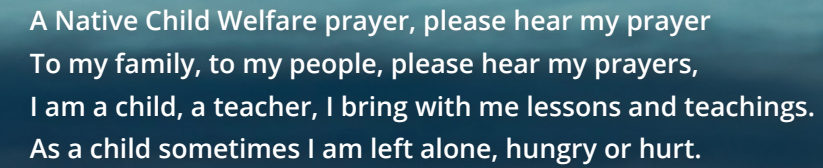




STRATEGIC PLAN

INCLUSIVE OF THE YEARS: 2023 - 2028





A Native Child Welfare prayer, please hear my prayer
To my family, to my people, please hear my prayers,
I am a child, a teacher, I bring with me lessons and teachings.
As a child sometimes I am left alone, hungry or hurt.

Then they take me away to live with strangers.
I am confused, I didn't do anything wrong, I was the one that got hurt.
But I am the one who has to leave, and I don't know when,
I will be coming home, maybe never.

My little heart is so sad and broken. I feel so lonely.
Oh how, I miss my friends, grandma and grandpa.
I want to go home, but they tell me I can't, until things are better.
Please mommy and daddy, hurry and get better.

To my people, please hear my prayers.
Help my family get better. I am a teacher a symptom of the residue of the trauma our
people have endured.
We have survived so much loss and shame, we have lost our language, our families, and
we are still losing the children.

We are symptoms of broken spirits, when a family member is removed from the circle,
the spirit of the family has been broken.
For generations, the spirit of our families has been shattered and for some, the spirit of
the family will never flourish again.
This is spiritual death of our people and Child Welfare is visible symptom of this.

Our healing is in our teachings, ceremonies and language that will help strengthen our
identity and restore ourselves back to wholeness, for our children and grandchildren.

I have a purpose and so do you,
We are all teachers to one another from the youngest to the oldest.
Our elders have already endured this long journey they are here to remind us, to
be brave and strong for our people and have a clear vision of our responsibilities to
ourselves and for the generations yet to come,

*written by;
Danette Restoule, 2006*





Acknowledgements



Attendees

ELDERS

Danette Restoule, *Elder In-Residence*
Association of Native Child and Family Service of Ontario

Jean Lemieux, *Elder*
Matachewan First Nation

Christine Stephens, *Band Councilor*
Constance Lake First Nation

BOARD OF DIRECTORS AND COMMUNITIES

Roger Archibald - *Board Chair*
Taykwa Tagamou Nation

Leslie Nolan - *Board Vice Chair*
Missanabie Cree First Nation

Margaret Coulter - *Board Member*
Chapleau First Nation

Christine Steven - *Councilor*
Constance Lake First Nation

Janelle Golinowski - *Board Member*
Mattagami First Nation

Priscilla Trapper - *Director of Social Services*
Taykwa Tagamou Nation

Hannah Iserhoff - *Band Representative*
Taykwa Tagmou Nation

Courtney Keay - *Finance Manager*
Brunswick House First Nation

Lorraine Tangie - *Band Manager*
Brunswick House Nation

Eileen Boissoneau - *Health Director*
Mattagami First Nation

Mike Archer - *Director/Lead Band Representative*
Apitibi Child and Family Services
Apitipi Anicinapek Nation (formerly Wahgoshig First Nation)

STAFF AND MANAGEMENT (IN PERSON)

Shirley Gillis-Kendall - *Executive Director*

Priscilla Nakochee - *Acting Director of Finance*

Nicole Bastin - *Manager Child Welfare*

Sarah St. Aubin Associate Manager - *Children's services & alternative Care*

Carla Schultz - *Manager Staff Training and Development*

Rosa Rousel - *Business Manager /Analyst*

Jeremy Hookimaw - *Community Relations Specialist*

Andrea Gagnon - *Communication Coordinator*

Jessie St-Jean - *Executive Assistant*

Jason Pasternak - *Information Technology Lead*



Introduction



Kunuwanimano Child and Family Services is an organization that values children and is respectful and sensitive to their needs. The services/programs take into consideration the best interests and well-being of the child with all respect to the uniqueness of each First Nation's customs and practices to ensure the child(ren) identify and sense of belonging is paramount. Kunuwanimano Child and Family Services is mandated under the provincial Child and Youth Family (CYFSA) and since January 2020 under the Federal 'Act Respecting First Nations, Inuit, Metis Children Youth and Families (C-92).

Kunuwanimano Child and Family Services is required to provide culturally appropriate options for dispute resolution through a mediation process specifically the Circle that is endemic to the Indigenous World View. Kunuwanimano Child and Family Services works within each community Band Representative program toward plans of service/care that are in the best interest of the child(ren) and honour the rights and responsibilities of each First Nation.

Kunuwanimano Child and Family Services implemented a series of virtual groups within all the district offices for staff and supervisors, such that they would have a voice in the Strategic

Planning process. The Board of Directors, Elders, communities, staff, and management came together to strategize and vision for the organization over the next five years (2023 through 2028) on February 23 and 24, 2023 in Timmins, Ontario

The Strategic Planning process for virtual and in person was led by Stephanie Moses Feletto and Andrea Johnson, Johnson Research Inc. Participants were challenged 'in a good way' to examine the vision, mission and principles bore continued relevance over the coming years. Through a process of appreciative inquiry, the group during the in-person sessions discussed their personal ideas about the health and well-being, the strengths of Kunuwanimano Child and Family Services in addressing future opportunities to enhance the health and well-being of the communities.

Participants were encouraged to critically examine the past and current states of Kunuwanimano Child and Family Services and vision a path to guide future services development/implementation for the next five years and beyond. Through this process the strategic priorities were affirmed and validated thus solidifying the overall vision for each area and identifying concrete short- and long-term objectives for each priority. The Strategic Plan is the template for workplan development and implementation.





