



KOYAKAGAMIE 2017

<PEBFBP>

# Comprehensive Community Planning Workshop 2018



## CCP: Planning for Real Change

February 13–15, 2018 | Valhalla Inn, Thunder Bay

### Workshop Report

Hosted By

**NISHNAWBE ASKI  
DEVELOPMENT FUND**

Supporting Aboriginal Success  
[www.nadf.org](http://www.nadf.org)





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# Executive Summary

NADF hosted our 3rd annual Comprehensive Community Planning Workshop in Thunder Bay from February 13th- 15th, 2018. We were pleased to welcome more than 160 participants from 66 First Nations within NADF's service area including communities from Nishnawbe Aski Nation, Grand Council Treaty #3, and Robinson Superior 1850, as well as from other territories in Ontario, Manitoba and Quebec. We were also joined by speakers from across Canada.

The theme of this year's workshop ("Planning for Real Change") emphasized the potential of CCP to create real, positive and lasting change driven by community members. We also looked at the ways CCP can support healing, reconciliation, and wellness. The Workshop intended to:

- Introduce CCP to participants, to increase understanding of the community led planning process, why it is important, and how it can be done in their communities
- Sharing tools and approaches, and building skills for starting and carrying on CCP processes
- Support community-to-community learning and sharing about CCP experiences

Throughout the workshop, we worked to celebrate the successes of communities who have completed planning processes, as well as build up those who are just starting.

At the same time, important and difficult conversations were had. Participants asked and shared around questions of funding, social and cultural hardships, ownership, and governance. We worked to ensure that there was a supportive, welcoming environment for participants to have these discussions, reflect and learn from each other.

This report outlines what was shared and heard over the 3 days, including summaries of Keynote presentations, themes that arose from break-out sessions and group activities.

Overall, participants shared very positive perspectives on the workshop. We have summarized their evaluation input in this report, with full responses included in the Appendix.

We are deeply grateful to all those who attended for making this workshop a success, sharing their experiences, and creating a strong community of planners in Northern Ontario.



# Introduction

From February 13th- 15th 2018, Nishnawbe Aski Development Fund (NADF) hosted the 3rd annual Comprehensive Community Planning Workshop in Thunder Bay. This workshop brought together representatives from communities within the Nishnawbe Aski Nation, Grand Council Treaty 3, and Robinson Superior, as well as from other territories in Ontario, Manitoba and Quebec. Together, we learned about CCP, shares experiences and worked together to identify approaches that will support our communities. Participants heard from those who have experience with CCP processes about tools, methods and strategies they have tried, and lessons learned

We were also joined by speakers from across Canada, including:

- Elder Victor Pelletier, Fort William First Nation
- Noreen Agnew, Long Lake #58 First Nation
- Gwen Phillips, Ktunaxa Nation
- Alana Peters- Daniels, Long Plain First Nation
- Dana Moraes, Skidegate First Nation
- Rose LeMay and Destine Lord, Indigenous Reconciliation Group
- Community planners from Onigaming First Nation, MoCreebec Eeyoud, Pic Mobert First Nation and Mitaanijigaming First Nation
- Audrey Gilbeau, Nokiiwin Tribal Council
- William Trousdale and David Hohenschau, EcoPlan International

These speakers gave presentations, led concurrent sessions, and facilitated hands- on activities.

Throughout the three days, Alice Sasines and Priscilla Graham from Animbiigoo Zaagi'ogan Anishinaabek guided the proceedings.

This report is an overview of the workshop. It summarizes what was shared by our speakers and our participants, through presentations, group discussions and various activities. It also gives an idea of what our next steps are related to Comprehensive Community Planning in northern Ontario.



## About NADF



# NISHNAWBE ASKI DEVELOPMENT FUND

Incorporated in 1984, Nishnawbe Aski Development Fund is a non-profit Aboriginal Financial Institution (AFI) providing business financing, community economic development, and planning support services to First Nations communities and Aboriginal entrepreneurs and businesses to establish, expand, or acquire a business in remote, rural and urban communities in Northern Ontario.

### **Our Vision**

Aboriginal Prosperity

### **Our Mission Statement**

To advance the well-being of Aboriginal people in northern Ontario through business and economic development.

### **Our Service Delivery Area**

NADF services First Nations communities, aboriginal entrepreneurs and businesses in northern Ontario, including Nishnawbe Aski Nation, Robinson-Superior 1850 and Treaty #3.

Relating to our CCP work, we undertake our work with the following values:

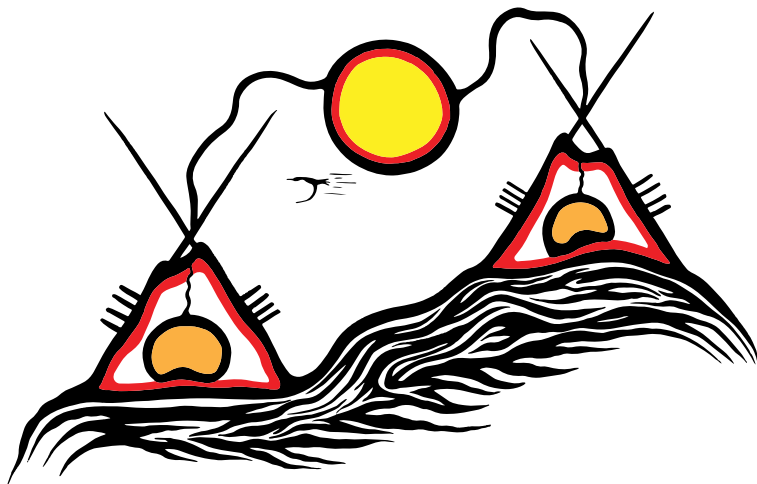
1. We only work with communities that request our services. We provide those supports as defined and controlled by the communities (aka community controlled and community-driven).
2. Not to compete with but, to partner and collaborate with other Aboriginal organizations (i.e. Tribal Councils, PTOs, training organizations etc.), governments and institutions in the region, adding value to the existing efforts to support First Nations communities and people.
3. To build capacity within the communities while providing the necessary short-term technical support to the communities to address their immediate needs.

We are committed to ensuring that our work is community-driven and community controlled.





# Workshop Agenda



## Welcome!

NADF is pleased to host you at our 3rd annual Comprehensive Community Planning Workshop. We are excited for another year of inspiring stories, ideas, and time to be together. The theme of this year's workshop is Planning for Real Change. How can CCP help First Nations reach the change that they are working for? How can CCP support healing, reconciliation, and wellness? What skills do we need to develop in order to achieve our community members' dreams. Thank you for being here with us! We are looking forward to a great 3 days.

## Agenda

### Day 1: February 13, 2018

Time	Session
8:00 - 9:00	Breakfast and Registration
9:00 - 9:30	Opening Prayer and Welcoming Remarks
9:30 - 10:00	Opening Activity
10:00 - 10:15	Health Break
10:15 - 10:45	Introduction to CCP (Alice Sasines & Priscilla Graham, Animbiigoo Zaagi'igan Anishinaabek)
10:45 - 11:45	Ear to the Ground - Keynote Presentation (Noreen Agnew, Long Lake #58 First Nation)
11:45 - 12:00	Planning in Northern Ontario – Update (NADF)
12:00 - 1:00	Lunch
1:00 - 2:15	CCP, Governance, and Nation Building - Keynote Presentation (Gwen Phillips, Ktunaxa Nation)
2:15 - 2:30	Health Break
2:30 - 3:00	CCP Story (Alana Peters-Daniels, Long Plain First Nation)
3:00 - 4:00	CCP Activity
4:00	Closing & Door Prize Draw
6:00 - 9:00	Dinner + Entertainment (Brent Edwards, Ron Kanutski and Bobby Narcisse)



## Day 2: February 14, 2018

Time	Session
8:00 - 9:00	Breakfast and Registration
9:00 - 9:15	Opening Activity
9:15 - 9:45	CCP Implementation Story (Dana Moraes, Skidegate First Nation)
9:45 - 10:45	Concurrent Sessions (Choose A, B, C, D, or E)
10:45 - 11:00	Break
11:00 - 12:00	Concurrent Sessions (Choose A, B, C, D, or E)
12:00 - 1:00	Lunch + Marketplace
1:00 - 2:00	Reconciliation and Leading Change in your Community Keynote Presentation (Rose LeMay, Indigenous Reconciliation Group)
2:00 - 2:15	Health Break
2:15 - 3:00	Bonfire Chat - Starting Your CCP (Onigaming First Nation, MoCreebec Eeyoud, Pic Moberg First Nation, Mitaanjigaming First Nation)
3:00 - 4:00	CCP Open Space Activity
4:00	Closing + Door Prize Draw

## Day 3: February 15, 2018

Time	Session
8:00 - 9:00	Breakfast and Registration
9:00 - 9:15	Opening Activity
9:15 - 10:15	Concurrent Sessions (Choose F, G, H, or I)
10:15 - 10:30	Health Break
10:30 - 11:30	Concurrent Sessions (Choose F, G, H, or I)
11:30 - 12:00	CCP Toolkit Intro and Website Exhibition
12:00 - 1:00	Lunch
1:00 - 2:30	CCP Roundtable
2:30 - 3:00	Closing Ceremony and Prayer

### Day 2 Concurrent Sessions:

- A. CCP: Benefits for Leadership and Governance – Alice Sasines and Priscilla Graham - Ballroom
- B. Facilitation 101 and Community Engagement Tools - Dana Moraes - Icelandic
- C. Project Development: Getting started with CCP - EcoPlan International - Fireside
- D. Lateral Kindness Skills and Training – Audrey Gilbeau, Nokiiwin Tribal Council - Scandia 3
- E. CCP and Land Use Planning: How they can work together - EcoPlan International - Odin

### Day 3 Concurrent Sessions:

- F. Support for CCP: Using the ADKAR Model of Change – Rose LeMay and Destine Lord - Scandia 3
- G. How to Make Sense of Community Engagement: Data Analysis 101- EcoPlan International - Odin
- H. Funding Proposal Development: Tips and Tricks – Dana Moraes - Fireside
- I. Youth and Resiliency in CCP – Alana Peters-Daniel - Icelandic



# Day 1

To begin our time together, we were welcomed with an opening prayer from Elder Victor Pelletier of Fort William First Nation. This was followed by opening remarks from Brian Davey (Executive Director at NADF), and Melanie Harding (Senior Community Planner at NADF), and MCs Alice Sasines and Priscilla Graham.



Following a fun and energizing opening activity (“human BINGO”), we dove into the workshop sessions, beginning with an introduction to Comprehensive Community Planning. We then heard about the experience of Long Lake #58’s CCP, and how NADF is supporting planning in Northern Ontario.

After lunch, Gwen Phillips presented on how CCP supports nation-building and good governance, and we heard the CCP story of Long Plain First Nation. To close off the day, participants engaged in example CCP activities, before heading to a fun night of dinner and entertainment.

## Introduction to CCP- Alice Sasines & Priscilla Graham, AZA

CCP is a community- driven, holistic, “to-do” list that aims to guide communities from their present situation into the future they want. It includes all areas of community, such as Health, Governance, Education, and Economic Development, and moves from large Goals (“local food security”) through to specific Actions (“create new grocery assistance programs”).

CCP is useful to communities as it provides:

- An inventory of strengths and assets, and an understanding of the community’s story or history
- A “needs assessment”, which identifies current issues, challenges, obstacles and weaknesses
- Priorities: a sense of what areas or actions are most important to members, what should be done first, what should be done next, etc.
- A way to create and record our successes: through the process, we accomplish many small things on the way to achieving bigger things, and celebrate these along the way



In CCP, everyone has a role. Community members own the process, and are given the opportunity to share ideas, input, and what is most important to them. Including all age groups, genders and roles is important, and should be considered when putting together a CCP committee. For example;

- Elders are able to share about history
- Youth help in creating the future





- Men, women, and those who work in the community are able to share their different experiences
- Staff and administration are technicians, able to advise and research, and complete workplans
- Chief and Council should be involved as both as members and in their roles as leaders to move the plan forward

Developing a CCP can be “as simple as 5 steps”, as outlined in the new CCP Toolkit. Once it is complete, a CCP can be put into action immediately, as it sets out the community Vision (to guide decision- making), lists action items for administration to start on, supports Chief and Council’s Strategic Plan (what they can do in their term), and will help in the development of Program Work Plans (what each department can do in the fiscal year).

Just as communities change and grow, so will the plan and the work done to complete it. Ensuring the CCP is being followed through is a shared responsibility of the community, Chief and Council, and administration.

### **Keynote Presentation- Noreen Agnew, Long Lake #58 First Nation**

Long Lake #58 First Nation (LL#58) is a geographically small community, with a land base under 1 square mile. They have done great work with their CCP, and Noreen focussed on community engagement. She pointed out that trust in the process and follow through are key elements to building and maintaining community and leadership support for the process. Planning should emphasize creating new goals with the community and take a needs-focussed approach to creating workplans.

Suicide and suicide attempts were a major issue in the community and became of particular concern in the summer of 2017. Through the CCP process, community safety was identified as one of the biggest challenges. To address this, a team was created to find ways to make important changes in the community. A lot of suffering was occurring because of addiction, particularly among the youth. To “lovingly confront the issue head on”, the 58 Protectors were created; community protectors who were present on the streets to help make the community safer throughout the night. This has had many positive impacts in the community and for the youth already!

