long-term sustainability and integrity of lands.

### **Communicate to the Band membership the projects and initiatives related to the Lands**

Developing broad awareness and education programs that reinforce to Band members the importance of taking care of the land and environment is critical. All Band members will be communicated with on environmentally friendly practices on the lands to minimize impact on the environment (e.g. waste reduction, conservation, biodegradable materials). These and other initiatives should be seen as part of a larger commitment to protecting the local and global environment.

## **Ideas on how to Take ACTION:**

- Identify areas that should be protected in the community or areas that are suitable for resource development. Communicate this to the community through large maps.
- Develop a series of formal camping areas within the territory, showcasing the spectacular lands, lakes, rivers and wildlife. Establish tenting areas, bathroom facilities, docks. Promote to tourists in the region.
- Establish policies that identify how campers, hunter, fishermen should respect the land. Determine effective conservation policies to protect the environment.
- Enhance the supervision at the dump to ensure people from outside of community are not dumping illegally. Close dump outside of these hours.
- Develop “green workplace” policies at the band office to reduce waste and minimize impact on the environment.
- Develop a “green community” campaign to encourage greater level of composting, energy and water conservation and recycling.

**Project Ideas:**

- Fix up the 'falls' area to be more tourist friendly – e.g., tables, washrooms, stairway, railing etc.
- New lodge at Chiblow Lake Lodge
- Retirement village, taking advantage of the waterfront in the territory for FNs and outside people.
- Loans – Small Business
- Purchase housing in SSM/Sudbury for students, hospital stays, etc.
- Cottage Lot Development
- Utilization of Resources to build homes and facilities, e.g., aggregates, timber
- Central Processing Depot – On-line Ordering Depot
- Incubator Store Front
- Grocery Store
- Industrial Park Development
- Housing project – Singles/Seniors
- Automotive Garage
- New Bingo Hall
- Training of housing contractors
- Post Office
- Commercial Plaza
- Sawmill
- Clothing Stores
- Laundromat
- Restaurant
- Conference centre and Hotel
- Hydro Development & Energy Production, Transmission Line Construction.

## Action Area 4: Enhance Prosperity and Local Economic Development

MFN will pursue economic initiatives that utilize local skills, resources, and strengths of Mississauga First Nation to promote investment and partnerships. MFN will support the development of a local economic base through developing the spaces, training programs, and start-up funding necessary to encourage local entrepreneurs and provide economic opportunities for all Band members. The 2002 community plan, the economic opportunities plan and the economic development corporation all identify economic development as a central priority, identifying the need to develop new industries or markets unique to the region. MFN will build on what is unique or special in the region that could be used to develop long-term economic development opportunities, growing jobs and increasing skills and capacity on-reserve. A major opportunity identified is the gradual shift of seasonal properties away from Muskoka and toward the North Shore. MFN is well positioned with its substantial land base to become an area that specializes cottage development, eco-tourism and seasonal services. These industries also provide new opportunities for Band members to learn skills and start new businesses. Discussion with community members identified the potential of using band revenue to provide seed funding for local Band members looking to start small businesses. A local Band member has already demonstrated the potential for successful entrepreneurs in the region.

Throughout the North Shore communities are struggling to develop their local economic base and create meaningful economic activity to retain youth and encourage more Band members to return home and live on-reserve. Currently, employment on-reserve is dominated by the Band administration or other Band funded programs that are largely dependent on government funding and transfer payments. At the same time there is a high rate of unemployment and Band members who have left the reserve to seek employment. Generally it is very difficult for many Band members to secure meaningful employment. This reinforces the need for the Band to identify strategic areas where Band members should pursue further education and training that will lead to employment in the community. Another area identified through community engagement and existing planning documents is the need to develop spaces or buildings that could incubate small business. These spaces would allow entrepreneurs to test out their small business ideas with the support of the economic development

corporation, encouraging more money to stay on-reserve. Currently much of the money that Band Members earn on a monthly basis is leaving reserve due to a lack of services and amenities provided on-reserve. Overall the Band must become more active in facilitating small business development opportunities in Mississauga First Nation to grow the local economy.

### **Mississauga First Nation will:**

#### **Develop training programs and skills development**

MFN will develop programs and training to build community business capacity and support long-term skills development. The economic development corporation will lead training programs, proposal writing workshops and provide seed funding to support Band members with economic development projects. The Band will also look to support education and training that will support the development of new employment on-reserve.

#### **Create new places and spaces to encourage small businesses**

To expand the local economic base in Mississauga First Nation it is critical that more money circulates within the local economy on the reserve. MFN will invest in the development of local businesses that can provide goods or services that Band members require. MFN will create spaces for local businesses to setup on-reserve and provide seed funding for entrepreneurs to test their businesses ideas in the community.

#### **Develop community programs that enhance local self-reliance**

A key component of a strong local economy is increased local jobs and reduced reliance on off-reserve businesses for day-to-day needs. This will require support from Band staff and leadership to empower Band members who are looking to develop new businesses or leading initiatives that enhance local self-sufficiency as well as a perspective about using the land to satisfy a range of the needs in the community. Band members suggested using trust money to support smaller projects or initiatives as well as other revenue collected by the band to create incentives for Band members to increase self-sufficiency through businesses or social enterprises.