VISION

To hold children in the center of all decisions while honouring the integrity of our ancestral ways of life while striving to keeping the family healthy and safe.

MISSION

Unifying First Nations with Kuuwanimano to develop a strong foundation of shared responsibilities in our work with children and families.

Guiding Teachings

Children's safety comes first.

Everyone is always involved.

Acknowledging our Natural Laws.

Bring it back to history. Why we are here at this stage
- intergenerational trauma.

Seven Grandfather teachings are the basis of all our
services.

Be transparent and mindful of confidentiality.

Respect should be equally practiced in all interactions.

Communication at all times applying the Seven
Grandfather teachings.

Consultation with each other and the agency and
communities.

Knowledge and growth for community workers.

Prevention Services



RATIONALE STATEMENT:

By building relationships with the First Nations and partners this will allow for Kunuwanimano to deliver effective prevention services with the children and their families.

SHORT-TERM: 1-2 YEARS

Developing committees to focus on prevention services and develop a process for conducting needs assessments and training plan development (e.g., conducting this work through communication and collaboration among First Nations, Kunuwanimano, service providers and local resources).

Articulate and conduct a prevention service needs assessment (e.g., what are the gaps and strengths) and develop strategies for addressing the gaps utilizing the process developed above.

Develop a prevention services training plan (e.g., documenting best practices) utilizing a process developed above.

LONG-TERM: 3 - 5- YEARS

Implement prevention program specific to the individual needs of the First Nations child and families.



Build Trust and Relationships



RATIONALE STATEMENT:

With mutual trust and understanding together we can better promote healthy families based on their culture and way of life.

SHORT TERM: 1 – 2 YEARS

Develop a streamlined process for promoting transparency through immediate notifications sent to First Nations in a consistent manner.

Improve community involvement by engaging in community information sessions to educate and inform members on the service provided.

Creating standards and prioritizing response times to emails, phone calls, mail, etc.

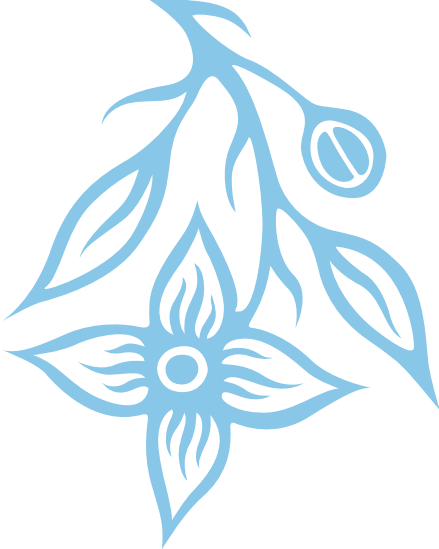
LONG-TERM: 3 – 5 YEARS

Maintaining a transparent relationship guided by commitment to updated protocols.

Elevate integrity by reinforcing the need to follow through with those we interact with.



Funding Resources



RATIONALE STATEMENT:

Through needs assessment, it has been determined funding resources are required to deliver and enhance services for children and families.

SHORT-TERM: 1 – 2 YEARS

Develop a plan of action for seeking out and securing funding and resource development (e.g., charitable organizations, Ontario Trillium Foundation, Indigenous Services Canada, Ontario Ministry of Health, post majority care, choose life mental health, mining companies).

Identify a list of potential funders and resource providers and build these connections and strengthen these relationships.

Educate workers on alternative funding mechanisms (e.g., Jordan’s Principle) and make applications on behalf of clients and communities.

LONG-TERM: 3 – 5 YEARS

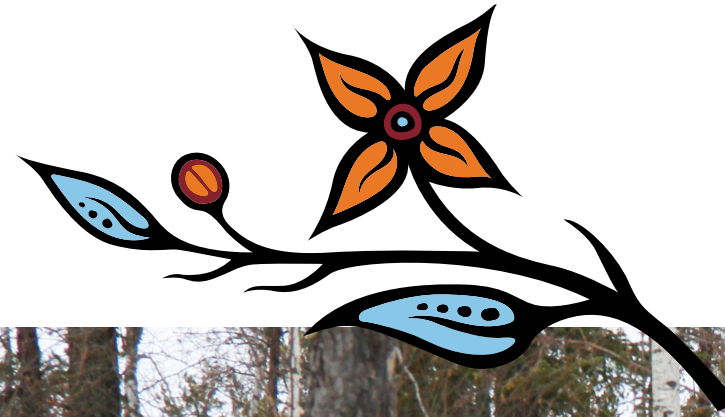
Measure progress and results from implementing the plan of action above, the relationships developed, and the success with training workers on accessing alternative fundings mechanisms.



Developmental Services and Staff Training

RATIONALE STATEMENTS:

In the spirit of honouring our ancestors by enhancing a wholistic circle of care for family preservation for the next seven generations.



FACILITATORS

Andrea L.K. Johnston

Stephanie Feletto



Johnston Research

Submitted by: Johnston Research Inc.

Date: April 24, 2023

SHORT-TERM: 1 - 2 YEARS

Develop staff structure for Phase 1.

PHASE 1: Hire specialized staff, project leads.

PHASE 2: Community consultations and engagement to identify gaps of services, common needs, within each community.

PHASE 3: To research, develop and implement comprehensive wholistic and developmental services.

PHASE 4: Break down into streams for further development and design.

PHASE 5: Develop a plan for measuring results and success in this priority.

LONG-TERM: 3 - 5 YEARS

Implement the plan that was developed for measuring results and success in the above actions.





KUNUWANIMANO
CHILD & FAMILY SERVICES