Noreen and the other participants from Long Lake #58 even used role play to demonstrate good ways to respond to drugs and peer pressure, respond with love, and help keep the community safe!

Here’s an article about the 58 Protectors:

<http://www.cbc.ca/news/canada/thunder-bay/long-lake-first-nation-new-patrol-1.4412406>

It is an inspiring story of how CCP can help to instigate change!



For community engagement, the LL#58 CCP team also used interactive web- polling on facebook, created a timeline and video, got the youth together over pizza nights, and created a women's counsel that meets 3 times a month.



You can find some of Noreen's amazing engagement tools and activities in the CCP Toolkit, in her Coordinator's Corner.

### **Planning in Northern Ontario- Update from NADF**

NADF's Community and Regional Planning services support to communities in our Service area by:

- Connecting First Nations with funding and resources
- Supporting Nation to Nation learning and mentorship
- Creating CCP tools and templates for communities to use
- Hosting training sessions and workshops for CCP coordinators
- Providing technical planning and facilitation support services
- Promoting online resources and tool sharing

At the community level, NADF helps with designing and carrying out CCP processes (including facilitating meetings and getting community engagement), mentoring CCP coordinators, and developing funding proposals.

This workshop is the 3rd of our Annual CCP Workshops. NADF also holds other training sessions and capacity building opportunities to support community planners in doing CCP.



NADF works with an “Extension and P2P Model” of capacity development. This means NADF works with communities and tribal councils to share tools, templates, resources and ideas, and create the relationships for communities (Peers, the “P” in P2P) to work with each other.

The tools and templates NADF creates are developed with committee oversight and guidance, build on the CCP handbook, and are focussed on hands- on capacity building. An important part of this work is the website, which is being developed to share tools and resources online, as a platform to connect communities, as well as sharing a blog and funding resources.

### **Keynote Presentation- Gwen Phillips, Ktunaxa Nation**



Gwen’s presentation put CCP in the context of rebuilding Nations, by “planning for what we want, not for what we’ve got!”. It began by situating First Nations communities’ current situation within the history of colonization, which severed the connections that Nations had with each other and the environment, undermining our roles and identities. However, we are resilient, strong people, and have come through hardship. We still have the memories of the past, of who we are, and can use this to rebuild.

Gwen gave an overview of Indigenous Rights and Title and how they relate to personal and territorial jurisdiction, and thus responsibilities. This highlighted the need for Nations to self- determine, rebuild, and re- establish our roles in taking care of our lands, waters, and people.

She pointed to community development as a way to begin rebuilding our Nations, by improving the conditions and relationships in which we live. Changing these relationships, environments, and circumstances will promote the healing that is necessary for healthy, self- determining and vibrant First Nations.

We must use appreciative inquiry (looking for what we want) to build, rather than avoid. Gwen emphasized the use of positive language to influence change, as “words create worlds”. As well, we must start with change on an individual level, and meet people where they are. Gwen emphasized the need to “work differently, not harder”, as well as taking time to stop and reflect.

Gwen’s presentation went on to describe governance (the long- term standards and directions that empower government), and government (the institutions which carry out day- to- day programs and services, such as financial and HR management, leadership, membership). She provided several models of the stages of change necessary for Nations and communities to build the capacity to develop and deliver their own programs/ services, and for other governments to “get out of the way”. Planning and evaluation, and community reporting are key activities in Nation re- building, and should happen at various levels on different cycles.

The BC First Nations’ Data Governance Initiative provides frameworks for Nation rebuilding, Nation- to- Nation relationships, as well as investment management, and outcomes and indicator development.





## CCP Story- Alana Peters- Daniels, Long Plain First Nation

Long Plan First Nation is an Ojibway/ Dakota community in Treaty 1 territory, with over 4,600 members on 3 reserves. Their story highlighted the needs for CCPs to be community- driven; built on the needs, values, priorities and visions of community members.

For Long Plan, CCP gave the community “what was taken away from us”: hope, helping and healing. Their process involved youth involvement at the high school; community events with Elders, families and children; sharing traditional foods. Outcomes of the CCP included an ongoing CCP advisory team, drug task force, summer work experience for high school students, community recreation, and cultural programming. Looking forward, the CCP team will continue community engagement and workshops, including a community survey. A major learning has been to “always be flexible” in the process.

Alana shared powerfully about her own life path and why she is so passionate about this work. It was clear to everyone in the audience how important CCP is to the community and how much heart Alana puts into her work!



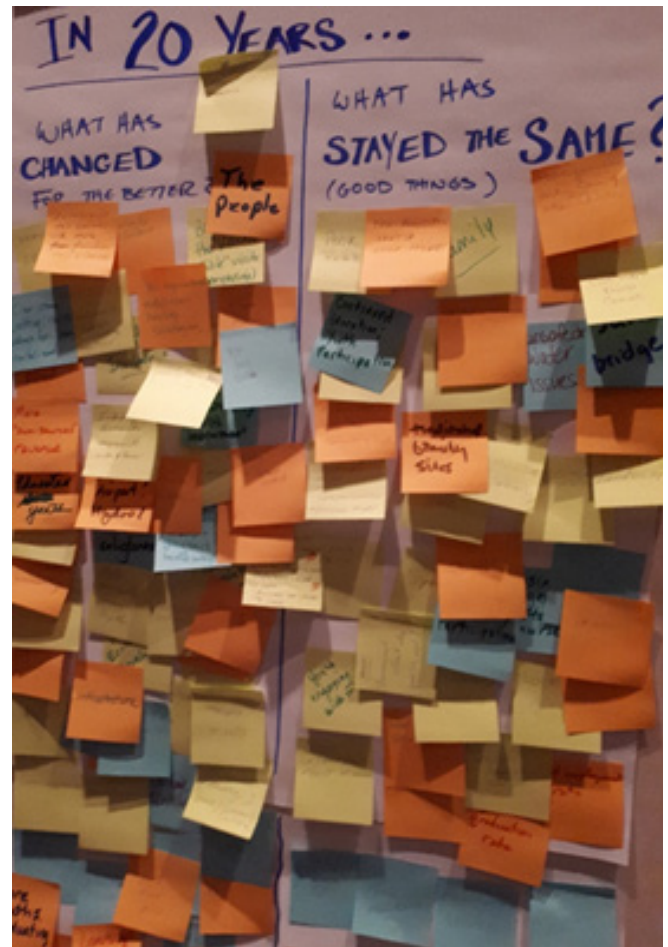
## CCP Activities

To give examples of activities that can be used during community engagement, 6 stations were set up around the ballroom. Every workshop participant was given a station to start at, and the whole group rotated through each station. Description and instructions on how to do each activity are included in the Appendices to this report.

### "Eagle-eye view"

*Purpose:* To get a "big picture" sense of what members value now, and what they would like to see change for the better in the future, by thinking about looking down on the community 20 years from now, and thinking about what has changed for the better, and what the good things are that have stayed the same.

*Results:* Participants from many different communities shared very similar ideas. Things they hope would change for the better included: community infrastructure (especially housing, water, hydro, airports); more transparent government with improved relationships with members; education and employment opportunities (especially for youth); cultural revitalization; and community well-being (people working together more, healing, and a feeling of unity). Participants shared both positive and negative things that they feel would stay the same 20 years from now. Several people noted that there will still be land shortages and other obstacles, but also issues with drugs, racism, suicide, housing and water safety. However, many others described positive things they hoped would stay the same, including: the landscape and connection to the land; cultural aspects (especially on the land activities and use of the language); and the participation of youth in community life.



### Community Mapping

*Purpose:* to build an understanding of the places and spaces important to community members, that should be protected, improved, enhanced, developed, celebrated, etc. by identifying, naming, and describing these locations on a map.

*Results:* Using a map of Thunder Bay, participants recorded dozens of places that were important to them. These were: powwow grounds, "home", recreational areas (hockey arenas, sliding hills and skating ponds, parks, campgrounds, etc.), the lake/ water/ shoreline, administration and Band offices, traplines, schools, stores, churches, new housing, libraries and daycares, and the bush.

### Budgeting: Spending on Objectives

*Purpose:* To prioritize objectives or actions in a more interesting way, to get a sense of the scale/ cost of objectives, and/or to begin developing a budget by spending "money" on each area.



**Results:** After counting all the “money”, participants had voted Housing as their #1 priority, with Health and Wellness, and Economic Development following.

### **Cause- Effect/ Influence Diagrams**

**Purpose:** To visually map out and better understand the context of a decision (what is affecting it, what else needs to be considered), using a diagram to show cause and effect.

**Results:** Each group explored a different theme at this station. These included:

- High poverty- caused by addiction, lack of jobs, resources and education, single parents, and bias; and leading to homelessness, crime, stealing, overcrowding, depression and suicide, jail.
- Addiction- caused by trauma, health issues, job loss, family history, boredom; leading to families falling apart, health issues, job loss (becoming a cycle); can be healed through traditional healing, sports and recreation activities, understanding the causes/ history of addiction
- Division in community- caused by nepotism, trust, a breakdown in relationships; leading to no agreement, stagnation, conflict.
- High school dropout- caused by bad experiences, funding, no local high school, loneliness; leading to addictions, lack of support
- Low capacity- caused by lack of funding, no schools, isolation, motivation, trauma, lack of training and experience; leading to financial shortages, bad job performance



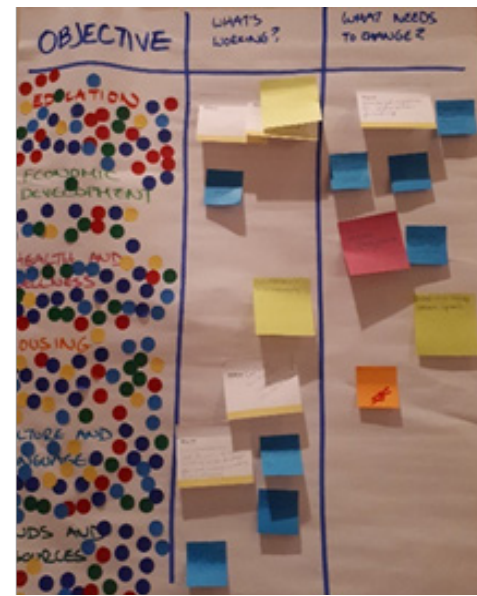
### **Community and personal history**

**Purpose:** To begin developing a community history, community context, and gathering information about what is important to community members, using an interactive timeline.

**Results:** Participants shared many events important to them personally, or as a community. These started in the “way back”, “before white folks showed up”, through colonization and Columbus “getting lost”, to the creation of reserves, signing (or not signing) treaty, residential school, to more recent events like dams being built, flooding, mining, and relocations. Modern developments such as revitalizing powwows, blockades, and the start of CCPs were also added. Some participants even noted their own birthdays and special family events! The timeline went into the future, and people added events like “doing away with INAC” and growing as a healthy people and community. We were also reminded that it may be more appropriate for the way your community thinks of time to use a circle or a cycle to show a timeline!







**Objectives: Prioritizing and identifying what's working, what needs to change**

*Purpose:* To prioritize Objectives (what areas are most important) and understand what is working (that can be built upon) and what might need to change.

*Results:* Participants 'voted' Education (41 dots), Housing (40 dots) and Health and Wellness (39 dots) top concerns. Based on their own experiences, participants shared several thoughts about what is and is not working in their community. These are summarized here:

Objective	Whats Working?	What needs to change?
Education	<ul style="list-style-type: none"> <li>Educate for top jobs/management</li> </ul>	<ul style="list-style-type: none"> <li>Access to funding</li> <li>High school in community</li> <li>More open band meetings</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Ec. Dev. Corporation</li> </ul>	<ul style="list-style-type: none"> <li>More belief in Ec. Dev. Corp</li> </ul>
Health and Wellness	<ul style="list-style-type: none"> <li>Culture/ceremonies as a community</li> </ul>	<ul style="list-style-type: none"> <li>More Programs</li> <li>People see deficit first, need to think more positively</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Constantly developing more leasing or urban reserve</li> </ul>	<ul style="list-style-type: none"> <li>\$</li> </ul>
Culture and Language	<ul style="list-style-type: none"> <li>Our first priority is culture, beliefs, language, powwows, nature, hunting, fishing, harvesting</li> <li>Wabano ceremony</li> <li>Culture is practice all year</li> </ul>	
Lands and Resources	<ul style="list-style-type: none"> <li>Value mapping</li> </ul>	



## Evening Event

In the evening of February 13th, we hosted an evening event where everyone was able to sit back, relax, and hopefully have a laugh or two! Hosted by Brent Edwards, we had a great dinner and sang some amazing lip syncs together while we waited for the evening's entertainment. Elvis waltzed through the door just as we were starting our chocolate cake, only to be followed by Ron Kanutski who had us all in stitches. A big shout out to the air guitarists and all the lip syncers who showed their incredible talent!





## Day 2

Our second day opened with a fun activity to bring up energy levels and create a positive atmosphere. We then heard about Skidegate First Nation's CCP, before breaking out into concurrent sessions for the rest of the morning.

After lunch the Indigenous Reconciliation Group presented on change management and reconciliation through processes like CCP. A panel of coordinators from communities who have recently begun CCPs then talked about their experiences and lessons learned thus far.

We wrapped up a full day with an open-space activity, allowing participants to engage in discussions based on their interests.