### **Ideas on how to Take ACTION:**

- Develop a funding program through the economic development corporation and the MFN trust to provide seed funding and loans for small businesses and entrepreneurs.
- Develop a small building or market space in the community core as a place to incubate or test new business ideas.
- Host training sessions through the economic development corporation for Band members who are looking to gain skills on business planning or proposal writing.
- Establish partnerships with Algoma College to host training at the MFN education centre.
- Develop community garden and greenhouse in coordination with weekly market to sell local produce to community and reduce reliance on off-reserve food. Use this operation to support a community-run grocery store.

**Project Ideas:**

- Community gardens (make two in the settled area of the community)
- Games night and organized sports
- Ball hockey tournament
- Canoe trips
- More access to games room in Fitness Centre
- More day trips – swimming, movies or events in Sault Ste. Marie
- Revitalize outdoor rink (there was one, now it is a run down basketball court)
- Youth dinners
- Skate park
- Sports Field – Football, baseball, soccer, lacrosse, running track, etc.
- Lights around the ball park
- Lights on the walking trails
- Community swimming pool (indoor facility)
- Outdoor rink, heated change rooms (Shawanaga example)
- Elders 24-hour care in the community
- Daycare and education facility
- Redevelop the basketball courts
- Community track area or space for roller blading
- Skateboarding space
- Walking trail maintenance

## Action Area 5: Promote Recreation and Wellness

Develop activities, programs and infrastructure that will promote a healthy and active community on a day-to-day basis. MFN will take a holistic approach to promoting health and recreation, incorporating both conventional and alternative approaches to healing. Health is a concern for all Band members, influencing the quality of life for all groups. In Mississauga the community recognizes the high-quality of facilities that exist on-reserve, the recreation and cultural centre has a full fitness centre as well as an indoor gym and basketball court. This facility points to the belief in providing spaces and places for the community to engage a lifestyle of wellness and active living. Community workshops also identified that Band members had access to good quality health facilities on-reserve, including the daycare, health centre, and elders centre. Each of these facilities reinforce the importance of health for all generations and groups. Another asset for health and wellness is the multi-use trail that runs alongside the road between the library and the northern subdivision, providing Band members with the ability to walk, bike or run safe from the traffic on the main road. Each of these facilities or spaces points to the fact that Mississauga First Nation already has committed to health and wellness as a major priority that should continue to be reinforced and supported moving forward.

As Mississauga First Nation moves forward as a healthy and active community it is important to maximize the benefit of existing assets. Many of the assets are hard infrastructure; however, it is important that MFN also build the culture of physical activity to support the use of these facilities. This requires less capital funding but requires communication and leadership within the community to make this a priority. By enhancing health promotion programming, activities or events, many different groups will be more engaged in accessing existing and new facilities. Also by increasing access and engagement there will be greater potential for Mississauga First Nation to be one of the most active communities throughout the North Shore. Without some facilitation these facilities will continue to be under used. For example, teenage youth are having difficulty accessing the gym in the recreation centre on weeknights and were therefore feeling excluded from the current facilities. Inclusion of many groups was a theme that was also described around wellness, specifically recognizing alternative treatment methods and current drug issues. There is a need for many different groups and people to take ownership of the

health problems and find ways to take action in supporting the goal of an active and healthy community.

**Mississauga First Nation will:**

**Enhance opportunities for the community to incorporate health in daily activities**

Improve the physical structure and connections of the community by developing a variety of resting spaces, recreation areas, and safe connections that are inclusive to all groups. To encourage Band members to be active it is important that exercise can be easily integrated as part of daily activities. This could be the addition of a new trail connection within the reserve or a new outdoor resting area between the senior's centre and the community core.

**Make opportunities to be physically active accessible for all groups.**

Develop programming and activities that encourage all groups (Elders, Youth, Families) to be physically active. Create regular and frequent opportunities for different groups to get out and be active in the community. Remove barriers to accessing community spaces or facilities, targeting various groups who could be more physically active.

**Recognize holistic and alternative perspectives on health promotion and treatment**

Integrate traditional and contemporary health knowledge to provide locally relevant services. Recognizing that there are various ways in promoting health and treating health problems, the Band will look at supporting traditional healing approaches for various maladies or addiction issues. Also the Band will embrace a holistic perspective looking at physical, mental, spiritual and social health in the design of future health services and programming.

**Ideas on how to Take ACTION:**

- Extend community trail system to new residential areas and improve lighting to ensure it is safe and well used at all times. Also explore opportunities to connect to Blind River.
- Create a healthy community coordinator position to lead regular activities for all ages (sports, walking clubs, talking circles) and all interests.
- Build a series of seating and resting areas along the community trail and within the community core to encourage more gathering and physical activity.
- Re-build the outdoor rink by the basketball courts with walls and a changing area to encourage physical activity in the winter.
- Hold classes and programming around traditional healing techniques through the health centre.

## Approach to Change

Change happens one project at a time. Each project needs to connect, reinforce and advance many objectives. This approach requires participation, invention and the determination to resist importing simple “off the shelf” solutions.

The Approach to Change is a way of aligning, developing and focusing all community projects. It inspires and guides change that is community-based, project-driven and locally-focused.

