

SUMMARY



FIRST NATIONS COMPREHENSIVE COMMUNITY PLANNING

1st Regional Workshop

September 19–21, 2017—Duchesnay Tourist Station

Organized by



FNQLSDI
FIRST NATIONS OF QUEBEC AND LABRADOR
SUSTAINABLE DEVELOPMENT INSTITUTE



AGENDA

Tuesday, September 19

9:00 am	Registration
9:30 am	Opening address and words of welcome
10:00 am	Introduction to the workshop and ice breaking activities
10:30 am	Conference: Introduction to CCP (Chris Derickson, simultaneous translation)
11:30 am	Presentation of the kiosk representatives
Noon	Lunch and kiosks
	Community presentations
1:30 pm	<ul style="list-style-type: none">• Akwesasne (Jim Ransom)• Listuguj (Delphine Metallic)• Waskaganish (Roy Weistche)
2:45 pm	Break and kiosks
	Breakout sessions
3:15 pm	<ul style="list-style-type: none">• CCP 101, part 1 (Chris Derickson, simultaneous translation)• Participating: a traditional activity (Chantal Kistabish and Catherine Béland, in French)• Consensus building: insights from various approaches (Jessie Hemphill, in English)
4:30 pm	Daily wrap-up session

Wednesday, September 20

8:30 am	Registration
9:00 am	Daily introduction
	Community presentations
9:15 am	<ul style="list-style-type: none">• Kahnawà:ke (Linda Karonhienhawe Delormier)• Kebaowek First Nation (Kimberly Chevrier)• Première Nation Abitibiwinni (Chantal Kistabish)
10:30 am	Break and kiosks
	Breakout sessions
10:45 am	<ul style="list-style-type: none">• CCP 101, part 2 (Chris Derickson, simultaneous translation)• Understanding the power of collaboration (Linda Karonhienhawe Delormier and Kimberly Chevrier, in English)• Consensus building: Non-Violent Communication (Anne-Claire Museux, in French)
12:15 pm	Lunch and kiosks
	Breakout sessions
1:30 pm	<ul style="list-style-type: none">• CCP 101, part 3 (Chris Derickson, simultaneous translation)• CCP 102: Moving forward (Jessie Hemphill and Catherine Béland, in English)• From planning to action (Jason Fournier and Antoine Maranda, in French)
2:30 pm	Break
3:00 pm	Presentation: INAC Strategy for Comprehensive Community Planning (Marie-Josée Breton)
4:00 pm	Daily wrap-up

Thursday, September 21

8:30 am	Registration
9:00 am	Daily introduction
9:30 am	Discussion: Issues and solutions for CCP implementation in Quebec
10:30 am	Break
11:00 am	Discussion: Issues and solutions for CCP implementation in Quebec
N	Daily wrap-up and closing address

INTRODUCTION

The first ever First Nations Comprehensive Community Planning (CCP) Workshop for the Quebec region was held from September 19–21, 2017, in beautiful Duchesnay, with Wendake as the host community. The Workshop brought together 49 First Nations delegates, representing 27 First Nations and 11 Nations, including two Nations in British Columbia. It brought together women and men, young Elders and youth, Chiefs and band employees, CCP experts and other people new to the concept. Together, the participants explored this holistic type of planning, new to the region but already used by over 100 First Nations throughout the country.

As relationships are at the heart of CCP, the event also brought together various Indigenous and non-Indigenous organizations. Delegates from four commissions of the Assembly of First Nations Quebec-Labrador, one tribal Council and the Quebec Native Women's Association were invited to take part in the workshop, to learn about CCP and give thought to how their organizations could support communities with their planning and implementation initiatives.

The event was organized by the First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI), with funding from Indigenous and Northern Affairs Canada (INAC). Representatives from INAC, as well as from *the Secretariat aux Affaires autochtones* and Health Canada, took part in the event, listening to what First Nations delegates had to share about their vision of community development, and taking part in constructive dialogues exploring how communities who want to do CCP could be supported in their efforts.

The discussions were positive and inspiring. Innovative thoughts and ideas were shared, both by the CCP mentors from out West, by the community speakers from our region, by the breakout session facilitators, and by the delegates. Many avenues for action were identified by the participants, who were encouraged to express the next steps they would like to see accomplished, at home and in the CCP community of practice.

This workshop summary is meant to share with readers a glimpse of the energy and ideas that were expressed during the workshop. The FNQLSDI, as the organizer of the event and proponent of the CCP pilot project, will do everything in its power to implement the vision expressed by the participants, and to support communities who want to start or continue their CCP initiative.

To all those who contributed to making this event a success, we thank you warmly.



WORDS OF WELCOME



Michael Ross, Director, FNQLSDI

Kuei, hello. First, I would like to thank Linda Delormier for her opening words. Thank you to our host community, Wendake, for welcoming us on their territory. And thanks to all of you gathered here today for our region's first ever First Nations Comprehensive Community Planning (CCP) workshop.

Our work at the Institute is to support communities in the implementation of their vision of sustainable development, which is based on four pillars: environment, economy, society, and the rights of our people. Our areas of expertise are diverse, to meet the needs of communities: biodiversity, consultations, culture, natural resources, and of course, planning. We support CCP initiatives, through the CCP pilot project, but we also support strategic and territorial planning initiatives.

CCP is a sustainable development exercise, in the truest sense of the word. It allows a First Nation to fully exert its autonomy on its territory, according to the vision of its members. The CCP pilot project that we coordinate is led by four CCP Coordinators who lead the process in their communities according to the priorities and rhythm of the members. CCP is a tool that can lead us to self-determination and community healing, as you'll hear over the next few days. We really hope that this first workshop will be a space for sharing and discussion, to ensure that CCP is available to every community that wants to use it. To take part in this discussion, we've invited delegates from every community, and nearly 30 sent representatives. Representatives from Indigenous organizations and government agencies will also be present, to listen to what you have to say and consider what supports and potential partnerships could contribute to rolling out CCP in our region.

Thank you again for being here!