### CCP Implementation Story Dana Moraes, Skidegate First Nation

Dana shared a video of Skidegate's CCP implementation, and then a story about the implementation process.

The Skidegate CCP process began in 2013, by going to the Elders, and translating the phrase "Comprehensive Community Planning" into the Haida Language (Gud ga is), meaning "being together to talk". This reminded the community that planning, and gathering to solve problems and set goals, is something they have been doing since time immemorial. It also gave the community gathering a positive feeling and a welcoming environment.

Some key elements of the process included:

- Having children in the room, making it welcoming for families and youth
- Providing support with writing, recording participant's ideas
- Bringing staff into the meetings as members, and to know how to integrate the CCP into their workplans





Skidegate has found that their CCP has helped in accessing funding, as they are able to demonstrate that an Action is clearly tied to Goals and Directions and has community support. As well, the CCP process has created more trust and belief in the community's ability to make positive change. Skidegate members feel like they have a voice; it has been healing for individuals and the community.



Actions that they have implemented include language programs, "quick start" actions such as speed bumps and public washrooms, heat pumps in offices and homes, installing solar panels on community buildings, developing a youth centre and youth programming.

While the CCP document is complete, the Plan continues to be "living"; changing and growing with the community and being updated as necessary.



# Concurrent Sessions

## A. CCP: Benefits for Leadership and Governance – Alice Sasines and Priscilla Graham

For the success of the CCP process and outcomes, it is important to involve Chief and Council throughout. To start, build an understanding of the project through presentations to Chief and Council, and use examples from other communities who have had success.

Formalizing the process through a BCR will ensure support and show a “united front” to members. Chief and Council can also be included on a CCP committee which represents groups in the community. This committee could have: a council member, an administrative member, an Elder, a youth, one female member, one male member, and someone who could act as a language speaker or traditional teacher.

Chief and Council can be asked to “get their hands dirty” at open houses, workshops and events. Involving Chief and Council throughout the process will allow them to have an equal voice as members, but also support their responsibility in making sound, informed decisions that flow from the community’s wants and needs. Leadership should also regularly monitor the CCP process and progress. For new Chief and Council, the CCP can be used as an Orientation Manual to help them understand the community’s Vision.

## B. Facilitation 101 and Community Engagement Tools - Dana Moraes

Dana used the work done around the Skidegate CCP to give examples of tools and methods useful for community engagement. These included bringing Elders and youth into the room together, providing food and child care, and ensuring there were supports to make the events accessible (such as translators, room for walkers, etc.). Participants left with “lessons learned” to support them in their roles as CCP facilitators.

## C. Project Development: Getting started with CCP - EcoPlan International

This workshop gave an overview of the basic steps of starting a CCP (the “pre- planning” phase), from proposal development to writing funding applications and getting buy- in from Chief and Council. Using examples from the toolkit as well as other documents and potential timelines, Will gave participants an idea of how to begin what can be a daunting process.

## D. Lateral Kindness Skills and Training – Audrey Gilbeau, Nokiiwin Tribal Council

Audrey’s workshop built on the idea of spreading “lateral kindness”, rather than “lateral violence” which is unfortunately prevalent in many communities due to intergenerational trauma, experiences of racism and discrimination, oppression and inequality. Lateral violence is a result of this abuse turning inwards, and people abusing their peers in the same or similar ways as they have been abused, creating a cycle.

Lateral kindness is about giving power back to people; recognizing the good and lifting each other up. This workshop gave examples of how to enact lateral kindness through recognizing each others’ strengths and successes, approaching issues from a place of love, and working to see the positive rather than the negative in situations.



## **E. CCP and Land Use Planning: How they can work together - EcoPlan International**

Land Use Plans (LUPs) identify the types of future development or land uses most appropriate in specific areas. They tell decision-makers what can and cannot be done on the land, by identifying protected areas, residential areas, economic development areas, etc.

LUPs related to CCPs through the workplans that come out of CCPs, as well as the integration of CCP Visions and Objectives. The processes can be similar, and can happen concurrently, as they both involve community outreach, decision-making and balancing trade-offs.

LUPs may include:

- **Guiding Framework:** the community's vision, principles, values, and goals related to land use
- **Current Situation and Projections:** statistics such as future population, housing and facility needs; maps showing development opportunities, constraints and environmentally and/or culturally important areas
- **Future Land Uses:** land use classifications (residential, protected, etc.) for different uses; maps showing classifications on different land parcels. These classifications help to avoid building incompatible things next to each other (e.g.: rec areas next to sewage outflows), and help members know what to expect of developments in the future.
- **Development Guidelines:** Design plans, policies for environmental and cultural protection, new housing and renovation, economic development, etc. These may include details such as lot sizes, setbacks and buffers, and flood hazard protection.
- **Procedures:** for the review of the development framework and implementation of the LUP

Components of Kitsumkalum's LUP were reviewed, highlighting how it fits with the CCP Vision, the relationship between CCP Goals and Land use goals, and application of Land Use Classifications. The Kitsumkalum LUP also contains a detailed Development Review Process. The Musqueam "Heart of the Community" Concept Plan gave another example of land use designations.





## **Keynote Presentation- Rose LeMay, Indigenous Reconciliation Group**

The IRG is an Indigenous-owned national incorporation that works with all levels of government, Indigenous communities, and service organizations. They offer training in cultural competence, support with program and policy development, strategic planning, and change management.

Change management is a discipline that guides how organizations and individuals prepare and equip for, and successfully adapt to change.

The “ADKAR” model for change management includes:

- Awareness of the need for change
- Desire to support and participate in the change
- Knowledge of how to change
- Ability to implement the change
- Reinforcement to keep the change in place
- 

Change in the context of community development can include many things; issues to fix, buildings to develop, social concerns to resolve, etc. The workplan represents a project, and project management, but involving and “bringing along” the people is change management. Successful community development needs the people to be fully involved, as they are what really changes.

Resistance to change and the stubborn idea that “this is as good as it gets” are major obstacles to change management. A core role of the Change Management Team is to support communication, and build awareness, but also supply a sense of hope and Vision. It is also to increase individual's understanding that they have a choice in change. Change managers may need to address resistance through providing information, creating or leveraging relationships, and coaching people through the change.

In the era of reconciliation, we face a mix of hope and cynicism. Reconciliation is about settlers' acknowledgment that Indigenous communities also deserve well-being. Community development is about creating and sustaining this well-being. This requires change, which can be backed-up with developing partnerships for community development. Using the ADKAR model for building partnerships will help make this happen.

## **Tech Showcase**

EcoPlan provided a demonstration of audience response systems that can be used in community engagement. This is a system of “clickers” set up to work with a PowerPoint presentation, allowing participants to answer survey questions anonymously, in real time, and immediately share the results with the group. Using some example questions, Will demonstrated that it is a helpful method as it:

- Gets the quiet folks to “talk”
- Easily identifies the group's priorities
- Allows you to see the ‘roles’ in the room.



## **Bonfire Chat- Starting Your CCP**

Gwen Andrews from Pic Mobert First Nation, Megan Bob from Onigaming First Nation, Juliet Rickard from MoCreebec Eeyoud, and Paul Henderson from Mitaanjigaming First Nation shared their experiences with CCP so far. They have each recently started their CCPs and offered their thoughts on their projects in a panel discussion. They talked about why and how their CCPs got started, how they launched the process and got community members involved, what kinds of communication and activities they have done, what has worked or not worked, and what their big successes have been.

Workshops 'opened the door' for several communities to start their CCP. They had the support of Council and have had Chief and Council engaged and participating in the process. The panel talked about creating an advisory team through their clan system, and also using flyers and applications to bring in interested members. These teams are representative of the community, and have members representing youth, Elders, women, on- and off- reserve, etc.

Several communities launched their CCP at AGMs meetings and used PowerPoint presentations to explain the project to the community. Calling it "Our Future Plans" helped distinguish it from other planning work. Using Facebook, newsletters and word of mouth from the advisory team helped "build hype" around the CCP process.

Panellists also talked about what didn't work. This included mailout packages which got a 2% return rate, starting the process during elections, or scheduling events on Mondays, Fridays and cheque days.

Success stories included streetlights, 2 new workers to help with suicide prevention, addressing the priority issue of drugs, alcohol and addiction, and influencing Council budgets with CCP priorities.

Thank you to each of the panelists for sharing their wisdom! We can't wait to hear about what comes next for your communities.



## Open Space

Open Space is a technique of hosting conversations that allows participants to determine the topics, self-organize, and participate in several different discussions.

To start, the group as a whole sits together, and participants suggest things they would like to talk more about. These are recorded, and given a space to happen (a table, a corner of a room, etc.). Each participant can choose the discussion they would like to join and moves there. Conversation flows naturally, with no one person dominating, and everyone having a chance to contribute if they like. If and when someone is no longer interested, they can use “the law of two feet” to move to another topic. At the end, each conversation has a spokesperson who reports back to the larger group about what ideas came up.

Earlier in the day, the whole group participated in a quick tech demonstration through which we identified topics that participants wanted to spend more time talking about. After a quick explanation of Open Space, how and when it can be used, and how to do it, each topic was given a table, and we spent 1 hour moving through discussions. These are summarized below.

## Implementation

Participants raised questions about finding budgets to implement action items and suggested looking to sources such as trust funds. Throughout implementations, it is important to “decolonize and Indigenize”, involve youth, and recognize the contributions of Elders.

## Theming

At this table, participants with questions about data analysis gathered and practiced sorting information into themes. First, pieces of input were identified as relating to “Vision”, “Objectives” or “Actions”. They were then grouped, depending on what sort of things they talked about. Themes arose from looking at the groups of input. These included: Governance, Education, Lands and Resources, Community Engagement, Housing, Economic Development, Safety, Community Wellness, Safety, Infrastructure, and Youth and Elders.

## “Poisonous Mining Projects” and Benefits

Participants at this table discussed several potential benefits from projects, including; partial or majority ownership of the project, developing a professional negotiating team, and bridging gaps in community needs. However, participants also identified drawbacks, including the short-term nature of jobs and profits, the potential to create dependency on this money, the legacy of developments (what’s created? What’s left behind?).

Conversation also included the need for a community vote (not just Council agreement), communication between leadership and membership, guidelines, procedures and protocols to follow; and a clear plan for closure of projects.





## **Land Use Planning 2.0**

Discussion at this table continued conversation from the concurrent session on Land Use Plans (LUPs) and CCP. Participants here noted that LUPs may be useful in settling issues around jurisdiction, can bring more people to the table as it is engaging in a tangible way, and that asking around and searching for old plans may be a good first step. Homeland- wide designation was raised, as was the issue of family areas rather than traplines. Another participant emphasized that land use should also include water.

## **Funding**

A core theme of this discussion was around “keeping the pressure on” funders (particularly INAC), through calling and writing INAC representatives, demanding answers, “screaming loud” for increased funding, and presenting a united front on common funding issues. Participants suggested looking at the New Fiscal Relationship and the AFN representative for funding opportunities. Overall, there is not enough Band support funding, and it feels like things are always shifting and changing.

## **Online Engagement/ Social Media**

Participants to this discussion noted a couple important points regarding using technology to engage community members. They suggested that youth don't use email (as much as other social media platforms), that the use of webinars is a cost- effective way to facilitate a dialogue and keep people informed, and that app development may supply new ways of engaging online.

## **Lateral Kindness/ Keeping things positive**

Discussion at this table continued conversation from the concurrent session on lateral kindness. Participants emphasized the need to start with yourself, start at home, and role model kindness. The idea was that kindness builds and grows but starts with personal responsibility. Using “I” statements was suggested. People pointed out that we should consider how our own experiences frame how we think of others and of situations.

To “reclaim kindness”, participants suggested looking to the language for new ways to think about and name things, as well as traditional teachings in the 7 directions and sweetgrass. Talking to Elders and youth, bringing people together to eliminate the “us- vs- them” dynamic and honour unique perspectives in change will be important. Some also suggested developing policies, rules, and protocols that are welcoming, to create active participation.

## **Chief and Council engagement/ Finding CCP Champions**

Getting buy- in from staff and leadership is important to the success of the CCP. Explaining the benefits of CCP (supporting funding, providing direction, creating unity, etc.) can be helpful, as could be bringing in mentors from other communities. Finding Champions within each department and reviewing the CCP with staff along the way will help.

Chief and Council should be involved as both members and as leaders responsible for implementing change. To do this, the process must be “friendly” to allowing them in as members and avoiding blame or negativity.

Without funding for another position, CCP is extra work with no pay for existing staff. Community Champions have important positions, and without them the CCP process is often done “off the side of the desk” of Economic Development Officers, lands and resources managers, etc. CCPs can potentially be done by volunteer committees, to share the work. Looking for a summer student or college grad (through opportunities like the Northern Ontario Heritage Fund) may be helpful.



Having a Champion with experience in the community, as staff or leadership, can help in terms of being knowledgeable and knowing what is feasible. Champions should be “like an elephant”: with a thick skin, big heart, and large ears.

### **CCP and Culture/ Medicine Teachings**

This conversation explored ways that CCP can both benefit from and incorporate and support culture and medicine teachings. CCP processes should consider a community's:

- Language
- Clans and family groups
- Spirit/ Indian names
- Ceremonies and ceremonial colours
- Medicinal plants and teachings
- Traditional foods
- The guidance and direction of Elders

Some participants suggested that CCP can be a way to support language retention, teaching youth about legends and land- based skills (such as bush survival, the preparation of traditional foods and cultural medicines), through the kinds of engagement activities that are used.