Community Plans must make a difference on the ground and in the lives of local residents. Planning is not simply about making or having a Plan. It demands ongoing action to build community, provide hope and inspire change. At its core, the “Approach to Change” is about improving local opportunities and quality of life. Local projects represent immediate actions that are fundamental parts of a community plan, each guided by a long-term vision.

A natural extension of the comprehensive, community-based planning process is to continue to find creative ways of involving and empowering community members through project design, development and construction (for physical projects), as well as ongoing operations, maintenance and programming. What is included in the project, where the project is placed in the community, who is involved in developing and building it and how it is eventually managed should be considered significant opportunities to make the most of local resources and talents.

This approach fosters collaboration and requires us to rethink how the processes of community planning, designing and building leave behind much more than a document, building or artifact. The Approach to Change builds capacity and confidence for long-term social change.

### *Community-based*

Everyone in the community has the opportunity to be active participants in creating their own future. This relies on the initiative and participation of community members to be instigators of change themselves rather than depending on government agencies or outside consultants. This can only be achieved when project development is open, inclusive and participatory. Everyone can and should be involved in developing and building projects that generate local pride.

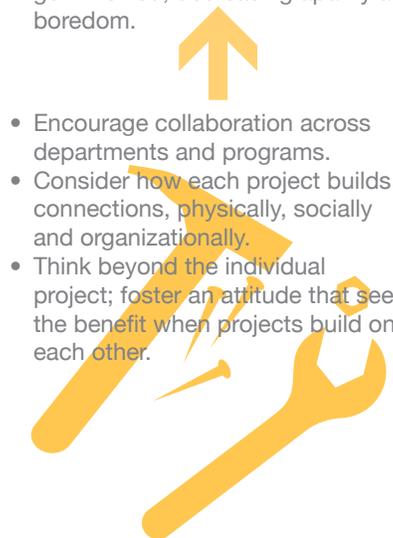
### *Project-driven*

A project-driven approach means rethinking the way change happens. Creating tangible outcomes on the ground creates confidence that positive change can happen, one project at a time. Projects are not limited by budgets, government regulations or existing solutions; they are limited only by the imagination of community members. Each project should extend what people think is possible. Collaborative projects build the community physically, socially and organizationally. Projects that cross boundaries most often connect to real issues and opportunities, enabling communities to achieve the most local benefit and improve quality of life.

### *Locally-focused*

A community is its own most valuable asset. Capitalizing on local labour, knowledge and materials provides opportunities to be inclusive, develop skills, promote local business and create employment. Thinking locally ensures that any project fits in with the scale and context of the community, while at the same time lives up to the community's ambitions and long-term vision. Communities do not exist in isolation - local connections with other communities are crucial.

- Foster connections between individuals, groups and demographics.
- Involve people in making decisions about projects (location, design, materials, scale, programming, operations, etc.).
- Increase opportunities for people to get involved, decreasing apathy and boredom.



- Encourage collaboration across departments and programs.
- Consider how each project builds connections, physically, socially and organizationally.
- Think beyond the individual project; foster an attitude that sees the benefit when projects build on each other.



- Change attitudes. What may appear to be a lack of resources could be an opportunity to use local labour, skills and materials for a project rather than looking outside the community to make change happen.
- See each project as an opportunity to build new skills, share knowledge and train local people.

## Approach to Change in Action: Examples

Mississauga First Nation (MFN) has had many accomplishments in recent years. In local First Nations circles, Mississauga First Nation is often a leader in various areas of development. Despite challenges, the community remains a leader and has progressed in managing lands, Land Claims and Governance. Further, the community has developed an Election Code and a Constitution that governs the First Nation.



### *Water Treatment Plan*

A significant upgrade to the community carrying capacity has been the construction of a new, state-of-the-art water plant. It boasts water purity clean turbidity of 0.3 to 0.4, enough for commercial bottling of 0.5 turbidity.



### *Women's Shelter*

Significant progress has been made in support of women's issues and preventing violence against women through the development of a women's shelter that provides a safe environment for clients and their families.



### *Day Care*

The development of the day care facility has been a very important improvement project for the community. An enrolment of 6 infants, 10 toddlers, and 16 preschoolers are being taught life skills and Anishinaabek programming in a positive, safe, stimulating and encouraging environment.



### *Dream Catcher Administration Complex*

Housing many community programs, this building has proven a major improvement from the old band office. It instills pride in how Mississauga First Nation delivers programs and services to citizens.

### *Sports Complex*

A vital addition to the community has been the Sports Complex used for local events and sporting activities for youth and the community at large. The fitness centre was originally a community youth initiative; the youth won 1st place for Best Written Business Plan and 1st Place for Best Market Research in Waubetek's Entrepreneurial Youth Challenge for their idea.



### *Child and Youth Building/ Kids For Life Centre*

Another very important addition to the community is the child and youth building. It is a centre of programming for children of all ages and their families. It is fully equipped for early childhood development and serves as a parent resource centre.



### *Red Pine Lodge*

A very important development for the community and Elders has been the Red Pine Lodge. It facilitates seniors' independent living and includes 6 rental units, 2 offices and a large gathering area used by clients and seniors for programming. The lodge hosts on averages 30 to 40 elders at the various events.



### *Miijim Building*

This is a multipurpose building used for Traditional Healing Programs, community group meetings, visiting mental health programs and also houses the community food bank.