Marie-Josée Cayer, Director, INAC

Kuei, good morning. In my personal name and in the name of the Indigenous and Northern Affairs Canada (INAC) regional office, I thank you for being here to take part in this first regional workshop on First Nations Comprehensive Community Planning (CCP).

Your presence here reflects the importance of this process, and I would like to thank the FNQLSDI for its support in making this workshop possible. CCP helps build communities, by allowing all members to participate, both youth and Elders, as well as all of you gathered here today. It allows a community to identify its challenges and opportunities, to create a sustainable future. CCP is part of a process to work across issues, and this is why INAC supports this initiative. We are proud to be a partner in the promotion of this tool. I

wish you rich and fruitful exchanges, to get out of your comfort zone, to share, reflect and express your ideas freely. Enjoy the workshop!

WELCOME FROM THE CO-FACILITATORS



Gilakesla, welcome. My name is Jessie Hemphill and I'm from the Gwa'sala—'Nakwaxd'axw Nations, with Métis and Abenaki heritage as well. Thank you to our host community, Wendake, and my thanks to every one of you for being here today, to take part in your region's first ever Comprehensive Community Planning workshop.

To provide a bit more context, CCP is a type of planning that began in the late 1980s and 1990s, in British Columbia and elsewhere. Around 150 First Nations in B.C. have completed CCPs, and we have held annual CCP workshops in our region for the last 13 years. The first National CCP Workshop was also held in Winnipeg in 2017, with representatives from all over the country. What experience has shown us is that CCP is a powerful transformational tool, when done well and in an inclusive fashion, so I hope that by the end of the workshop, you will be excited to go back home and use it in your community.

In Quebec, the CCP pilot project began in 2016 with two communities, Kebaowek and Abitibiwinni First Nation, and two additional communities joined during the year, Listuguj and Kahnawà:ke. At its core, the project aims to support planning initiatives, led by local CCP Coordinators and their planning teams. It also aims to identify factors of success and potential

challenges to CCP processes in our region, through the experience of communities and according to their own evaluations. Finally, the project creates spaces for Nation-to-Nation learning and for open discussion, such as Coordinators' meetings and this first regional workshop. So, let's begin by acknowledging that even here, in this place, we form a community. We are here to learn together, and to start practising being good community members, with respect, kindness and inclusiveness.

Biography

Jessie is from the Gwa'sala—'Nakwaxd'axw Nations, with Métis heritage as well. She is the lead facilitator for annual Comprehensive Community Planning workshops in British Columbia, and has led similar workshops across Canada. She has worked with over twenty First Nations on their community plans, and has facilitated strategic planning sessions for a wide variety of First Nations and Indigenous organizations, federal and local government, and activist groups. She specializes in hands-on, interactive planning and workshops, conflict resolution, and communications. She was elected twice as a Councillor for the District of Port Hardy, and is currently completing her Master of Community Planning in Nanaimo, B.C.



Catherine Béland, Planning Coordinator, FNQLSDI (Co-Facilitator)

Raised on the Quebec North Shore, Catherine has university degrees in Environmental Sciences and Management, focusing on the relationship between humans and their environment. Over the past 15 years, she has collaborated with various Indigenous organizations, environmental groups and research institutions. Her planning experience includes watershed management, collaborating with 7 First Nations to develop Climate Change Adaptation Plans, as well as strategic planning. She joined the FNQLSDI in 2014 as Project Officer, and became Planning Coordinator in 2016. She has the privilege of providing support to the four First Nations communities leading the CCP pilot project.



KEYNOTE SPEAKER: WHAT IS CCP?



Christopher Derickson, Councillor, Westbank First Nation

Humans have been planning since they walk on two feet. When people gather into groups, live in larger communities, the need to plan arises. Modern planning has many names: community regional planning, urban planning, city planning, etc.

We as Indigenous people have always planned. The proof of our strong planning tradition is that we're still here despite everything. CCP is not a colonial construct imposed on us, it's a rebirth of our traditional ways of planning.

CCP started in the 1980s, based on the idea that maybe governments should let communities and First Nations plan as they wish, to do what they wanted with their community. In 2004, a pilot project with five communities was started in British Columbia, backed by INAC. They put together a community plan and developed a CCP. This resulted in the first CCP handbook in 2006.

But what is CCP? Academic definitions, which are perhaps not that useful, mention that it's a holistic process, a roadmap that involves all aspects of the community. However, every community is different, every planning process is different, and so every outcome will be different. Find out what CCP means for your community. At the end of the day, CCP is a plan by the people, for the people. It's community-driven & community-owned. There are some common themes, but no two CCPs are the same. It is absolutely essential that culture, language and traditions play a central role in CCPs.

Why plan? Because communities face generational issues that cannot be addressed by higher governments. Because it can lead people to solve their problems on their own, and build capacity. Planning processes can support healing. CCP allows communities to move toward decolonization, self-determination and self-governance.

Why does it work? Remember that it's a continuous, positive process that allows members to dream and think about solutions. It creates a change in the conversation, allows members to focus on the positive rather than problems. It leads to small incremental changes in your community, but little changes can go a long way toward changing the negative culture. In Westbank First Nation, planning has become an institution within the governance structure. By contrast with leadership practices from colonial institutions imposed on us, CCP is a bottom-up approach. In my community as elsewhere, successful CCPs are built on engagement, which should not stop when the CCP plan is done. The planning is done in a language that community members understand, which allows them to engage, in an inclusive manner.

Biography

Chris is from the Syilx (Okanagan) Nation and is a member of Westbank First Nation where he serves as an elected Councillor. He is also a partner with Alderhill Planning and has over 10 years of community planning experience. Chris speaks regularly across Canada on the topic of Indigenous planning, encouraging communities to replace western methods with traditional ways of planning. He serves as Co-Chair for the Okanagan College Board of Governors, as Treasurer for All Nations Trust Company, and is also a lecturer at Simon Fraser University's Beedie School of Business and at the Native Nations Institute at the University of Arizona.



AKWESASNE CCP



James Ransom, Director of Tehotienawakon, Akwesasne

What is CCP from a traditional perspective? It is to make sure that, in seven generations, our community members are going to look back and say “*they did a good job*”. It means to make the world and our community a better place for the next generations.