### **Youth Engagement**

Creating opportunities for youth to get involved in fun ways, but also ways that connect them to the land and the culture, were key ideas at this table. Connecting Elders with youth and offering land- based activities were ideas shared. Creating contests, surveys, using art and music, and online platforms for engagement were also identified as ways to get youth involved. Several participants talked about the need to create safe, supportive spaces for youth to feel empowered, important, hopeful and like they have a voice.

### **Community Engagement**

A major theme in this discussion was around creating incentives for people to participate, whether prizes, participation hours, food, etc. As well, coordinators should make it easier for community members to attend, by providing meals, childcare, transportation, and making the meetings as accessible as possible (such as by using screens and mics, having translators, using a comfortable venue, etc.). Being flexible in scheduling and working around other events and dates (such as pay periods, SA days, etc.) will make it more likely people attend.

As well, promoting events and activities as widely and early as possible, and providing reminders, is helpful. Sharing information both before and after engagement events will help members feel more involved.



## Day 3

Our third and final day opened with another fun activity to get the energy up and refocus on the day's work. We then split up into the second round of concurrent sessions, before learning about the new NADF toolkit, then breaking for lunch. In the afternoon, we talked together at tables to debrief our experiences at the workshop. The day was closed with words from NADF staff, a travelling song from drummers, and a closing prayer from Elder Victor Pelletier.

### Concurrent Sessions

#### ***F. Support for CCP: Using the ADKAR Model of Change – Rose LeMay and Destine Lord***

The Indigenous Reconciliation Group held a follow-up session on change management using the ADKAR model. This session reiterated that change is a natural part of life, but that it can be managed in a way that avoids too much disruption or discomfort for those involved. Change management is a process of leading people through change towards a goal. "Key stakeholders" for change are community members (Council, Elders, parents, off-reserve members, youth, staff, etc.)

Participants were walked through an example, using ADKAR, which stands for:

#### Awareness of the need for change

- why it is needed, how it has been communicated
- explore the reasons and benefits for the change and discuss the risks of not changing

#### Desire to support and participate in the change

- motivating factors for community members, a plan for addressing barriers and resistance to change
- work to understand why or why not people would want to change

#### Knowledge of how to change

- understanding the skills, training, coaching, and processes that will be needed to support the change
- avoid dwelling on reasons for change and move towards thinking about how it will happen.

#### Ability to implement the change

- what are the ideal conditions for successful change, such as timing, availability, and access
- allow time to develop new skills, abilities and behaviors
- supply ongoing coaching and support

#### Reinforcement to keep the change in place

- incentives to maintain the change, targets to meet, and people or groups to help support
- ensure that the necessary elements are in place to support the change, and prevent reverting to old behaviours, and address any incentives to not continue with the change





### ***G. How to Make Sense of Community Engagement: Data Analysis 101- EcoPlan International***

EcoPlan led this session as hands- on practice of working with data. Participants were provided with a laptop and practice spreadsheets, and then walked through the process of analysis. Excel spreadsheets were used as an example of how to gather, organize, and sort information into different parts of the plan, including identifying themes and planning components, developing a plan structure, evaluating Action benefits against the Objectives they support, through to determining the feasibility of Actions.

### ***H. Funding Proposal Development: Tips and Tricks – Dana Moraes***

Dana led participants through the components of a funding proposal, including budgeting, work plan development, creation of an action plan, and grant writing. Examples from Skidegate's application to the BC Capacity Initiative were used to demonstrate how the components fit together, and how to secure funding for different budget items.

### ***I. Youth and Resiliency in CCP – Alana Peters-Daniel***

Alana shared about how to engage youth in the CCP process to ensure that it is forward looking and grounded in truth. She shared some great tools and ideas, as well as stories from her own experiences with engaging youth in CCP.

### **CCP Toolkit and Website Exhibition**

NADF has recently completed the Comprehensive Community Planning Toolkit- Finding Bimadizowin. This toolkit is written specifically for CCP coordinators, project managers, and community planners who will be working through their CCP processes. It is a phase- by- phase guide to the CCP process, and provides examples, tools, tips and templates along the way. Profiles and stories from community planners that have developed CCPs

The Toolkit is organized into 6 chapters, to lead coordinators through the preparatory phases of starting a plan, through answering the questions that will build the Plan:

- Getting Started The steps needed to prepare for the CCP process
- Where have we been? Understanding the community's past, up to where it is today
- Where are we now? Developing a community profile, understanding the current context
- Where do we want to go? Creating a Vision statement, Objectives and Goals
- How do we get there? Identifying and prioritizing the Actions that will realize the Plan
- Have we arrived? Setting a strategy for checking in on progress, and measuring success

While it is focused on the northern Ontario context, the Toolkit pulls together years of lessons learned and best practices that will be applicable for First Nations across Canada. As the first edition of a guide, it is intended for review and testing, and will continue to be developed over time as CCP in northern Ontario continues to build and grow.

We couldn't have completed the Toolkit without the incredible hard work and insight from our Committee. We are grateful to Alice Sasines, Priscilla Graham, Roy Kakegamic, Noreen Agnew, Paul Henderson, and Tara Ingram for sharing their ideas and feedback! Meegwetch!

NADF is also developing a website which will include an online version of the toolkit, as well as other tools and resources, a platform to connect community coordinators, a CCP blog, and connections to funding opportunities.



## CCP Roundtable Debriefing

To close the workshop, we took the time to sit together and reflect on our experiences, what we have learned from each other, and how we will be moving forward with our work. We asked three main questions:

1. On the theme of “Planning for real change”, what is the big change you are working to make in your community?

- How has this workshop supported your work?
- How will CCP help in making this change?
- What are the smaller changes that need to happen along the way?

2. What sort of training would you like to see in the future as you undertake CCP?

3. If you had to explain why CCP is important in the line for a seat at Bingo, what would you say?

In terms of the “big change” community representatives were working on, many participants said they were working on specific changes (such as housing, an Elder’s complex, and education plans), while many others talked about creating consistency, a positive new direction, stronger communication and relationships, healthier and happier communities, and decolonizing.

The workshop supported these changes by urging participants to think outside the box, use tools creatively, identify and overcome resistance to change, seeing the opportunity for cooperative relationships, and incorporating Chief and Council into planning work. Examples from other CCP communities were also very helpful.

Next steps for participants included creating a CCP committee and terms of reference, working to better engage the whole community and carefully acknowledge and document what they share, creating a more positive and kind environment to do CCP work in, developing a ‘tech savvy’ approach to CCP, and finding funding support for the process.

Many of the big “lessons learned” participants took away with them were around bringing people together in a better way; improving communication and engagement, creating positive environments, and developing confidence and motivation within the community. Specific tools, resources and techniques (such as data analysis, using technology, creating networks of support, CCP- specific funding, and using visual recording) were also noted. Several participants talked about recognizing that “change does not happen overnight” that it is a process that takes effort and that many other communities were going through similar experiences.

“This workshop has provided me with the steps and knowledge to create a CCP for my First Nation”

As conversation continued, many tables noted things that they felt they still needed to learn, including in pre-planning (how to secure funding, proposal development, training and education), how to engage youth and maintain communication with community members through different platforms, and implementation of the CCP (workplans, monitoring, budgeting, etc.).







## Feedback from Participants

### The Love Tree

Throughout the workshop, participants were invited to contribute to the “Love Tree”; a 3-dimensional paper tree created on one wall of the main room, with paper hearts to write on. We were asked to write down ideas we'd heard, tools we'd learned, or experiences we'd had that we loved and that supported us in our planning work. Participants shared a lot of positivity! With over 70 thoughts by the end of day 3, our tree was full!



People loved the tools and activities that were demonstrated throughout the workshop, particularly the fun we had during “Human BINGO” and practicing specific skills such as data analysis.

There was love for experiences at the workshop, including the opportunity to meet and collaborate with other communities, listening for each others' strengths, and greeting each other with kindness and support. Hearing from inspiring speakers and sharing openly and honestly with each other were powerful experiences for many participants.

Ideas that participants loved were around using CCP to support Nation Building and reconciliation, building up individuals and communities to take control of their future. Sessions on lateral kindness and paying attention to the language we frame our work with really resonated with participants; that “words create worlds”.

People noted:

- “Training the trainer”
- Using CCP as an orientation, and creating job descriptions for Chief and Council
- Developing community safety patrols
- Trying “differently, not harder” in our work
- Including Chief and Council, CCP coordinators as members in the engagement process
- Including, empowering and honouring youth in the CCP process

Other messages included love for: “myself, my family, my friends, my community”, the culture, and honouring each person's purpose in life.



## Evaluation Forms

On the final day of the workshop, all participants were given evaluation forms to fill out and return. Over half of the participants returned their evaluation forms. We truly appreciate your time and insight! The feedback that we received will help guide us in planning future CCP workshops.

The overall impression of the workshop was very positive, and the feedback that we received was constructive. We appreciate how thoroughly participants responded to evaluation questions. We have a lot of great feedback!

The first page of the evaluation form had nine questions that participants could answer by indicating if they strongly disagree, disagree, agree, or strongly agree. Overall, we heard that participants were satisfied with the design and content of the workshop. We also heard that participants found the speakers to be knowledgeable and engaging. Participants indicated that the content was appropriate and informative for the work currently being done in their communities, and most believed that the amount of material covered in the workshop was good. All evaluation forms suggested that participants feel confident taking home and using tools that they learned at the workshop. We noted that there could have been a better balance of listening and doing, but that the content was organized and easy to follow. The vast majority of participants indicated that they would like to attend another CCP training with new content. We also heard that all the evaluation participants would recommend the CCP workshop to others in their community.

### ***"Hearing the laughter as we shared information with other communities [was particularly helpful]"***

There was a lot of variety in terms of what participants found to be particularly helpful about the CCP workshop. Some participants highlighted the concurrent sessions, others mentioned the hands-on work, and many identified the opportunity to network with other communities as being of immense value.

We asked what participants would recommend in changing about the CCP workshop, and we received many suggestions that we will take to heart. Some participants noted that more youth should be involved in the workshop. We heard that more time could have been used in the breakout sessions, and that there could have been fewer keynote presentations to allow more opportunity for breakout sessions or group activities.

### ***"All the personal feelings and challenges I'm experiencing are normal because this position requires someone with passion" (reflecting on the biggest teaching taken from the workshop)***

The evaluations indicate that many valuable teachings are being taken home to communities. Some of these teachings include community engagement tools, land use information, facilitation techniques, how to involve Chief and Council as both leaders and members and change management. We heard that you are happy to bring home the CCP Tool Kit.

We asked what topics you would like to see covered at future CCP workshops or trainings and we received very helpful feedback. Many participants suggested formatting changes such as longer question periods or time for group discussion. Other participants want more information on topics covered during the workshop such as land use planning with CCP, lateral kindness, data analysis, and youth engagement. Some participants offered new topics such as a breakout session specifically for northern/fly in communities, a session on After the Approval process (including reporting, project management, and staying on budget), a session on Keeping CCP Alive (updated and sustained upon completion), and a session on time management.



Finally, the evaluation forms polled participants to aid us in selecting a website name of the upcoming CCP website. Most respondents indicated that 'www.ccponario.ca' was the preferred option, however we received a number of original suggestions that we will take into consideration.

"It was amazing-so much info from other communities going through similar situations"

We opened up the evaluation to additional comments and received great insight. We heard that many participants had a fun, inspiring, and insightful time. We noted suggestions about food, and that a USB with takeaway material would be a helpful resource. We will take this feedback into consideration as we move forward with our next steps, including planning the next annual CCP Workshop. Meegwetch!



## Next Steps

CCP in Ontario continues to grow in leaps and bounds! We are seeing more and more communities start CCP processes, and others are well underway. Together, we are creating a network of support for CCP, and this workshop served to build on that, create more awareness, grow confidence in community planners, and share inspiring and informative stories.



We recognize that funding continues to be an issue for many who wish to start, continue, or implement their CCP. At NADF, we continue to work to promote CCP to our funders so that they know you are interested, you are ready, and that money will be put to good use! We are hoping to see dedicated funding for CCP in Ontario in the next fiscal year.

Developing the Toolkit specific to the context of northern Ontario has made us more visible in the national CCP context, and we hope to continue to build on this success, and the success of your CCP work, to support the communities we serve. Funders are realizing the value of CCP thanks to many loud voices across the country, and we will continue to build on this awareness.

Next, we will be developing a website containing an online version of the Toolkit, to make it more widely accessible and easy to reference. The website will also contain additional tools (in a "Tool Library"), methods and resources for conducting CCP processes, as well as links to funding opportunities, a blog, and stories from communities doing CCP. This is meant to create an online platform for community planners to connect with each other, find and share ideas, and celebrate their successes.

NADF will continue to offer frequent trainings to communities and has upcoming workshops in April and June. These sessions will be hands-on and built around the needs and interests identified by participants in their feedback forms, as well as your continued input. Please reach out and let us know what you need to know!

Finally, as we heard from our participants, this workshop was a great success! NADF has heard your feedback and will use it to develop future workshops. We will be looking forward to hosting our 4th annual CCP Workshop next year and welcoming back many previous and new participants.