### *Chiblow Lake Lodge*

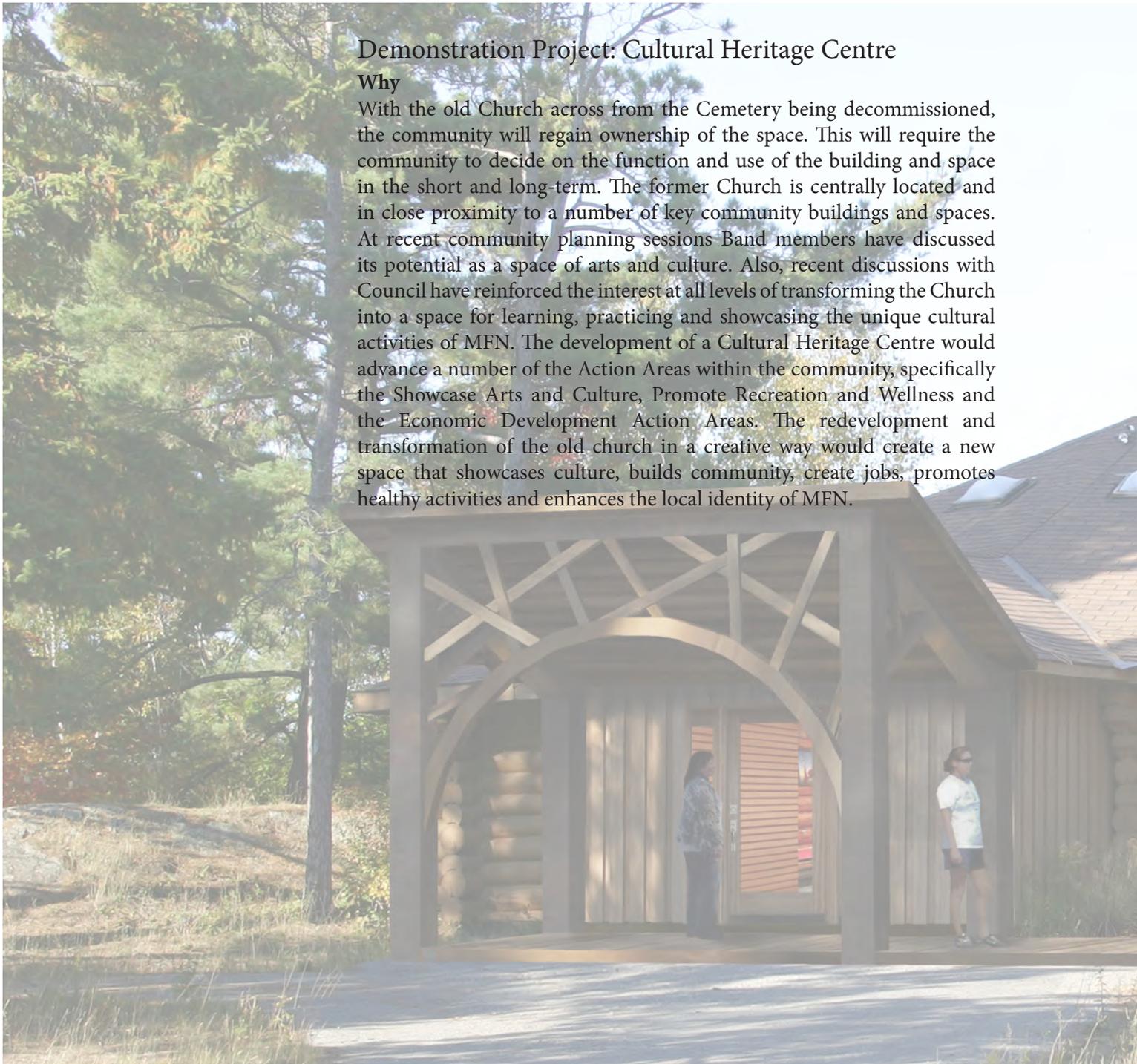
An important addition to the community has been the Chiblow Lake Lodge Building administered by the Misswezahging Development Corporation (MDC). Through the growth of this business, new money will become available for further community development projects.