We have a large community, living across Ontario, the USA and Quebec. It’s imperative that we have good resources for planning. In terms of our CCP process, we submitted a funding proposal to INAC in 2014, and started working in June 2015 with a third-party consultant to write the CCP. Along the way, we learned some important lessons, such as:

- Hiring a local lead is very important.
- Community engagement is the key.
- Go where the people are: send the local lead to be present at community events.
- Do radio interviews, and be sure to provide food at community meetings.
- Know your community: e.g. no events on Tuesday because it’s Bingo night.

Our CCP document was finalized in March 2016. It includes 11 community objectives, articulated around four areas: governance, environment, economy, and community. For each area, goals were identified, and achievements have been noted in all of the planning areas.

In terms of governance, our central goal for the future was to ensure we had laws to protect our children. So we passed a Matrimonial Property Law with 2000 votes, an Akwesasne Tobacco Law, and amendments to our Election Law will be up for a referendum. Many goals related to the environment and lands have also been achieved: we have developed a Climate Change Action Plan, are in the process of settling a major land claim, and have obtained funding for the Youth and Elders Camp on Thompson Island.

Our economic goals centred on the need to ensure jobs in Akwesasne for future generations. Our achievements in this area include a Strategy for Renewable Energy Development, offering a diploma in energy system engineering, as well as completing an economic leakage study and a labour market information study.

Finally, our community goals centred on ensuring a healthy living environment in the community for future generations. Some of our achievements in this area include improvements to the arena, trail development, the creation of a Tourism Working Group, and developments in terms of housing and healthy homes.

Biography

A lifelong resident of Akwesasne, Jim has been a student of Mohawk and Haudenosaunee Teachings for the past 30 years, and also completed a Bachelor of Science degree in Civil and Environmental Engineering from Clarkson University. He has worked on environmental issues facing Akwesasne and other First Nations for the past 37 years, helping start his community’s Environmental Program and heading the AFN’s Environment Unit. He is very involved in his community and beyond, sitting on various committees and boards related to educational and environmental issues. He currently serves as the Director of the Department of Tehotienawakon (*They Work Together*) for the Mohawk Council of Akwesasne, and oversees the implementation of the Akwesasne CCP. Among others, he is responsible for helping the Mohawk Council of Akwesasne achieve its objectives in becoming a self-sustaining community.



LISTUGUJ CCP



Delphine Metallic, Economic Development Manager, Listuguj

Why did Listuguj decide to get involved with CCP? We got involved not because the government said so, but to improve our decision-making process, to ensure that it was community-based. We completed the first phase of our process with support from a consultant firm that drafted our CCP.

Listuguj is a community of 4000 members, with approximately 2000 living on reserve. Many demands are made on Council, in relation with issues such as housing, employment, and education. The goal of the CCP was to be based on people's wishes and ideas.

When the CCP process was started in 2012, land claim discussions were a big issue in the community, and members were anxious to see what the settlement would bring to the community in terms of funding for other projects. The CCP and the land claim discussions went on at the same time, between 2012 and 2014, and we learned an important lesson from that: avoid having more than one big process at the same time, as it can cause confusion and be detrimental to both processes. The drafting of the CCP was completed in 2014, but the pace was too fast for the community, due to financial issues. However, the process was guided by our seven Mi'gmaq Principles, as is all of our work.

Many things then happened in Listuguj: the land claim referendum, elections, etc. The CCP Coordinator left and was not replaced, and the CCP was shelved. But the data contained in the CCP never lost its relevance. It's our information about Listuguj, our data. So, with support from our leadership, staff and the FNQLSDI, we decided to revisit the CCP. We started at the Wellness Fair, where we provided information about CCP and land use planning to 250 people. We are now in the process of validating the plan, through community engagement activities. We work with a consultant from Listuguj, and use events already happening to promote the CCP.

We've also started implementing some actions. For example, we built a recreational area, so that our youth would have a safe place to learn and play. The project was completed through multi-directorate collaboration, proving what we can do when we work together. We've also built a community garden and are looking at horticulture training. One of our major concerns is the decreasing use of the Mi'gmaq language, so we've started a Mi'gmaq immersion program for young kids and adults, and are decolonizing our education governance. Another major concern is economic leakage, and we worked with the FNQLSDI to create a *Community Economic Development Strategy*.

The success of CCP largely depends upon having a good communication plan, and the support of Chief and Council. It's important to communicate well, to distinguish between initiatives, and to remind people that CCP doesn't replace other initiatives, rather that it's complementary to them.

Biography

A Mi'gmaq woman from Listuguj, Delphine has been a lifelong resident of this vibrant and culturally rich community. She has raised her three children in Listuguj, only leaving to pursue a college education in Montreal, and then again later to attain a business degree from the University of New Brunswick. Delphine has been employed with the Listuguj Mi'gmaq Government for over 20 years, in various departments such as Economic Development (current role), Commercial Fisheries and Social Services. The wide experience she has gained allows Delphine to have a good insight into her community's values and vision for the future, which ensures those things important to Listugujewa'q are at the heart of the *Community Economic Development Strategy* and help to formulate proposals and strategic directions for the betterment of the community.



WASKAGANISH CCP



Roy Weistche, Director of Capital Works, Waskaganish

Our CCP journey started with a discussion with our Council, in which we asked two central questions: what is going on in our community? How do we want to advance our community, by including our youth and Elders?

The process itself started in 2013, when we hired a consultant firm to help us with CCP. First, we held a 5-day workshop with the band staff, and gathered a lot of good ideas. One central idea that came out was that we needed to improve communication. So, during the other 3 workshop sessions, we held focus groups, community sessions, open houses, made display panels, created a Facebook page, etc. We also created a survey that was distributed during our annual general assembly.

We are proud to say that our plan is community-based, and there was strong involvement from the community members. Now, the Plan is a tool for the band and Chief, to guide their work, but we all share responsibility in implementing it over the long term.