### NADF's Next Steps Task List:

- Sharing this CCP Workshop Report
- Advocating for funding for CCP in Ontario, and sharing information on opportunities with communities
- Developing the CCP website (online version of the CCP Toolkit, Tool Library and other resources)
- 4 Training Sessions geared to your needs
- Process design and support of your CCP processes, as requested by you!
- Support with funding applications
- 4th Annual CCP Workshop





## Conclusion

The Comprehensive Community Planning Workshop from Feb 13th to 15th 2018 was a great success. It was an honour to host you in Thunder Bay and we are grateful for the time you took away from your communities to be there with us. Over 160 community representatives from 66 First Nations came together in Thunder Bay to learn from each other and our presenters, share stories and support, and gain the tools, resources and confidence to start or continue CCP. Participants shared overwhelmingly positive and encouraging feedback. It is clear that northern Ontario First Nation communities are ready and eager for CCP and know what they need to make it happen.

For future reference, this report has outlined the sessions at the workshop, as well as presentations, participants' comments and conversations, and how NADF will support communities moving forward.

We are thankful to those who travelled from both near and far to join us for this gathering; hearing your voices is important. Throughout the Workshop, you shared your wisdom, insight, and questions with openness and honesty. You asked great questions related to funding, ownership of the plan, and the process of CCP itself. You shared your past experiences (both good and bad) and reflected on how to improve both the process and your communities. We are grateful to all who participated for showing their support for each other, and for CCP.

There was a tangible excitement in the room as we discussed lateral kindness, engaging Chief and Council in the process, owning the CCP process, and using it to support community healing and Nation rebuilding. Participants grabbed on to the idea of "working differently, not harder" and shifting our perspectives towards looking at ourselves and our situations in a more positive way. We also heard that many communities are ready for more specific training; around facilitation skills, working with youth, developing funding applications, and project management through implementation. Looking forward, NADF will work to address these interests as well as continuing to support those new to CCP.

One of the most important things we heard during the workshop was feedback that this experience made participants feel like CCP was possible for them and their community, and would work in practical, tangible ways to make lasting, positive change.

Thank you for sharing your time with us! We learned a lot and we hope to continue working with you. Stay tuned for more updates about CCP! Meegwetch and see you next time!



# Appendices

## CCP Activities

Activity	Description	Prep	Materials
<p><b>“Eagle eye view”</b></p>	<p><b>Purpose:</b> To get a “big picture” sense of what members value now, and what they would like to see change for the better in the future.</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Imagine that you are a bird, flying over your community. (If you are afraid of heights, imagine you are a moose, or a kid, or an elder.)</li> <li>2. It is <i>20 years from today</i>. All the <b>good things</b> from today are still there, and <b>a lot of other things have changed for the better</b>. What do you see?</li> <li>3. On sticky notes, briefly describe what you see: <b>What has changed, what has stayed the same?</b></li> </ol>	<p>On a blank sheet, draw a line down the middle, top to bottom.</p> <p>Label one side “what has changed”, and the other “what has stayed the same”.</p>	<ul style="list-style-type: none"> <li>• Blank flip chart</li> <li>• Markers</li> <li>• Tape</li> </ul>
<p><b>Cause-Effect / Influence Diagrams</b></p>	<p><b>Purpose:</b> To visually map out and better understand the context of a decision (what is affecting it, what else needs to be considered).</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Start with a decision you have to make, or an issue that you want to explore</li> <li>2. Place this decision/ issue in a box, in a central location on the page</li> <li>3. Begin brainstorming both the things that affect your decision/issue, and the results of that decision/ issue</li> <li>4. Add these to the diagram, using arrows to connect the shapes, showing relationships (influence)</li> </ol>	<p>Post a blank flip chart and start in a central spot with the first issue/ question.</p> <p>It may be helpful to have a ‘legend’ posted to the side, showing what each shape means.</p>	<ul style="list-style-type: none"> <li>• Blank flip chart</li> <li>• Markers</li> <li>• Tape</li> </ul>
<p><b>Interactive Timeline: Community &amp; personal history</b></p>	<p><b>Purpose:</b> To begin developing a community history, community context, and gathering information that is important to community members.</p> <p><b>Steps:</b></p>	<p>Post a length of paper roll, or several flip chart sheets posted end to end, along a wall that is easily accessible, at shoulder height.</p>	<ul style="list-style-type: none"> <li>• Roll of paper, or flip chart sheets</li> <li>• Markers</li> <li>• Tape</li> <li>• Sticky notes</li> </ul>



	<ol style="list-style-type: none"> <li>Beginning with a blank timeline, add key dates along the line (either writing on the paper, or on a sticky note). Think about: <ul style="list-style-type: none"> <li>significant community events</li> <li>a significant family event (<i>a move, a marriage, something else?</i>)</li> <li>a significant personal event (<i>you can use your birthday if you like! Or any other that you think of</i>)</li> </ul> </li> <li>Remember that events can be either positive or negative, or somewhere in between. Any event that you consider significant is important!</li> </ol>	<p>Draw a line down the middle, running horizontally</p> <p>Mark the line at centuries, decades, etc. Start “way back” (1800s and before) and run to “today”. Leave a little bit of room, to allow participants to think about upcoming events, and the future too!</p> <p>Note: Depending on how your community thinks about time, you may want to use a circle or spiral instead of a line.</p>	<ul style="list-style-type: none"> <li><i>Optional</i> (if available) pictures, newspaper clippings, etc. to jog memories</li> </ul>
<p><b>Objectives: prioritizing &amp; identifying what’s working, what needs to change</b></p>	<p><b>Purpose:</b> To prioritize Objectives (what areas are most important?)</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>First, use 3 sticky dots to vote for your top three most important objectives. Place 1 dot per objective.</li> <li>For each objective, or at least 3 of them, think about: <ol style="list-style-type: none"> <li>what you think is ‘working’</li> <li>what ‘needs to change’</li> </ol> </li> <li>Write your comments on sticky notes and place them in the corresponding spaces on the chart.</li> </ol>	<p>Set up the chart paper with a grid: 3 columns, and a row for each Objective (usually 5-7). These may include;</p> <ul style="list-style-type: none"> <li>Education</li> <li>Ec. Dev.</li> <li>Health and Wellness</li> <li>Housing</li> <li>Culture and Language</li> <li>Youth and Elders</li> <li>Land/Resource Stewardship</li> <li>Governance</li> <li>Etc.</li> </ul> <p>Label the columns:</p> <ol style="list-style-type: none"> <li>Objective</li> <li>What’s working?</li> <li>What needs to change?</li> </ol> <p>Note: You may need to be spread across multiple flipcharts to make things fit and keep it easy to read.</p>	<ul style="list-style-type: none"> <li>Flip charts</li> <li>Markers</li> <li>Tape</li> </ul>



<p><b>Community Mapping</b></p>	<p><b>Purpose:</b> Building an understanding of physical places and spaces members want to protect, improve, enhance, develop, celebrate, change, etc.</p> <p><b>Steps:</b> (on worksheet)</p> <ol style="list-style-type: none"> <li>1. Think about 3 places that are important; places to protect, improve, change, develop, celebrate, etc.</li> <li>2. On the worksheet, write the name of the place (or location, like an intersection or area near _____)</li> <li>3. Write what you think should happen in this place (i.e.: what should be done to it? What shouldn't be done to it? Why?)</li> <li>4. Give each place a number and write the number of the place on the map. It's okay if the same place has multiple numbers (from different people).</li> </ol>	<p>Post the map on a table or wall, somewhere easily visible and accessible by participants.</p> <p>Have pens, worksheets, markers ready.</p> <p>Keep track of numbers, to ensure the same number is not used twice. It doesn't matter if numbers aren't sequential, they just all need to be unique (used only once).</p>	<ul style="list-style-type: none"> <li>• Map* of community (i.e. Thunder Bay), with borders containing all areas plan would cover.</li> <li>• Tape</li> <li>• Worksheets</li> <li>• Pens</li> <li>• Markers</li> </ul> <p>*The map should be printed as big as possible and contain clearly identifiable features that participants would be familiar with (i.e.: roads, land features, buildings, etc.).</p>
<p><b>Budgeting: Spending on Objectives</b></p>	<p><b>Purpose:</b> To prioritize objectives, or to get a sense of the scale/ costs of objectives, to begin developing a budget.</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Everyone has \$100 to spend on the community's objectives.</li> <li>2. Considering the objectives, how much money would you spend on each?</li> <li>3. Spend your money however you want.</li> </ol>	<p>Set up 'piggybanks', labelled with Objectives</p> <p>Give each participant \$100 in play money.</p>	<ul style="list-style-type: none"> <li>• Piggybanks/ boxes with slits, etc. (something to hold the \$)</li> <li>• Play money in different denominations, enough for \$100 for each participant*</li> </ul> <p>*If not available, can also use tokens, dots, glass marbles, etc. to 'vote'.</p>





## “Get to Know You” Human Bingo

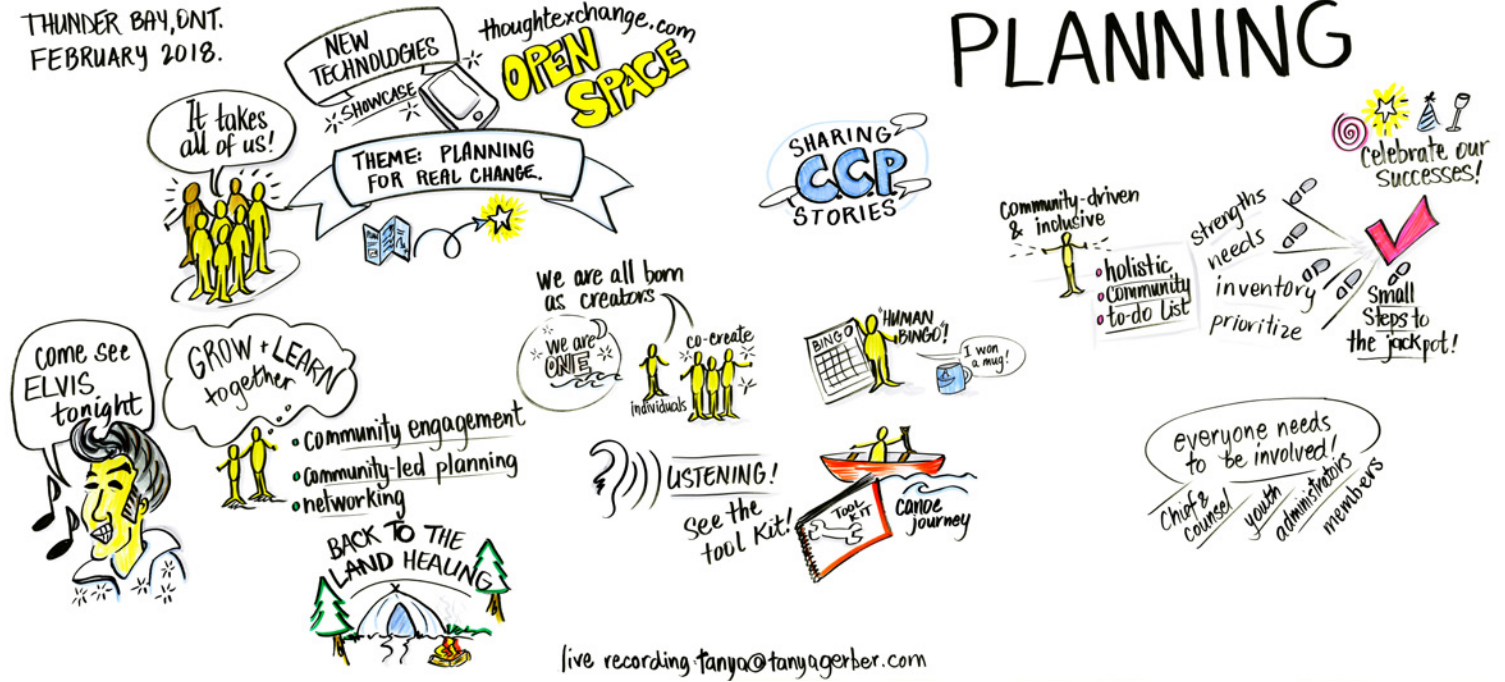
**Instructions:** *It’s time to mingle! Find someone who has the following characteristics. You have to write a different name in each box. Complete any two lines in the bingo card and yell BINGO! **Find someone who...***

<b>B</b>	<b>I</b>	<b>N</b>	<b>G</b>	<b>O</b>
Has a CCP community vision	Cures their own meat/fish	Is a grandparent	Is a CCP Committee Member or Councillor	Is just starting a CCP
Has participated in a canoe journey	Loves music by Johnny Cash more than Elvis	Loves to dance at Pow Wows	Usually wakes up before 7am	Doesn’t like pickerel
Visited another community's Pow Wow this year	Loves to bead	<b>FREE SPACE</b>	Is from a fly-in community	Is in the implementation stage of CCP
Can drive to their community	Does not drink coffee	Is at their first ever CCP workshop	Has a trap line	Does not have Facebook
Sings in the shower	Loves to swim	Snores	Can speak their language	Makes their own firewood



# COMPREHENSIVE COMMUNITY PLANNING

THUNDER BAY, ONT. FEBRUARY 2018.