## Demonstration Project: Cultural Heritage Centre

### Why

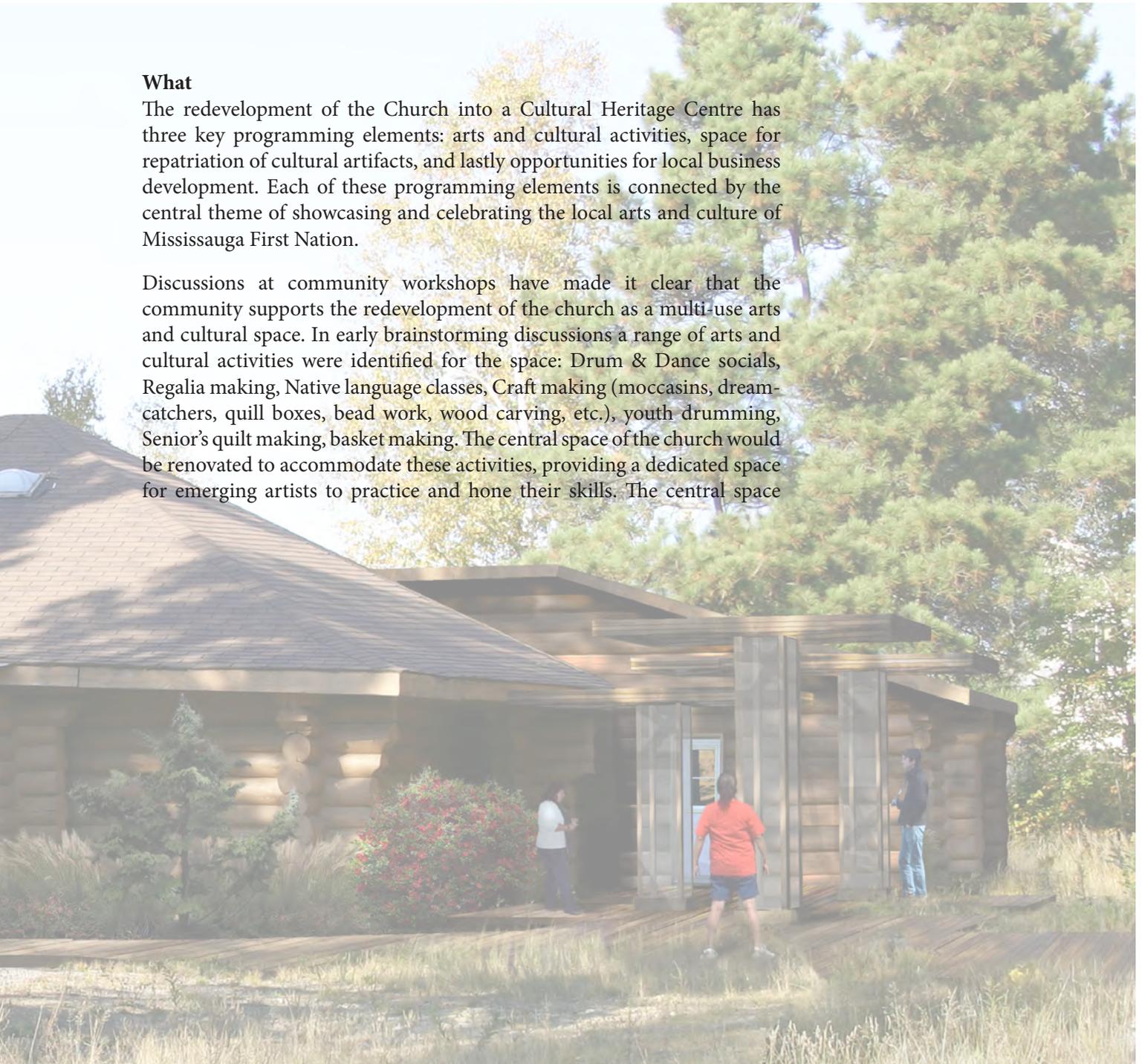
With the old Church across from the Cemetery being decommissioned, the community will regain ownership of the space. This will require the community to decide on the function and use of the building and space in the short and long-term. The former Church is centrally located and in close proximity to a number of key community buildings and spaces. At recent community planning sessions Band members have discussed its potential as a space of arts and culture. Also, recent discussions with Council have reinforced the interest at all levels of transforming the Church into a space for learning, practicing and showcasing the unique cultural activities of MFN. The development of a Cultural Heritage Centre would advance a number of the Action Areas within the community, specifically the Showcase Arts and Culture, Promote Recreation and Wellness and the Economic Development Action Areas. The redevelopment and transformation of the old church in a creative way would create a new space that showcases culture, builds community, create jobs, promotes healthy activities and enhances the local identity of MFN.



## What

The redevelopment of the Church into a Cultural Heritage Centre has three key programming elements: arts and cultural activities, space for repatriation of cultural artifacts, and lastly opportunities for local business development. Each of these programming elements is connected by the central theme of showcasing and celebrating the local arts and culture of Mississauga First Nation.

Discussions at community workshops have made it clear that the community supports the redevelopment of the church as a multi-use arts and cultural space. In early brainstorming discussions a range of arts and cultural activities were identified for the space: Drum & Dance socials, Regalia making, Native language classes, Craft making (moccasins, dream-catchers, quill boxes, bead work, wood carving, etc.), youth drumming, Senior's quilt making, basket making. The central space of the church would be renovated to accommodate these activities, providing a dedicated space for emerging artists to practice and hone their skills. The central space