In terms of content, the CCP book has four chapters: context, vision, action, and approach to change. The Context chapter provides an understanding of the present as the foundation for thinking about the future. The Vision chapter presents the vision statement that was developed by community members at the workshops, as well as shared values that are important to the quality of life in Waskaganish and should guide all decision-making. Here is our vision statement:

“Traditional harvesting on our Cree territory will continue to provide the foundation for a healthy and self-reliant people as we work together to create new opportunities toward a thriving Waskaganish Eeyou.”

The Action chapter describes the structure and some of the action areas for our community. We worked on a Structure Map to guide future development while protecting our environment. We also identified five action areas and kick-start projects, such as a community store and a community greenhouse. In terms of implementation, the last chapter describes our Approach to change as community-based and project-driven.

Our next steps will be to continue meetings with Chief and Council, staff and community members to discuss the implementation, and continue to distribute the plan book to community members.

Biography

Roy is a residential school survivor, who left his community at the age of 6 to attend Fort-George Residential School. His last year of school was at Philemon-Wright High School in Gatineau/Hull. Roy is a community leader who has served 2 terms as Band Councillor and 1 term as Deputy Chief for his community. Actively involved, he leads and plans all future development in the community, including new projects, housing and infrastructure, and the development of new streets. As Community Planner, he also champions the implementation of the completed CCP project in Waskaganish. Roy loves sports and is actively involved in minor hockey. In his spare time, he enjoys hunting and fishing. His parents are his greatest inspiration, they taught him to “*work hard and be a good example to the community.*”



QUESTION PERIOD

Following this first round of community presentations, participants had the opportunity to ask questions and discuss the CCP projects.

A first participant mentioned how he was encouraged by what he had heard, but wondered how CCP could be applied in smaller communities that don't have access to the same resources. The speakers shared some important pieces of advice with the crowd. Jim Ransom underscored how important it is to have commitment and passion, to educate yourself and get training. He also insisted that people should reach out to other First Nations with expertise, and to not be afraid to find friends and allies. In his words: *"You have to be willing to learn, to gain wisdom from others."*

Delphine Metallic added that it's important to have faith in people, to ask for help, to hire people from your community, to build confidence. In her words: *"The Band office, when we get together, it's surprising what we can do. We have a passion for what we're doing."* Roy Weistche followed with a message of hope, saying that: *"My community is 2800 people ... we all have to move forward, no matter the size of our community. Getting the information from the community is the best practice. Be a community member, not a politician."*

Finally, Jessie Hemphill mentioned that a good first step is to ask members to identify projects and ideas that can be done with little or no budget at all. She reminded participants that they should not be afraid to reach out and create networks, even starting now, during this workshop.

A second question addressed the amount of time that elected officials spend on their elected duties. Each speaker had a different answer, as the situation varies greatly from one community to the next. Some had elected officials that work full time at their job and get paid by the band, others had appointed, unpaid officials, while others have a Chief and Deputy-Chief that work full-time while the Councillors work only part-time. Jessie Hemphill summarized the discussion by saying that while some First Nations have fully dedicated Chiefs and Councils that are in the office 8 hours a day, other leaders are never there or are embezzling money. However, no matter what the situation is, the lack of trust in elected officials is a constant between communities. CCP can help build confidence by making sure members are being heard by the Chief and Council.



ABITIBIWinni CCP



Sally Rankin, Assistant General Director, Abitibiwinni First Nation

Pikogan is an Anicinape community located in Abitibi. Our reserve covers 277 hectares. In total, 600 members live on reserve and 300 off reserve. 40% of our population is less than 18 years old, so thinking about their future is important to us. Pikogan is one of the communities that are part of the CCP pilot project, and the only francophone community doing CCP in Canada.

The first step of our process was to find our CCP Champion, the person who would lead the process, with help from a committee and support from the Chief and Council. We were looking for someone patient with excellent listening skills, who would be able to set judgment aside and include community members in the process. During her hiring interview, Chantal Kistabish, our Champion, explained in very clear terms what CCP meant to her: different people can look out the same window, but everyone sees something different. It was a simple yet powerful explanation.

Once our Champion was hired, she started doing various community engagement activities. The first activity was a lunchtime conference at our annual general assembly, where she also held a CCP booth and had questions for the visiting community members. From the outset, we decided to focus on our kids and our youth. Chantal held workshops with all the school kids, who were excited to learn new words such as planning and future. Through the activities, we learned that all of them see themselves as living in Pikogan in the future.

We also held engagement activities for the whole family, such as a History Day with Elders, and individual meetings with family clans, to create spaces where different people would feel comfortable sharing their ideas. To support Chantal in her work, a Planning Team was created. The twelve team members meet every 2 weeks, and they adopted their own terms of reference. They agreed to get involved in the long term, and help organize CCP activities.

In terms of challenges, it's still difficult to reach all of our community members. That's why we've been working on diversifying the activities, for example with the family clan workshops. Another challenge is the diverging opinions that arise, which Chantal has faced with patience, by taking her time and avoiding judgment.

We are still at the planning stage of our CCP process. More activities and workshops will be necessary, and we plan to invite some guest speakers to inspire and support the process. We also need to begin data analysis, to start looking at all the data we gathered. So far, we've managed to identify our main planning areas: language and culture, education, governance, youth, land and health.

The advice I would give to communities who want to get started is this: dare to start the process. Dare to change. And, because you've been saying it for so long, dare to finally listen to your youth.

Biography of Chantal Kistabish, CCP Coordinator for the Abitibiwinni First Nation

Chantal is a member of Abitibiwinni First Nation. She completed a certificate in Administration and Human Resources from the Université du Québec à Montréal, as well as a multidisciplinary certificate and a short program in Indigenous Studies at the Université du Québec en Abitibi-Témiscamingue. She joined the work force in 1997, and has since been employed by the Abitibiwinni First Nation Council, in economic and tourism development. She was also involved in community engagement with Quebec en Forme. In 2016, she returned to her community to work as Coordinator for the CCP process. Her training and experience allowed her to further her knowledge of community engagement and group animation, while never forgetting her ancestors' history.