## C.C.P.



live recording: tanya@tanyagerber.com





# C.C.P.



## Governance + Nation Building

GWEN

factors that relate to suicide prevention  
 LOOK FOR OUR STRENGTHS  
 LOOK FOR WHAT WE WANT!  
 APPRECIATIVE INQUIRY!

NATIONAL STRATEGY  
 -it's gotta be a new way of seeing!  
 name it to tame it!  
 "We can't expect change over there unless we change ourselves first."

We have history!  
 We are here!  
 We remember  
 We come through broken + healing  
 We are strong!

**NATION CONCEPT**  
 CHANGE COMES FROM INDIVIDUALS  
 setting collective standards  
 our data in our context

Context/ environment  
 WORDS creates worlds  
 A GOOD LEADER FOLLOWS THEIR PEOPLE -- ONE STEP AHEAD!

WORK WITH FEWER PEOPLE + COMPREHENSIVE PLANS  
 STOP AND REFLECT!  
 work differently NOT HARDER!

evaluate for outcomes!  
 build our own economies  
 balanced values-based development!

Nature of our rights: RESPONSIBILITY  
**vitality**  
 indigenous, aboriginal and First Nations

RECOGNITION  
 RECONCILIATION  
 teach language and culture  
 education systems need help!

NATION to NATION INVESTMENT ON OUR TERMS!  
 meet where they are!  
 GET REAL!  
 we're all in growth mode!  
 TRUST big barrier  
 INFO MNGT SYSTEMS  
 invest on it! health + culture  
 COMMUNITY FOCUSED NATION BASED

strategic planning + Nation Re-BUILDING  
 outcomes!  
 "JUST DO IT"  
 NIKE NATION

live recording: tanya@tanyagerber.com

Feb. 2018 THUNDER BAY, ONT.

ALANA LONG PLAIN FIRST NATION

EVERY CCP EVENT IS TIME FOR CEREMONY

We are 1/2 on reserve

YOUTH + ADMIN FOCUS  
 STRONG YOUTH VOICES  
 ARTS WITH YOUTH

**CCP**  
 HOPE  
 HEALING  
 HELP

CULTURE + GOOD HEALTH PRIORITIES

LANGUAGE PRIORITY  
 LISTENING TO PEOPLE'S SUGGESTIONS  
 We've only had C.C.P. for one year!

IF YOU FEED THEM, THEY'LL COME!!

ADVISORY TEAM  
 WORK WITH Drug task Force

COMMUNITY WELLNESS COMING SOON!

HONOUR  
 ELDERS  
 YOUTH  
 EVERYONE!

MORAL OBLIGATION TO BUILD POSITIVITY

HIP HOP VIDEO  
 VOLLEYBALL  
 BASKETBALL  
 HOCKEY  
 HUNTING

ADDRESS CHILD CARE & TRANSPORTATION BARRIERS  
 "GATHERING" NOT "MEETING"  
 TWO TREES  
 TAKE EXAMPLES FROM OTHERS' HATS

# C.C.P. Implementation

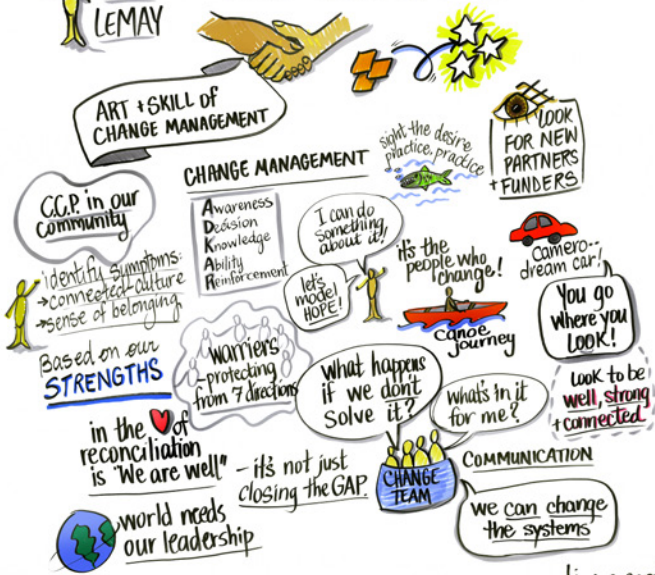
SKIDEGATE, HAIDA GWAAI  
 4 years to complete!  
 Language is critical.  
 It's a roadmap for our council + all!  
 Listening to the PEOPLE!  
 Asking BIG questions... allowing us to DREAM BIG for our future!  
 CCP Mentorship  
 Meetings from 20 → 122, now!  
 Key is having young ppl in the room  
 hanging on to our culture by a thread.  
 Education, wellness, reduce carbon!  
 youth centre,  
 it's a healing process.  
 solar panels  
 crime stoppers  
 tiny houses  
 new Co-op  
 new teachers  
 ...and lots more!  
 SHARE KNOWLEDGE + SUPPORT!





# RECONCILIATION and CHANGE

ROSE LEMAY



THUNDER BAY, ONT. - FEBRUARY 2018 - live recording: tanya@tanyagerber.com

# OPEN SPACE



# BONFIRE CHAT

⑥





# C.C.P. WORKSHOP 2018

## EVALUATION RESPONSES



LATERAL KINDNESS SKILLS & TRAINING

C.C.P. and LAND USE PLANNING: HOW THEY WORK TOGETHER

C.C.P.: BENEFITS for LEADERSHIP & GOVERNANCE

SUPPORT for C.C.P.: USING 'ADKAR' MODEL FOR CHANGE

FACILITATION 101 & COMMUNITY ENGAGEMENT TOOLS

HOW TO MAKE SENSE OF COMMUNITY ENGAGEMENT: DATA ANALYSIS

PROJECT DEVELOPMENT: GETTING STARTED with C.C.P.

FUNDING PROPOSAL DEVELOPMENT: TIPS AND TRICKS

YOUTH AND RESILIENCY IN C.C.P.

②



# C.C.P. TOOLKIT INTRO



FINDING BIMADIZOWIN

MIIGWETCH!

Work plans

quarterly workshops + trainings

Community Statistics & Inventory

Case Studies

What's your favourite part?

visual, artistic and organized

Resources, Tips + Tricks

Outreach + engagement

ONLINE RESOURCES

Collaborative development

MENTORING

ALL FOR FREE!



# C.C.P. ROUNDTABLE



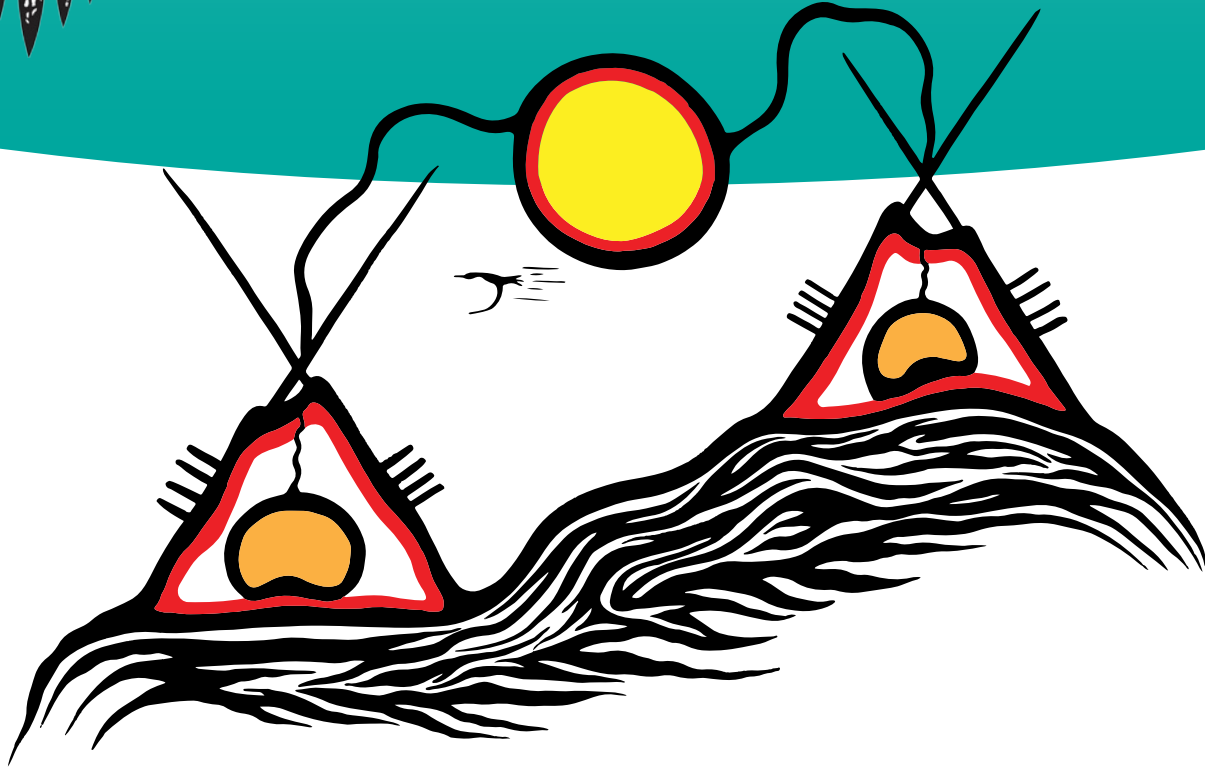


# CCP: Planning for Real Change

## Comprehensive Community Planning Workshop

### Speaker Bios

Hosted by NADF | February 13 – 15, 2018 | Valhalla Inn, Thunder Bay



#### **PRISCILLA GRAHAM**

Conference Facilitator, Animbiigoo Zaagi'igan Anishinaabek

Priscilla Graham is a member of Animbiigoo Zaagi'igan Anishinaabek.

Priscilla is a daughter, sister, aunt, mother, and a kokum, as well as a Champion for many causes in her Community, including Comprehensive Community Planning and Effective Community Governance. She has been employed by her First Nation for 9 years, and is currently the Band Administrator. Priscilla has a background in Education, Health, and Finance. Moreover, she has a passion for her Community and its future. Priscilla completed a term as a Band Councillor, at which point she held portfolios in Community Planning, Education, Governance, and Health. She has also volunteered with many committees, including those involving Policy Development, Health, Community Planning, and Housing.

Priscilla has developed Community Codes, Policies and Processes to enhance Governance. As a board member for the Governance Development Network, she has applied the skills and experiences of the CCP's Community Driven processes and Community Engagement, maintaining the importance of the grass roots approach and the voice of the people within the First Nations.

As a mentor for other Northern Communities wishing to learn more about Comprehensive Community Planning, Priscilla has most recently been working alongside NADF, EcoPlan International, and NAN Communities to develop the CCP Toolkit.

Priscilla Graham is a Conference and Workshop facilitator and Spirit Builder, bringing kindness back to her Community and all others that she meets.

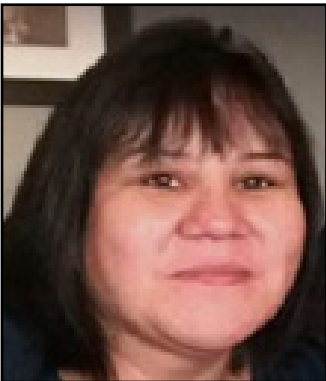




**ALICE SASINES**  
Conference Facilitator, Animbiigoo Zaagi'igan Anishinaabek

Alice is the Community Planner for Animbiigoo Zaagi'igan Anishinaabek. She has 10 years experience in the planning department. As well as planning, she is also the Lands Coordinator and recently took on the position of Band Councillor.

During her work with AZA she has guided the Membership in developing their CCP, Land Use Plan, and Capital Planning Study. Alice is also a CCP mentor for other First Nations and has acquired excellent facilitator and proposal writing skills. Alice has worked with NADF, EcoPlan, and other First Nation Planners in the development of the Comprehensive Community Plan Toolkit. Community Planning has become her passion in life as she strives to plan the building of a new community for AZA and conquers new challenges every day.



**NOREEN AGNEW**  
Ear to the Ground-Keynote Presentation, Long Lake #58

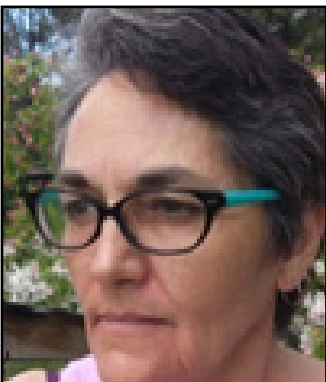
Noreen was born and raised in Long Lake #58 First Nation and has been happily married for 11 years with two daughters. She is recognized as a role model in her community for being sober and drug free for twenty-six years. Noreen is currently the Comprehensive Community Planner for her First Nation, and is a newly elected council member of Long Lake #58 First Nation for 2018/2019.

Noreen graduated with Honors from Sault College's Social Services Program. She brings 15 years of experience in Prevention/Intervention/Family Support. Noreen has special focus in counselling, building life skills, self-esteem, goal setting, healthy life styles and self-awareness for youth. She also has five years of experience in Child Welfare/Mental Health and Addictions. Noreen has worked as a Crisis Intervention Worker in downtown Edmonton, Alberta at the Women's Emergency Shelter, where she

worked with transient women, homeless, and prostitutes.