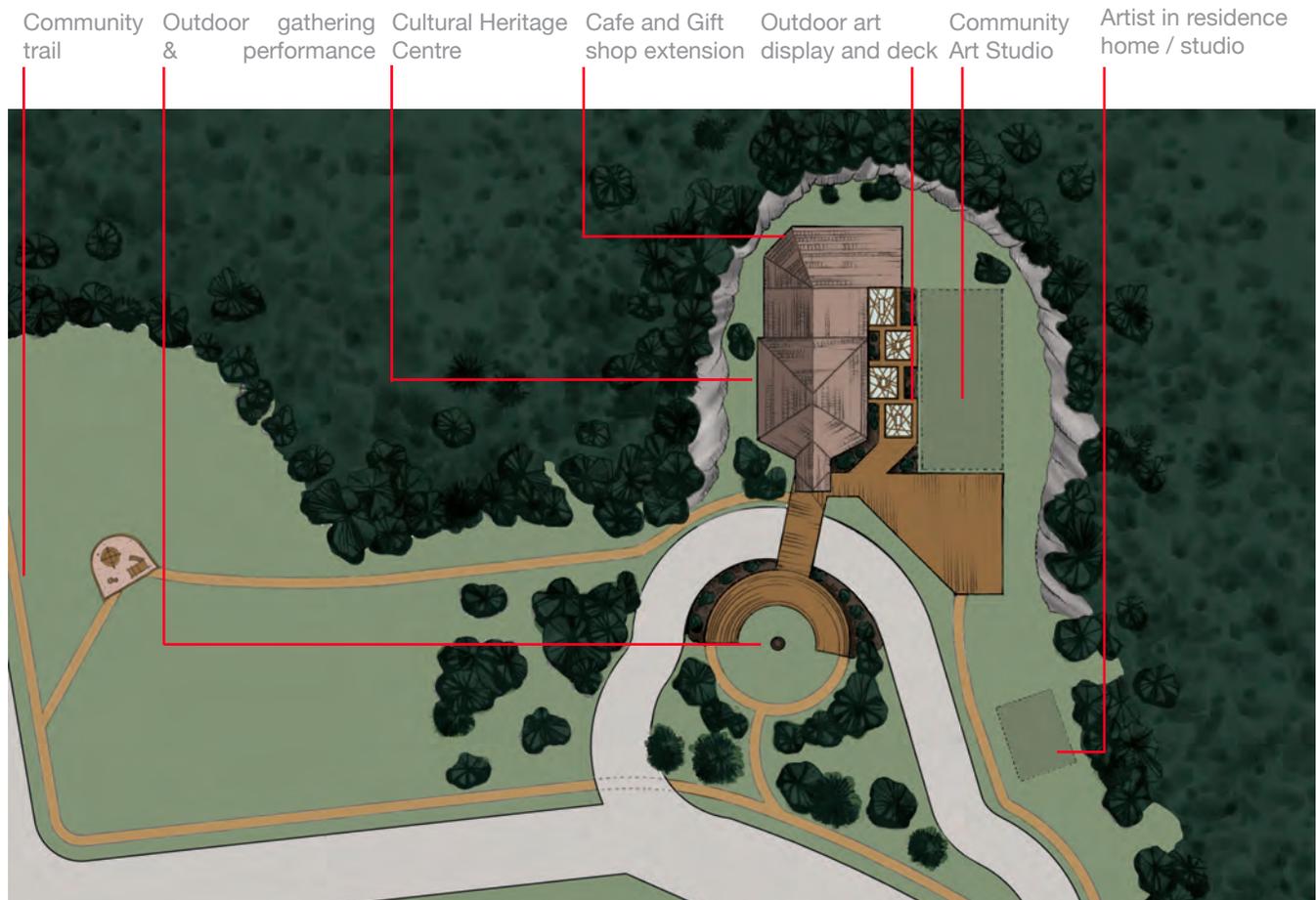


could be renovated to allow for small performances and exhibitions, while a redeveloped entrance could provide another gallery space. Programming will place a strong emphasis on education of arts and cultural skills to allow for many new artists to emerge in the community. A potential component of education programming could be the inclusion of an artist in residence program, including an artist residence and studio space on the property to attract well-known artists from across Canada throughout the year. The program would allow for different artists to lead courses or workshops at the Cultural Heritage Centre throughout the year. In addition, the exterior of the property will be redeveloped as a gathering/performing space and drumming circle for outdoor performances and practice space. The Cultural Heritage Centre will be an active hub for a range of arts and culture activities with many different ages and skill levels represented.

Another function of the redeveloped space will be a permanent exhibition space to allow for the repatriation of historical artifacts that were discovered in the 1970s. Laurentian University discovered various historical artifacts in Mississauga during an archeological dig. These artifacts are now scattered in museums across Canada, but the university has expressed an interest in working with MFN to bring the artifacts back to Mississauga once adequate storage and display cases were available. As the Church is redeveloped a new entrance space could be added and parts of the circulation space of the building could be redesigned to allow for a climate-controlled space to host and showcase these historic artifacts.

By promoting Mississauga First Nation as a unique cultural destination along the North Shore there will be increased economic development opportunities. The Cultural Heritage Centre will become a major draw for tourism. As the Cultural Centre becomes an active space, German, Chinese, and Japanese tourists that pass through the area will begin visiting the Centre to watch performances or visit arts and crafts studios and gift shops. Each year the Deer Trail Tour bringing hundreds of tourists to the region and the Cultural Heritage Centre could become a recurring stop, allowing artists to develop local business to cater to regional and international markets. For example drumming and dancing demonstrations and tours of artists studios could be organized to cater to tourists. At the same time this could provide the opportunity to develop a coffee shop and gallery space off the back of the Cultural Heritage Centre to display and sell local arts and crafts and to provide a place in the community to get coffee and a

meal. Over time this could allow MFN to develop its own unique arts and crafts brand or allow for a full-time cultural programming coordinator to organize local tour groups visits with the local arts community. Moreover, annual artists event could take place in December as an opportunity to invite artists across the North Shore to share their arts and crafts. Overall, the development of a thriving arts and culture scene will have many additional benefits for the local economy as new business and employment opportunities are created.