KAHNAWÀ:KE CCP



Linda Karonhienhawe Delormier, CCP Coordinator, Kahnewà:ke

Kahnewà:ke is in the pre-planning stage of the CCP process, which means lots of reading and research. Kahnewà:ke is a reservation of 13,000 acres, with a population of 9 to 10,000 members living on reserve and over 11,000 in total. Our land base and natural resources are limited, making CCP even more relevant. In 2009, the community had a community-driven consultation process which led to a vision statement, but there was no comprehensive implementation of what that vision meant. We got involved with CCP after seeing the successes that communities across the country have experienced and how it truly is an example of how communities can change their future.

How we got started? Well, we need to know where we're from in order to know who we are and where we are going. In our culture, the starting point is the Great Law of Peace, and our traditional concepts guide this modern process. CCP is an opportunity to really understand and align all the different initiatives that exist in our community, and strategically pave the way for us to finally grow together.

Some of the main objectives for our project are: the 2009 Vision Statement is the foundation for the planning process; to establish a strategy for collaboration with the Collective Impact initiative; to develop a communications strategy and engagement methods; to document commitment from various community organizations; and to create a landscape document including existing strategies and an overall community profile. One of our challenges is to build trust between community members and organizations, so that we can truly work together.

Our connection to the land has to be at the heart of what we are doing, of our identity. The many deep changes to our land (seaway, railroad, highways, golf courses, etc.) are at the heart of many consultation issues, and affect the process of moving forward embodied by the CCP. But we are a very progressive community, with strong organizations that sit at one table to share information and resources, to plan as efficiently as possible for the community, and to share that information with the Chiefs' table. What we don't yet have is a strategic alignment of the organizations. However, we have a clear governance structure with 12 portfolio areas, which will be the basis for our data management system and will branch out according to our various programs. Our vision is at the centre, and has to come from a place that reflects our worldview, our collective, who we are as Mohawk people, using our language and culture.

There are many other community engagement processes ongoing in Kahnewà:ke, but CCP doesn't replace any of them. The goal is to feed the various processes and find areas of convergence, to avoid consultation fatigue among members. In terms of advice, it's essential to plan from our worldview is essential, to build trust, and to plan, plan, and plan again. Moving forward is like a tree, we start from our roots, so we can collect the fruits of our labour together.

Biography

For the better part of the past 20 years, Linda has worked for her community. She has a wealth of experience, specifically in project leadership, planning and management, as well as coordination. Her work is multifaceted, and includes working with local youth, teaching Kanien'keha (Mohawk Language) at the elementary level, and teaching various courses and workshops on topics such as food sovereignty, survival skills and herbal medicine and food preservation. She sits on the board of local organizations, such as the Kanien'keha: ka Onkwawen: na Raotitohkwa Language and Cultural Centre, and is involved in her community's Collective Impact initiative. She was hired as CCP Coordinator in July 2017, and is currently working on the pre-planning stage of her community's CCP process.



KEBAOWEK CCP



Kimberly Chevrier, CCP Coordinator, Kebaowek First Nation

Kebaowek First Nation is located in Abitibi-Temiscamingue, on lake Kipawa. The name of our community, in Algonquin, means to be enclosed, as we are at the end of the road. We are a small community, with 291 members living on reserve and 497 off reserve.

Our promotional slogan for the CCP is “*Be the change*,” and we want to work collectively on the process. In order to be this change and to work toward our future, we have two youth representatives on our Planning Committee, who are here with me today.

Our forefathers came from three different areas, and used to gather at Hunter’s Point. As the Europeans arrived, they migrated South and many mingled with the newcomers. Since its creation, the reserve has known a lot of growth, and we now have a community hall, a gas station, many community buildings and very diverse activities and services, including sports, cultural camps for youth, workshops, social programs, the annual Country Fest, etc. We celebrate and cherish our community members, our kids, youth and Elders. We have been working hard with our youth to regain our culture and ceremonies, through activities with our kids and youth.

Our land is still very pristine, with gorgeous lakes and forests. There is a new national park opening on our land, and the CCP will contribute to addressing the issues and opportunities that this represents. CCP is an opportunity to address the issues that members need to understand, the factors that affect them and their decision-making, whether internal or external to the community.

During the CCP process, we want to build on our past achievements, and ensure that members have a sense of belonging and ownership. We want to create a shared vision and values statement, and make sure that the community has the resources it needs to implement its vision, taking advantage of opportunities. The CCP will provide a reference for community organizations and groups, but also for partners and allies. It will clarify priorities, and identify achievable actions.

One lesson learned from our experience is that coordinating the process is a full-time job. So far, we’ve held two large community meetings, created a travelling display that has been used in various community events, organized planning team meetings, etc. So far, one-on-one communication has worked well, and we are working on building trust so that community members feel at ease working together, including our off-reserve members. Our next steps involve meetings every two weeks with the planning team, holding many more community engagement activities, taking part in existing events, announcing the winner of our CCP logo contest, and promoting CCP on various platforms (ex. promotional video, social media, etc.).

Biography

As a member of Kebaowek First Nation, Kimberly has always wanted to work with her people, in collaboration with mainstream society. She completed an Honours Diploma in Community Service Work, and was trained in a variety of related fields, such as lateral violence awareness, psychology and communications. Since 1993, she has worked for various Indigenous organizations, including the Odawa Friendship Centre and the Institute for the Advancement of Aboriginal Women. She returned to her community 3 years ago, when she was hired as Community Service Worker to provide services and increase awareness to healthy living habits. She became CCP Coordinator in July 2017, and encourages her fellow Kebaowek members to be the change they want to see.



QUESTION PERIOD

Following this second round of community presentations, participants had the opportunity to ask questions and discuss the CCP projects.

A first participant mentioned how happy he was with the event so far, then asked the speakers how they addressed the issue of community members who wanted to come back to live on reserve, how their views were being integrated into the process. All three speakers mentioned that the full list of members is used for communications, no matter where the members live, because it's essential that all members have their say about the future of their community. They identified some means of communication that can be used, such as social media, online surveys and mailed documents.

A second participant asked what speakers were identified to come to the community. Sally Rankin mentioned that T8aminic Rankin had been approached to talk to the community, and Jessie Hemphill explained the B.C. CCP Mentorship initiative. INAC provides funding to First Nations who want to receive the support of a mentor, so that they don't have to pay for those services. The mentors also sometimes travel to other provinces.