Noreen is a past Board Member of the Long Lake #58 First Nation/Ginoogaming Education Authority School Board. She is also a past Committee Member for the Long Lake #58 First Nation Housing Authority. Noreen was elected President of the Long Lake #58 Protectors, which is a community safety volunteer patrolling program in the community. Moreover, Noreen spearheaded the formation and execution of the group.

Her hobbies include playing pool, spending time with friends and family, cooking, curling and volunteering time to her community!



**GWEN PHILLIPS**  
CCP, Governance, and Nation Building-Keynote Presentation, Ktunaxa Nation

Gwen is a citizen of the Ktunaxa Nation; an international tribe with communities located both in Canada and the US. She is also a BC First Nations Data Governance Champion.

Gwen has worked for the Ktunaxa Nation Council for the past thirty-four years, holding a variety of senior management functions and has overseen departments of Education, Health, Corporate Services, Traditional Knowledge and Language. For the past decade, Gwen has been functioning as the Director responsible for Governance Transition; leading the Ktunaxa Nation back to self-government.

Gwen is currently championing the BC First Nations' Data Governance Initiative ([bcfndgi.com](http://bcfndgi.com)), which is a tripartite government initiative (federal, provincial and First Nations governments). The key objective of the initiative is timely access to quality data in order to plan, manage and account for investments

and outcomes associated with First Nations well-being. Gwen sits on the BC First Nations Health Council and also represents BC First Nations' interests nationally in Data Governance, as a member of the First Nations Information Governance Centre Board.

Gwen has specialized in Assertion of Indigenous Data Sovereignty. Through this work she describes how many Canadian First Nations are transitioning from federally imposed systems to internally developed approaches that measure the impacts of Nation Rebuilding therefore adopting metrics associated with strong, healthy citizens as opposed to those that are associated with sickness and poverty, among others. The Ktunaxa Nation has been dispossessed of their data; of their identity. Nation rebuilding and data sovereignty go hand in hand. The Nation is collecting, protecting and using data to empower the Nation's institutions. They are also measuring progress towards what Ktunaxa citizens have defined as their vision. The Ktunaxa Nation asserts data sovereignty as a fundamental right and data governance as a fundamental responsibility.







**ALANA PETERS-DANIELS**  
CCP Story, Long Plain First Nation

Alana Daniels is from the Long Plain First Nation, Treaty 1 Territory. She is an Anishinabe born in the Treaty 1 Territory but with many kinship ties across Canada and USA. Her family is a blended family of his/hers/ and theirs, together with 6 children.

Alana studied at the University of Manitoba where she obtained both a Bachelor of Arts in Native Studies as well as a 2-year diploma in Aboriginal Child & Family Services. She has worked in her community of Long Plain in many roles of social development over the last 10 years and is currently the Comprehensive Community Planning Coordinator; which stems from the Community Development Initiative.

Alana is honored and very thankful to be in the role of Comprehensive Community Planning (CCP) Coordinator. She believes that the CCP Project brings hope and healing to the people of the community. Comprehensive Community Planning encompasses everyone and everything, from elderly to youth, with absolutely no one left out. She believes community = reconciliation and this involves a reciprocal process for everyone involved. Community is involving not just your immediate community, but the greater part is forming partnerships with neighboring communities.



**DANA MORAES**  
CCP Implementation Story, Skidegate First Nation

Gid uuwans, Dana Moraes, belongs to the Ts'aahl Haida Eagle Clan of Kaay Llaanas and is of Haida and Musqueam descent. She has been employed by the Skidegate Band Council for the past 5 years as a Community Planner. She is also employed as a proposal writer and Employment Skills Assistance Coordinator. For the past three years Dana has also proudly been part of INAC's Mentorship Initiative and welcomes opportunities to present, facilitate and share knowledge of her communities planning experience, nation to nation.

Dana's expertise includes a diverse range of planning experience including comprehensive, land use, and project-based planning. Her passion for planning began while running Swan Bay Rediscovery Program, a cultural youth camp, where she observed the need for programs that connected youth, elders and language. This is a value that she brings forward into everyday work. Dana continues to support community programs working with elders and youth honoring tradition, language and protocol.

Dana was raised in Ladner and attended Kwantlen University College where she obtained a Bachelor of Arts (Psychology). Recently, she completed the Northwest Canadian Aboriginal Management Program with the Peter B. Gustvason School of Business at UVIC. After traveling extensively for several years she returned to Haida Gwaii where she met her husband, and began a family. Through her travel experience Dana gained a love for languages and food and enjoys entertaining. She now resides in Skidegate, Haida Gwaii, with her husband and four children. They spend their free time with their extensive family food gathering, hunting and fishing. Priscilla Graham is a member of Animbiigoo Zaagi'igan Anishinaabek. She is a daughter, sister, aunt, mother, and a kokum, as well as a Champion for many causes in her Community, most particularly Comprehensive Community Planning and Effective Community Governance.

Dana has been employed by her First Nation for 9 years, and is currently the Band Administrator. In the past she completed a term as a Band Councillor, with portfolios in Community Planning, Education, Governance, and Health. Dana sits on volunteer committees for Policy Development, Health, Community Planning, and Housing. She has developed Community Codes as well as Policies and Processes to enhance the First Nations governance. She has a strong background in Education, Health and Finance, as well as a passion for her Community and its future.

Dana is a Board member for the Governance Development Network, where she applies skills and experiences from the CCP's Community Driven processes and Community Engagement. In doing so, she maintains the importance of the grass roots approach and the voice of the people within the First Nations. Dana is a mentor for other Northern Communities wishing to learn more about Comprehensive Community Planning, most recently by working alongside NADF, EcoPlan International, and NAN Communities to develop the CCP Toolkit.

As a Spirit Builder, Dana enjoys bringing kindness back to her Community and all others that she meets.





**ROSE LEMAY**

**Reconciliation and Leading Change in Your Community, Indigenous Reconciliation Group**

From Taku River Tlingit First Nation in northern British Columbia, Rose brings 20 years of experience in Indigenous health and health systems to the position of CEO of the IRG. Her specialization in cultural competence and capacity started in the field of early childhood education, and continued through her work in mental health and health systems development. Rose played a key leadership role in bringing together departmental representatives from Health Canada and AANDC to discuss and develop a framework around community development planning. Rose also designed learning sessions for departmental staff to ensure understanding of the framework throughout HC and AANDC.

Based on her experience of facilitating group learning on the topic of reconciliation across Canada in more than 95 sessions with thousands of participants, Rose brings a strong sense of hope for First Nations, Inuit and Métis peoples and for Canada. She is an alumnus of the Governor General's Canadian Leadership Conference, a Certified First Nations Health Manager and a Prosci Solutions certified change management practitioner.

Rose is the founding international chair of the Wharerātā Group, an international network of Indigenous leaders and their allies working in mental health and addictions. Based on the Wharerātā Declaration on cultural competence in mental health, Wharerātā leaders build their own skills in influence and communication to improve mental health systems for Indigenous consumers and clients. The Wharerātā Group is a partner of the International Initiative for Mental Health Leadership.

Bi'di is Crow Clan, and is honoured to have learned from Elders from across Canada, New Zealand, Australia and the US.



**DESTINE LORD**

**Reconciliation and Leading Change in Your Community, Indigenous Reconciliation Group**

Destine Lord has been supporting communities through her work as an evaluator, strategic planner and risk manager. She was a part of a multi-department exercise to create a community development framework based on culture and community strengths. Destine brings over six years of facilitation experience in building relationships and working with programs and communities in order to help them identify strengths and risks, establish goals and make concrete plans. Since 2013, she has been delivering Indigenous Cultural Competence training across Canada. Destine has been to a number of First Nation and Inuit communities as an ally and relationship builder. Destine has an honors degree in Mass Communication from Carleton University and a master's degree in Journalism from Bond University. She is very interested in how the media can shape our perceptions about the world and the people around us. Destine is change management certified through Prosci Solutions.



**WILLIAM TROUSDALE**

**Project Development/Data Analysis 10**

**EcoPlan International: MCIP, RPP, AICP, Principal & Senior Planner**

William is a certified professional planner, economist and decision analyst whose work has been acknowledged with seventeen national and provincial awards for planning excellence from the Canadian Institute of Planners (CIP/PIBC), in addition to a number of international awards. He is an Adjunct Professor for Community Economic Development at the School of Community and Regional Planning at UBC, an Associate at SFU's Centre for Sustainable Community Development, and a local economic development advisor to UN-HABITAT. His past economic development project work includes numerous strategies for municipal governments, First Nations, and regional districts; authorship of the UN-HABITAT-published Strategic Planning for LED; feasibility studies; small business support and economic base case assessments. William recently led the development of the Abbotsford Economic

Development Strategy, and the Strategic Planning Toolkit for Local Economic Development (BC Ministry of Jobs, Tourism, and Skills Training).





**DAVID HOHENSCHAU**

**Project Development/Data Analysis 101**

**Ecoplan International: AICP, Senior Planner and Designer**

David brings creativity and craftsmanship to his work as an urban designer and community planner. His experience in comprehensive strategic community planning, community engagement, sustainable community design, and land use planning is bolstered by mad skills in GIS mapping, visual 3D modeling, communications, and graphic design. David has worked with dozens of First Nations to develop CCPs, Land Use and development plans, capitol plans, economic development strategies, and traditional use studies. After building and teaching for ten years, David earned a Master's degree in Landscape Architecture and turned his passion for building communities toward community planning and design.



**AUDREY GILBEAU**

**Lateral Kindness Skills and Training, Nokiwin Tribal Council**



# Workshop Feedback Synopsis: Internal

## Quotes of Note

### ***What was helpful about the CCP workshop?***

"I find that this CCP workshop helpful in so many ways as I am just starting this workshop and looking forward to another"

"The gathering of Nations from all directions"

"CCP stories-success, challenges, short falls. Funding session-need to find consistent funding source for CCP"

"Different communities' unique perspectives. New tools engaged and knowledgeable speakers, and great energy"

"Learning from communities' experiences, connecting with others and hearing that their challenges are common. I liked that we learned about engagement strategies by using them."

"Break-out sessions, direct connection with organizers, contact info that was provided, excellent visuals"

### ***What would you recommend changing regarding the CCP workshop?***

"Nothing. I have been to a few CCP workshops, I found this one refreshing. Well done/Excellent"

"More sessions to take place"

"More interactive activities, offer sessions on different levels (ie excel-the basics, intermediate, etc), confidence building, sharing circle"

"I would replace 1 or 2 of the breakout sessions with more intentional small group discussions as that's what they turned into (like 'getting started' and 'engagement tips')"

### ***What is the biggest teaching that you are taking home with you?***

"It can take a year just to get community buy in"

"We can mobilize meaningful change within our communities through many different capacities with CCP"

"The lateral kindness workshop teachings. I attended a lateral kindness workshop but it wasn't indigenized--love this version"

"CCP handbook-which I know will help me get started with our community planning"

"The finished tool kit, now I have something to show back home and use it for reference"

"Am going to talk with my coworkers about bringing CCP to North Caribou Lake First Nation"

"That all the personal feelings and challenges I'm experiencing is normal because this position requires someone with passion"

### ***What topics would you like to see at future trainings or workshops?***

"Youth presenters-create a space for youth to share. Encourage CCP coordinators to bring youth delegates"

"Funding- untangling the complicated web (fed/prov/corp.etc)"

"Another round like on the first day where we went around trying different engagement tricks--more of those! How to keep the CCP alive (updated and sustained process)"

"I attended the proposal writing and during it I thought of 'after the approval process' so I'd like project management ie reporting requirements, staying within budget, etc etc"





### **Additional comments**

- "Chi-megwetch for funding the opportunity to be here. I've learned so much. I've come to see the instincts I had working on our CCP was confirmed, we are doing the right thing."
- "Great energy by organizers, everyone was helpful and kind. May the creator continue to bless you with more gifts."
- "Very powerful workshop. 5 stars. I have been doing CCP for a year and I found this one the best so far. Learned so much. Way to present and the toolkit is amazing."
- "Keep up the great work! Great job by NADF!"
- "More opportunities for youth to have own meeting, not just everyone (eg adults and elders). They sometimes will not say anything as they learned to listen to elders etc. If they had own ages, they could say more and get ideas of how they see CCP in their home community."
- "I hope we can continue to work towards nation building so that there won't be north and south borders...economic development sharing"
- "Hearing the laughter as we shared information with other communities [was particularly helpful]"
- "It was amazing-so much info from other communities going through similar situations"

### **Website Feedback**

- 88% of participants indicated that they prefer [www.ccponario.ca](http://www.ccponario.ca)
- The following are other suggestions (more can be found in the excel doc with the raw survey data):
  - [www.ccpfirstnations.ca](http://www.ccpfirstnations.ca)
  - [www.nishccp.ca](http://www.nishccp.ca)
  - [www.northernontarioccp.ca](http://www.northernontarioccp.ca)
  - [www.northONccp.ca](http://www.northONccp.ca)
  - [www.ccpnorth.ca](http://www.ccpnorth.ca)
  - [www.ccpandyou.ca](http://www.ccpandyou.ca)
  - [www.planning4tmrwccp.ca](http://www.planning4tmrwccp.ca)
  - [www.visionsCCP.ca](http://www.visionsCCP.ca)
  - [www.ccpnation.ca](http://www.ccpnation.ca)

### **Venue/Food/Facility/Hosting Suggestions**

- Diabetic option for snacks
- Healthy option for snacks
- More options than eggs every morning, perhaps a light breakfast option
- Traditional food for one dinner or lunch
- It was hard to hear for some participants. Turn up volume on mic. Another participant noted that a 2min warning before starting back from breaks or lunch will give people a chance to get back and/or finish their table convo/use washroom/etc. This will also decrease distraction during presentations.
- Some participants said that the boardrooms were too full during certain break-out sessions
- Some participants said that the ballroom was a distracting location for break-out sessions

### **Topics**

- More success stories
- More implementation stories
- More scenario-based learning opportunities
- Confidence building
- More speakers from Ontario
- See last 5 pages of this report for more detail



## Youth

- The topic of youth was mentioned twenty-two times, clearly proving that it was a topic on participants' minds (21% of the surveys mentioned youth in at least one question response).
- Consider youth-only break-out sessions
- Consider a youth keynote/break-out presenter
- Consider inviting more youth
- Consider recognizing youth
- Consider giving youth a better idea of CCP and get them up to speed at the start of the workshop. One participant said that some of the youth were confused about what was going on.
- One participant said that youth may not speak in group activities because they have been taught to listen, particularly when elders are present. Youth-only components could allow for more sharing. \*\*See quote on previous page
- One participant specifically requested more info on how to engage and motivate gamers (young adults and youth).