### Cultural Heritage Centre Build-out

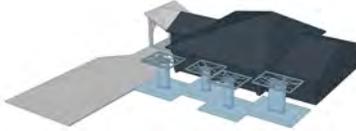
Phase 1: Decommission church



Phase 2: Entrance & gathering spaces



Phase 3: Outdoor art display area



Phase 4: Café and gift shop extension



Phase 5: Artist studios and gallery



### How

#### Community-based

To advance any major community project it is critical to build support at all levels (leadership, staff, community) with all groups understanding the broader goals of the project. This often requires a core team of people to share information about the project with different groups, building awareness and community buy-in. Such a committee can oversee the development of the project and ensure that all potential uses are being explored. A number of elders have already volunteered to sit on a volunteer steering committee for the project.

As the Project moves to proposal development and planning stages there may be a need to have more involvement from Band staff. If possible representatives from various departments should be involved to foster collaboration across Departments. This group could work with the community steering committee to advance the project. Identification of other staff or community members who could serve as a resource to advance the project (Public Works) may also be necessary. It will also be crucial to refine the program for the Cultural Heritage Centre and find ways to communicate the final plans and concept with the community. Additional community meetings and discussions will explore design and structural changes (short and long-term) needed to accommodate all the desired activities. Throughout the process it is critical that the Project program and design is communicated broadly to the public to build community support.

#### Project-driven

As the Cultural Heritage Centre project is advanced, it is important the program is not developed in isolation of other important initiatives taking place. For the Cultural Heritage Centre to be successful it should be a space to house existing programs or expand existing training or curriculum. The development of an interdepartmental committee is a good first step in building a spirit of collaboration and looking at what possibilities exist to connect various programs or departments. Without collaboration and an open mind on the possibilities for the project it will be difficult to realize the arts, economic development, recreation, and community development goals of the project. For example, by involving various different departments or community members it is possible to identify how the arts and cultural elements of the project could also support economic development,

recreation and education goals. This holistic approach requires broader vision from all parts of the community (leadership, staff and community). As the cultural centre is redeveloped it will be crucial to work with existing artists to design effective artists spaces and to develop programs and training to encourage participation in the arts. At the same time local entrepreneurs should be engaged to develop local business opportunities. Once the Church is decommissioned it will be helpful to organize an open house and drumming performance to build interest and awareness of the project and the arts.

#### Locally-focused

The redevelopment of the old Church should be viewed as an opportunity to build local skills and use local resources and assets. The vast land base could provide many resources needed to develop the project. The outdoor gathering space as well as the new entrance and back extension should all be used as opportunities to explore how local lumber could be incorporated. Also, the redesign of the interior should be seen as a way to involve youth, elders and artists in engaging future users of the building. The overall renovations of the project could be developed as part of a local training program to build more construction skills on-reserve. Overall, this project should find ways to build greater self-reliance in MFN.



## Governance Structure

Planning is not another project that is started and finished. Planning must have an ongoing presence in the community, informing the decisions and actions being made each day. Comprehensive Community Planning (CCP) guides decisions at the leadership level, departmental level and at the community level. Comprehensive Planning identifies actions to improve the physical structure as well as the programming and operations. CCP is the foundation of good governance, establishing strategic priorities, improving decision-making and increasing communication to membership. CCP establishes how each person is made aware of important issues and decisions and enhances the ability of Band members to shape their community in the short-term and the long-term. The implementation of CCP in a comprehensive and community-based manner is the basis of improved governance: greater accountability, enhanced decision making and transparent communications.

The three elements of the Governance Structure that will be advanced through implementation are Band organization, Band decision-making and Band communications.

### **1. Rethink the Band Organization Structure**

An effective Band organizational structure allows staff and leadership to respond to the needs of the community in an efficient manner. By reviewing the organizational structure of the Band in relation to the Action Areas it may become apparent that some key issues facing the community do not fall under the responsibilities of any one department. Moreover, it may be clear that some Action Areas should be considered the responsibility of all departments (e.g., communications, education, planning, community engagement). The implementation of CCP provides an opportunity to review the Departmental Structure of the Band using the Vision and Values as well as the Action Areas developed through the planning process to inform the naming and mandate of each department. Moreover, it may be useful to review the job descriptions within each department and identify how departmental staff should use the Plan as a tool or reference in their respective positions.

The Community Plan will affect everything. It influences each decision, each day. Routines and regulations regarding how things are done, who does what, which records are kept, what houses are built, how they are

The organizational structure needs to be aligned with the Action Areas. Change will happen because every department and every individual sees themselves working together.

allocated, which land is protected and where new development will go, are all affected by the spirit and directions established in the Plan and the Structure Map. Change requires the community to reconsider routines, procedures and regulations to reflect the community's Vision, Structure Map, and Action Areas.

CCP will also be integrated into the organizational processes that Band staff use daily, monthly or annually. This requires senior management to understand the content of the Plan and work actively to implement its goals. It is critical that each of the directors or managers within the Band refers to and uses the Plan as it directs projects, sets budgets and identifies priorities. In cases where senior management meets on a regular basis the Plan should be a standing item, allowing constant reflection on how it is being used and referred. Also, CCP should be seen as a tool to guide any departmental work-planning sessions. Each Department should refer to CCP as a way to gauge priorities for programming, projects, or funding proposals. Moreover, it may be helpful to hold semi-annual interdepartmental planning sessions to review opportunities for collaborative proposals or projects between the departments to advance Action Areas or projects.