A third participant asked how the plan was implemented once completed. Considering that the CCP require contributions from various sectors, how can they be made to collaborate? Linda Delormier explained that in Kahnawà:ke, the first objective had been to get the various actors involved to sign a document guaranteeing their commitment to the process. This document lays out the ground rules that will apply to all, and it will be included in the CCP. Sally Rankin mentioned that in Pikogan, previous experiences with collaboration helped to facilitate the CCP process. She also mentioned that they would have to reach out to other partners, but that they first wanted this to be a process internal to the community, to decide together where they stand. Jessie Hemphill presented the idea of an "ecosystem of plans," pointing out that the CCP must be global enough to leave employees enough latitude to take advantage of new opportunities. Operational plans must be grounded in the CCP, not the other way around. Finally, she reminded participants that the CCP should not be written to create silos, but to reach across planning areas, something that everyone should be aware of.

A final comment was made from a participant who presented her community's planning process, which was based on an integrated annual plan, approved by the Council. This plan laid out the administration's priorities for the year, which were translated into a management plan and a budget, with reporting every 3 months. A 5-year plan is also being developed, and will guide the management team into identifying their actions.



INAC PRESENTATION



Marie-Josée Breton, Manager, Governance and Community Development, INAC

Indigenous and Northern Affairs Canada (INAC) has been working on a National Strategy for Indigenous Community Development. This process, which involves working with an Indigenous advisor's working group, follows a conversation that began in 2013 on how to support capacity development in Indigenous communities. The Strategy is meant to set broad national guidelines that can be adapted to suit regional realities and best practices. It outlines a vision and principles that can be appropriated by the regions. The Strategy rests on four pillars. The first pillar is to support community-led, Nation-based planning initiatives. This involves long-term, dedicated resources for various planning initiatives (ex. CCP, territorial planning, etc.), including at the implementation stage. It also involves supporting capacity development in communities.

The second pillar is Community-to-Community learning. The Strategy recognizes the need to provide funding for communities of practice, conferences, networks and workshops, as well as mentorship initiatives, all meant to strengthen capacities. The third pillar of the Strategy is to foster collaboration and integration within and across government departments, ensuring that funding is harmonized with communities' planning objectives, and that tools and resources are shared. The fourth and final pillar is to continue to increase cultural diversity awareness within the department, by sharing Indigenous success stories with employees.

Comprehensive Community Planning is a priority for INAC, and it must be integrated at all levels of the department. Minister Bennett announced in February an investment of 30 Million \$ over 4 years to support community development. However, at the moment there is no program specifically dedicated to CCP, meaning that funding for CCP initiatives must come from other existing initiatives. In spite of this, roughly 25% of First Nations communities in Canada have already begun or completed a CCP, and 75 communities were provided CCP funding in 2016–2017 alone.

In the Quebec region, INAC has been working on a Regional Strategy for Community Development, focused on capacity development. The Regional Strategy has 2 axes: internally, INAC will directly support First Nation community development through funding for capacity development projects. Externally, INAC will support CCP initiatives, through a partnership with the FNQSLDI for the CCP pilot project. One of the goals of this project is to identify key challenges and factors of success for a CCP initiative in the region. The next steps are to continue to support the FNQSLDI with the pilot project, to further develop relationships with external experts, to identify long-term funding solutions, to promote CCP within the department, and to introduce the concept of CCP to as many communities as possible.

Questions and Comments

Following the presentation, participants asked if the province would be involved in the process and how communities could access long-term funding for CCP and other planning initiatives. Marie-Josée Cayer shared that discussions were already ongoing between INAC and the *Secrétariat aux Affaires autochtones* regarding CCP. She also mentioned that the regional workshop would help give political weight to requests for funding at the national level. She added that INAC is aware of the importance of flexible, long-term funding that would reflect the communities' visions and needs for planning, including planning for a longer time and larger territorial scale. She concluded by reminding participants of the current discussions between Indigenous organizations and the federal government about reviewing modes of funding.



BREAKOUT SESSIONS



CCP 101 – a 3-part session

The CCP 101 sessions, facilitated by Chris Derickson, were a shorter version of what Chris usually gives as a full-day workshop. The sessions were hands-on and participatory, and encouraged participants to explore different aspects of how to start a CCP process in their community.

First, the group explored what being a CCP Coordinator involves, mainly: how to create a community, how to engage the community, and how to read people. CCP Coordinators must create as many opportunities as possible for people to get together, to create a sense of community at various scales. There are many different options: circles, small groups, focus groups, larger community groups, etc. They also act as facilitators, meaning that they have to create spaces for people to open up, and for the “negative” people to get engaged, in order to allow all voices to be heard. As an example, the first activity of the session was a small group discussion where participants were encouraged to share why they were here, how they were feeling and what they were hoping to get out of the workshop.

In the second activity, participants were invited to take part in a Dotmocracy exercise to identify priorities. This tool is useful as it makes everybody feel that their voice is heard, but the board clearly shows what the group’s main priorities are. It’s a very simple and non-confrontational tool. In a third activity, small groups worked on creating a sentence that best describes what CCP is, using key words from each group’s participants. This type of exercise is good practice to develop a common vision or values statement.

Next, participants discussed how CCP fits in with the various plans they have in their communities, such as: strategic plans, land-use plans, operational plans, etc. It was mentioned that CCP does not replace those plans, but can be more relevant and make more sense to the community than other plans. Engaging into different planning initiatives at once is risky, as it can create confusion, mobilization issues, and engagement fatigue. For CCP, commitment is the key. The more the people will be talking about CCP, the more the politicians will be prone to look at it.

In part 2 of the workshop, Chris exposed some advantages of planning, such as problem-solving and reaching goals in terms of satisfying human needs. He insisted that each community has issues and problems, and that every planning process is rooted in an ecosystem that has some issues.

In a CCP process, the community’s input and approval provide a solid foundation on which to build. However, this does not ensure that there won’t be further conflict or problems. It’s therefore important to look for specific qualities in a CCP coordinator:

- A willingness to learn about planning and community engagement;
- Good networking and human relation skills;
- Passionate about engagement;
- Engaged in the community.