## Format/Flow

- Not enough time in the break-out sessions
- More hands-on training, activities, etc.
- More group work
- The keynote presentations could be more inclusive, or shorter in length so that people remain focused.
- Have a Parking Lot established at the start of Day 1, address it daily, and explain how to use it.
- Have a sharing circle
- More activities that can be learned hands-on, and then taken back to the community and used.
- More time for questions following presentations, even if that means that the presentation needs to be shorter

## Suggestions to Consider

- Have people sign and agree to have their photo used on social media/online. One participant said that she is uncomfortable with having her photo used.
- Include a neutral option on the survey page 1
- Share the registration/people who participated
- USB with presentations and docs or make it clear that PowerPoint print offs are available to those that want them for following along
- Keep in mind the lack of technical resources for many communities. The technical tools were sometimes not realistic given internet access.
- Day 1 had a lot of listening, less hands on/activities. Participants are asking for more balance.
- One participant mentioned that it was hard to choose break-out sessions and that it would be nice to have enough time to go to all sessions.
- One participant mentioned that it could be nice to offer some sessions on different levels. For example, basic vs intermediate excel sessions.
- One participant suggested replacing one or two of the break-out sessions with more intentional, small group discussions because the sessions turned into that anyway. The participant suggested topics such as 'getting started' or 'engagement tips'.
- One person suggested that participants should be able to pick one break-out session and spend more time in that session rather than moving to another one.



## Quick Numbers

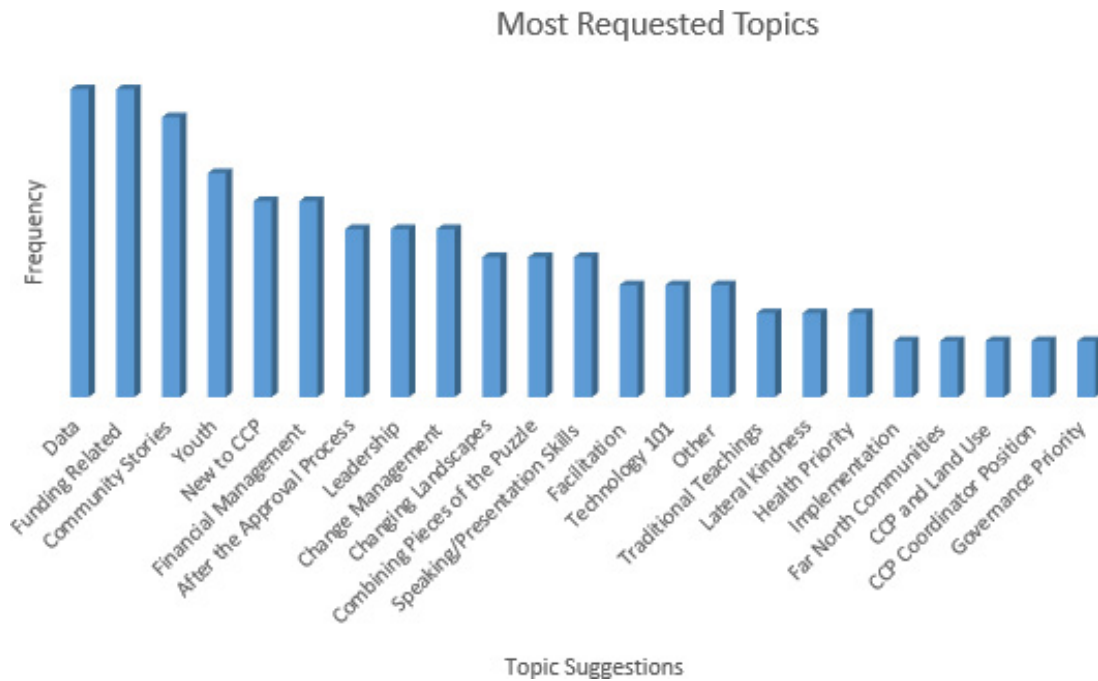
- 86 surveys were completed
- 21% of the surveys mentioned youth at least once
- 88% of respondents prefer the [www.ccpontario.ca](http://www.ccpontario.ca)
- 99% of respondents found that the workshop content was well organized and easy to follow (44% strongly agree)
- 99% of respondents indicated that they would like to attend another CCP training with new content (65% strongly agree)
- 100% of respondents would recommend this workshop to others in their community
- 97% of respondents were satisfied with the design and content of the workshop (42% strongly agreed)
- 97% of respondents found the speakers to be knowledgeable and engaging (48% strongly agree)
- 98% of respondents indicated that the content was appropriate and informative for the work they are currently doing (38% strongly agreed)
- 93% of respondents feel that the amount of material covered was just right (31% strongly agree)
- 100% of respondents feel confident taking home the tools learned, and using them (51% strongly agree)
- 95% of respondents indicated that there was a good balance of listening and doing (45% strongly agree)
- Ultimately, the 'agree' option was the most commonly selected choice for page 1. 50% of all answer responses were 'agree'. 'Strongly agree' was selected for 48% of all responses.

## Other

- A participant reflected on how people will often prioritize funding over other topics when they have to choose, even if they have vocalized other topics as being more important. The example used was that during the Thought Exchange exercise, the youth engagement topic had been identified as important. It was suggested multiple times, and was voted high as a top priority. When it came to actually doing the activity, very few people went to the youth topic table. In fact, most of the people at the table were youth. The funding table had the most. The participant then reflected that there were at least five other tables that outnumbered the youth table. The participant made a connection between this example and what can be seen in communities sometimes, which is that people may say that one thing is a priority but then they act in a different way. The participant closed by pushing that our actions need to match our words.
- It was mentioned a few times that the facilitators were not engaging/strong enough speakers. It was also mentioned that having new speakers will mean that there is new info being presented and that having the same speakers year after year is repetitive (the participant highlighted the importance of new stories).
- Perhaps some pre-coaching for the speakers could be helpful. Some participants mentioned that they felt the speakers/workshop facilitators talked about themselves more than the topic that was supposed to be presented (particularly with short break-out sessions).
- T-shirts for sale
- People really liked the engagement portion of the workshop. It was mentioned many times, across multiple questions. It embodied what many people identified as being what they want: hands-on, interactive, an example of something that they can bring back/use in their community, offered variety.



## Graph Identifying Topic Suggestions



## Table Identifying Topic Suggestions and Frequency

Topics Suggestion	Frequency
Data	11
Funding Related	11
Community Stories	10
Youth	8
New to CCP	7
Financial Management	7
After the Approval Process	6
Leadership	6
Change Management	6
Changing Landscapes	5
Combining Pieces of the Puzzle	5
Speaking/Presentation Skills	5
Facilitation	4
Technology 101	4
Other	4
Traditional Teachings	3
Lateral Kindness	3
Health Priority	3
Implementation	2
Far North Communities	2
CCP and Land Use	2
CCP Coordinator Position	2
Governance Priority	2





## Categories and Sub-Categories of Topic Suggestions

### Changing Landscapes

- Marijuana legalization, how will it affect communities?
- Planning CCP with Climate change in mind
- Climate action
- Globalization impacts
- Cultural change (1905 vs 2105 lifestyle)

### New To CCP

- Specific for those that are only first being exposed to CCP
- Benefits of a CCP
- CCP for a new Band
- General info for those new to the concept of CCP
- In-depth review of tool kit
- Clear steps on how to complete a CCP (2)

### Implementation

- Clear steps on how to implement a CCP (2)

### Facilitation

- More examples of games and activities for community meetings
- How to facilitate games at meetings
- Provide game tool kits
- More hands on exercises that can be taken home

### Traditional Teachings

- Applying CCP to the traditional territory, not just the reserves
- More about traditional teachings
- Cultural or Land based examples of CCP activities or community sessions

### Combining Pieces of the Puzzle

- How to link existing strategies for implementation
- How to combine all of the pieces of CCP together
- How can an existing 5yr plan (strategic plan or FNIIP) marry a CCP into the plan
- Overall community strategic planning and CCP
- Department communications

### Lateral Kindness

- General (3)

### Stories from CCP Communities

- CCP plan examples (2)
- General timelines of CCP (2)
- Lessons learned
- What works and what does not?
- CCP Success stories (2)
- An in-depth look at another community's completed CCP, to give an idea of what/how a completed CCP should look/include



## Data

- How to store information
- How to make the most of information
- Data management
- How to organize data
- How to interpret data from collecting surveys
- How to interpret qualitative data collected from community meeting notes
- Paper surveys vs online surveys vs data collection at community meetings
- Evaluating responses
- Evaluating CCP (from step 1 through implementation)
- Prioritizing data collection and making sense of it
- Analysis

## Technology 101

- How to store information
- Excel for beginners
- Excel for intermediate
- Promotion
- Poster making skills

## Governance Priority

- Info session (2)

## Health Priority

- Mental health discussion
- Info session on the topic (2)

## After the Approval Process

- Project management
- Reporting requirements
- Staying within budget
- How to keep CCP alive
- How to keep CCP updated
- How to keep CCP sustained

## Speaking/Presentation Skills

- Motivational speaking (2)
- Public speaking training
- How to facilitate/public speak at CCP meetings and community meetings
- How to be an effective communicator

## Change Management

- Changing attitudes
- Combatting negativity
- Change management
- Dealing with people that are disagreeable or contradict ideas
- How to deal with people that refuse to accept new ideas
- How to preserve new ideas and perspective



## Far North Communities

- Break-out session specifically for far north/fly in communities
- What does CCP mean for communities in the far north?

## CCP and Land Use

- Examples of Land Use plan
- How CCP can assist in the development of a Land Use plan

## Financial Management

- General (2)
- Budgeting (3)
- Financial Planning
- Audit requirements

## The CCP Coordinator Position

- Funding the position
- Why it is important to hire a CCP coordinator

## Funding Related

- General (6)
- Funding the CCP coordinator position
- Funding: Untangling the Web
- Contact info for funders/how to contact funders
- Federal vs Provincial vs corporate
- A presentation by the funder on what they expect

## Youth

- Engagement/participation (4)
- Youth presenters
- A youth-specific break out session (that only youth can attend)
- How to motivate different types of youth
- How to engage young adults (over 18, under 30)

## Leadership

- Time management
- Making work plans
- Project management
- Confidence Building
- Conflict mediation (2)

## Other Recommendations

- How long the program will last
- Review the tool kit as a session
- Network set up between communities to be able to support each other and ideas etc
- Economic Development



# Topic Suggestions for Upcoming Workshops and Training

On the final day of the workshop, all participants were given evaluation forms to fill out and return. Over half of the participants returned their evaluation forms and many of the forms included highly detailed responses to the questions asked.

Participants were asked what topics they would like to see covered at upcoming CCP trainings or workshops. The information gathered from responses to this question is of immense value, as it will guide future workshops and trainings. We received a wide variety of responses to this question. Answers ranged from general topics (such as 'funding'), to specific requests (such as how to 'marry' a CCP with an existing 5year Plan). Ultimately, there were over 100 different requests for future workshop topics. In order to determine how NADF can best support the magnitude of topic requests, the responses were organized into similar themes, and then further organized into sub-categories within each theme. A number beside a sub-category indicates the number of times it was requested (if there is no number, then it was indicated once).

Responses indicated that there is considerable diversity amongst participants in terms of skills as well as CCP phase. Some participants made it clear that they are still unsure of what CCP is and how it works, while other participants are at the point of building the skills required to maintain CCP after completion. Still, there are a considerable number of requests for learning, stories and knowledge sharing from communities that have been successful in implementing CCP. It is clear that participants want to learn from communities that are ahead of them in the CCP process. The feedback to this question, as well as the responses to other questions in the evaluation, indicate that participants want more opportunity for smaller break-out sessions and fewer key-note presentations. Many of the topics suggested for future trainings and workshops will work well in a break-out capacity.

Attached is a list of the suggested topic categories and subcategories. This list is in no particular order. A graph has also been provided to indicate which topics are the most requested.

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- Planning CCP with Climate change in mind
- Climate action
- Globalization impacts
- Cultural change (1905 vs 2105 lifestyle)

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