Leadership also influences band organization and operations. As the Plan moves into implementation it is important for council to continue to keep the CCP on their agenda as a standing item on council meetings. CCP is a tool that should inform the way council organizes itself in relation to council portfolios. Council should keep in mind the various goals of the Plan, providing direction to committees or even adjusting the mandate of committees to better reflect the goals of CCP. In addition, when Staff or consultants present projects or initiatives, council should ensure the goals reinforce CCP. Leadership could also formalize the PWG, ensuring there is an ongoing voice for CCP at the community level.

## **2. Extend Community-based Decision Making**

The community regularly makes difficult choices with limited resources. CCP helps prioritize the use of scarce financial, human and community resources to priorities (Action Areas & Demonstration Projects) endorsed by the citizenry. CCP emphasized a community-based approach to developing the Plan, working with a broad cross-section of the community

### Rethink routines and regulations

- Use the Plan to set priorities and develop annual budgets.
- Amend or develop acts, policies and codes to support the Plan.
- Adopt the Structure Map as a tool for future development decisions

to understand where the community wants to go and how to get there. This emphasis on working with the community and membership to understand priorities can be extended to future Band decision-making processes. By making decisions in a community-based way there is greater accountability and more shared understanding of the direction the community is taking. Some possible opportunities to extend a community-based approach to decision-making is to have an annual community forum where leadership, staff and the PWG report back to the membership on the actions taken over the last year. The forum could also include a community budgeting discussion on how Band revenues are allocated for the coming year. Action and priorities would be discussed in relation to key elements of the Plan such as Action Areas, Demonstration projects, and the Structure Map. Overall, there will be greater accountability and community understanding by continuing to use the Plan as a tool to involve the community in the way the Band makes decisions.

### **3. Improve Band and Membership Communication**

A major part of governance is the ability of the leadership and organization to report to its membership. CCP provides an opportunity for Staff and leadership to coordinate their various planning initiatives under one overarching document. By working from CCP as the umbrella document it is much easier for the membership to understand the direction of the community and Band priorities. Various different communications to membership can be easily organized around the Plan to make it easy for Band members to know what the Band is working on and how it connects to long-term priorities. For example, the Annual Report could be organized around Action Areas or Plan indicators as opposed to Band departments, encouraging Staff and leadership to think across departments when considering what has been accomplished. In addition, Monthly newsletters could be developed in coordination with the PWG as a tool to update membership on current priorities. Communication is a pillar of good governance, ensuring leadership and staff is accountable to the membership.

## Monitoring

The Plan is an important tool for many reasons: it establishes ambition, determines a direction, inspires hope and stimulates action. Monitoring is an ongoing process that will require more work and attention. For each of the Action Areas, Band staff will identify key indicators to gauge the success of the Plan. Indicators will be based on data or information already collected on a regular basis for existing programs or Band activities.

Monitoring is an ongoing process. It takes dedication and hard work to measure progress. However, it is also rewarding. It builds accountability within the community and can instill a sense of pride built on celebrating accomplishments.

Regular monitoring highlights differences from year-to-year, reveals accomplishments and provides warning of needs that are not being met. Indicators, identified within each Action Area, provide the basis for measuring progress.

## Indicators of Success

Indicators have been selected for each Action Area as a way of measuring quality-of-life. The current situation for some indicators is included in the Plan as a starting point. The indicators provide a simple and straightforward way to measure progress.

Collected annually by the Planning Work Group and Program Managers, changes from the current situation can be tracked year-to-year, and allow the community to make adjustments to their priorities and strategies. Through regular community updates Band members will stay informed. After a few years of regular monitoring, the indicators and annual reports will paint a clear picture of what has been accomplished to date and will demonstrate the effect planning is having on the community. It also shows what work still needs to be done.

The Community Plan will be reviewed roughly every five years. While the Vision remains unchanged, the Planning Work Group will lead the community in reassessing the Action Areas. Things to consider include: understanding new issues and strengths, learning from past successes and failures and setting targets and priorities for the next five years.

Action Area	Indicator	Current Situation 2013	2014	2015
Celebrate Community Collaboration Action Area 1				
Showcase Culture and Arts Action Area 2				
Sustain Lands and Natural Environment Action Area 3				

Action Area	Indicator	Current Situation 2013	2014	2015
Action Area <b>4</b> Enhance Prosperity and Local Economic Development				
Action Area <b>5</b> Promote Recreation and Wellness				

## Closing Remarks

Mississauga has come together over the past months as a community of people interested in making their home a better place, both for themselves and future generations. Through this process, this unique group of communities has developed a clear direction. This Plan and the Approach to Change will be tools for the community to work together, inspire innovation and build a stronger community in the future.

It will not happen overnight and will not be the result of one person's actions. Every person will be part of this new direction, and every action taken will be part of the change the community envisioned together. Every action must be seen as connecting to the Vision of walking in balance with the Band membership, staff and leadership all taking responsibility for making change.