Participants were then reminded that CCP aims to create a movement and to foster engagement within the community, not just to create a document.

In small groups, participants were asked to review existing CCP documents, and to report their impressions to



the larger group. Important elements that were identified for each section of a CCP included:

- Introduction and context, to present the plan’s goals.
- Community overview, including maps, history, statistics, etc.
- Planning process, because clearly explaining the process provides legitimacy.
- Vision, mission and values.
- Culture and language, which can be used to structure the plan in a creative way.
- Planning areas should be based on the community’s ideas, and be as diverse as members need them to be. Each planning area can be briefly described in the plan, including elements of definition and existing policies as well as the goals and objectives related to that area.

Next, participants were introduced to the various steps of a CCP process. The pre-planning stage should involve a lot of research about CCP and about the community. It’s important to plan the planning process. The planning stage is the core of the process and can take up to 4 years to complete. At this stage, frustrations and conflict should be openly expressed and addressed, to allow core issues to emerge. Those issues can also be identified using SWOT (strengths-weaknesses-opportunities-threats) analysis. In Chris’s words: “SWOT till you drop”!

The CCP should be a high-level plan, leaving employees with enough flexibility to operationalize it in their activities. Quickstart projects can be developed and implemented before the end of the planning stage, as they create momentum and empower members. However, these quickstart projects should focus on issues of consensus and avoid topics that create conflict. The evaluation and monitoring stage involves creating a baseline to be able to evaluate the community’s progress, then determining the optimal evaluation sequence and reporting back to the community. The final draft of the CCP should be validated by lawyers to ensure that it does not negatively impact any ongoing legal processes (ex. land claims, IBAs, etc.).

Part 3 of CCP 101 focused on providing tools and exercises to help participants start with the actual planning. Chris mentioned that often, CCP Coordinators have a difficult time translating all the data they collected during the community engagement activities and the SWOT analyses into actual goals and objectives. Participants were therefore divided into small groups, where they used the data they collected during their practice SWOT analysis to start identifying goals, objectives, policies and actions for their mock community.

Further hands-on exercises allowed participants to explore the elements that should be included in a CCP work plan and budget, as well as the psychology and skills related to problem-solving.



BREAKOUT SESSIONS



Participating: a traditional activity

This session was originally planned by Chantal Kistabish, CCP Coordinator for Pikogan, in collaboration with Catherine Béland of the FNQLSDI. The goals of the session were to discuss elements of definition for the concept of community engagement, to explore the links between Indigenous cultures and engagement, and to discuss positive examples of community engagement activities, focusing on why they were successful.

Participants were first asked to each identify one key word that represents community engagement. Among words that were shared, many were linked to respect, interests and needs, as well as action, collaboration and sharing. One participant shared a word in Atikamekw, *Manitukasowin*, which embodies the concept of moving into action.

Her comment allowed the group to move on to the second activity of the session, when they were invited to identify links between their cultures and the concept of community engagement. Participants identified many cultural values and traditions linked to engagement, such as sharing knowledge and food between community members and between communities, or making decisions by consensus about how to occupy the land. Other examples discussed the concept of extended family and relations, which creates a responsibility to act to take care of your relations.

In smaller groups, participants discussed positive examples of community engagement taking place in their community, regardless of the topic (ex. a new facility for the youth, a cultural camp, an annual week of activities, etc.). Various examples were given, such as a cultural camp on an island, including activities on language and traditional knowledge (Wôlinak), stays on the land for women (Nutashkuan), an annual sustainable development fair (Ekuanitshit), a community walking activity to promote healthy lifestyles (Mashteuiatsh), a series of funding activities for Manawan's Youth Centre, and an annual canoeing activity for all three Atikamekw communities involving Elders and members alike.

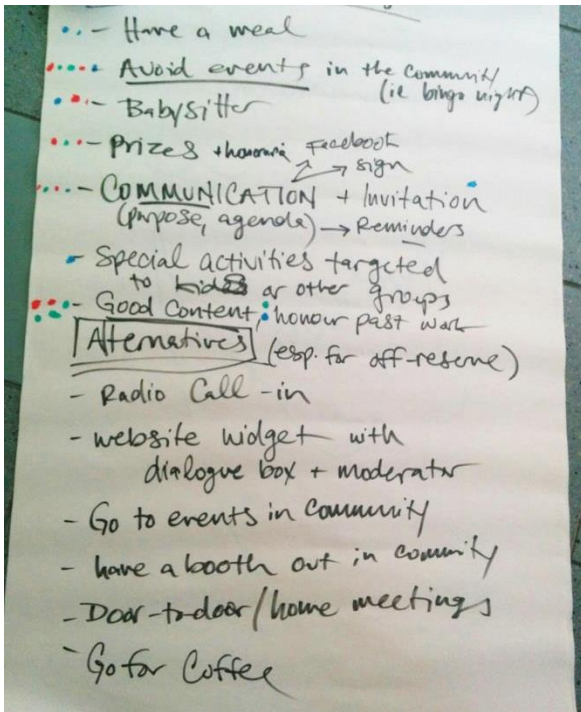
Participants were then asked to identify some key factors for the success of those initiatives. According to them, successful engagement initiatives...

- Are rooted in the culture and identity of a community, and have a link to the land.
- Are intergenerational and allow transfer of knowledge between people of various generations.
- Involve leaders and key members of the community, and are based on collective work.
- Are creative and fun, celebrate community successes and contribute to building pride.
- Are based on a detailed work plan and are creative when it comes to finding sources of funding.
- Create spaces for diverse community members to collaborate and get together.

In conclusion, Catherine shared some useful tools for community engagement (handouts and a website), and encouraged participants to visit the CCP section of the FNQLSDI's website for additional tools.



BREAKOUT SESSIONS



Building Consensus: Insights from various approaches

This session, facilitated by Jessie Hemphill, was based on principles of inclusion and participation. The participants themselves identified the two main topics to be covered during the workshop: means to engage the community and definitions of consensus.

Community engagement was the first topic discussed. Participants shared their insights on how to encourage community members to attend meetings, such as:

- Offer a meal.
- Avoid holding meetings on the same night as community events (ex. bingo night).
- Provide a babysitter or childcare service;
- Offer door prizes.
- Publicize the event, using social media and posters, and send reminders.
- Organize special activities for targeted groups, including kids.
- Present quality content and honour past work.

Jessie suggested using a party analogy when organizing a meeting: you want each of your guests to have a good time, and you want to avoid having a rigid structure that prevents a group from choosing its direction. The engagement ideas were then used for a Dotmocracy exercise, where the participants voted for the ones they found more effective. Pros and cons of Dotmocracy were discussed, including that it's a quick technique to get a sense of a group's interests, but that it can create sensitivities and a false sense of consensus. Participants also identified ideas of how to reach members that don't come to community meetings, such as: providing alternative participation options, especially for off-reserve members; creating opportunities for participation (radio call-in, dialogue box on websites, live transmission of events on the web); meeting members where they are (take part in community events, have a booth, go door to door, have coffee calls).

Jessie then introduced ideas and tools related to Deep Democracy, a method that can be very useful with people that have experienced trauma and for which 2–3-day training sessions are available. To help reach consensus, it uses a 4-step process in which a group is asked who disagrees with a proposal. People who oppose are asked what they would need to be able to come along with the group. The proposal is adapted and a new proposal is made to the group. This process can be repeated, to allow a group to reach consensus. For any process to work in a conflict environment, the facilitator must be neutral. Activities that allow participants to position themselves, such as the soft-shoe shuffle, are also useful to illustrate the diversity of opinions and help work through conflict.

Two useful resources were recommended (*The Facilitator's Guide to Participatory Decision Making* by Sam Kaner; and *Community: the Structure of Belonging*, by Peter Block), and participants who frequently have to engage members were encouraged to look for training opportunities, to develop their skills and practices.



BREAKOUT SESSIONS



Building Consensus: Tools from Non-Violent Communication (NVC)

At the beginning of the session, participants were invited to express their expectations. Among their expectations were:

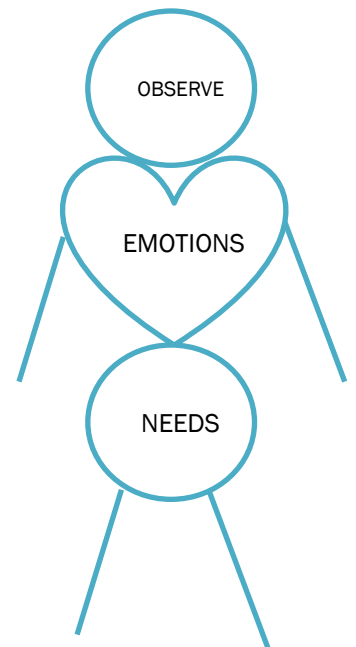
- Knowing which tools to use in case of problems or conflict;
- Knowing how to face violent communication, for example in an assembly;
- Knowing how to reach consensus (a First Nation value);
- Exploring tools to communicate with organizations that have diverging opinions or interests.
- How to work in a more integrated fashion.

The premise of the session was that it's important to take care of our relationships. If a relationship is hurt, it reduces the feelings of confidence and security of the people involved. To be coherent, it was therefore suggested that the values of pleasure, freedom and confidentiality be observed during the session. Non-Violent Communications teaches that our relationships are both the foundation and the propulsive force behind our projects and actions. As such, we need to care for our relationships, to avoid jumping too fast to conclusions, and to acknowledge that our action will be much easier if we take pleasure in working together.

Empathy is one of the most important elements of Non-Violent Communication. It allows individuals to be recognized in terms of both their needs and emotions. As such, it's a powerful tool to build good relationships. It allows us to try to understand what a person is experiencing as he or she speaks, to understand the needs, without judging or counselling. In order to do that, one must be truly present and listen. In the session, participants discussed various case studies, to underline how important it is to express and identify people's emotions and needs in order to facilitate relationships. In Non-Violent Communication, emotions are seen as being very precious, as needs are expressed behind every emotion.

Finally, action was discussed, in the context of NVC. In order to act, there are three types of request that one must think about:

- Reformulation: did the other person understand my intention?
- Connection: is the other person comfortable with our exchange?
- Action: how can we fulfill the needs we have identified?



Anne-Claire Museux, Non-Violent Communication (NVC) Consultant

Anne-Claire Museux completed her Master's degree in Social Work. She works as Social Development Program Advisor for the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSS). She is also a research professional in the Network for Collaboration on Interprofessional Practices, and is a trainer with the Leadership Chair on Interprofessional Collaboration Teaching at Université Laval. Certified by the International Centre for Non-Violent Communication, she is here as a consultant, specializing in the optimization of personal relations, as well as project and change management.



BREAKOUT SESSIONS



Understanding the power of collaboration

This session was co-facilitated by Kim Chevrier, CCP Coordinator for Kebaowek First Nation, and Linda Karonhienhawe Delormier, CCP Coordinator for Kahnawà:ke. The goal of the session was to explore the power of collaboration, using examples from the facilitators' communities and a hands-on drumming exercise.

First, participants were invited to think of something small that they could hold in the palm of their hand, then to imagine holding something increasingly larger, then so large that they would need to open their arms and invite others over in order to hold it. This activity illustrated that holding tightly onto an idea

means having complete control over something small, while arms wide open is representative of letting go of control in favour of harnessing the power of collaboration to move big things. Kim also presented the five essentials of collaboration:

- Lego my Ego—which means we have to let other people edit our ideas.
- Practice Makes Perfect—collaboration does not come easily or naturally to all of us, but we can learn, we can practice and we can perfect.
- Share and Share Alike—to collaborate actually means to share work! So, share the work, share the resources, share the blame and share the credit.
- Holding tight is very safe and very small—you never know what's going to happen when you release an idea to a group but with the right partners, it leads to bigger and better things.
- Teamwork does not equal collaboration.

Kim and Linda also presented successful collaboration stories from their communities. Kim explained that Kebaowek First Nation recently signed a 3-year agreement with neighbouring municipalities to collaborate on tourism development. An important step in this process was the creation of a collective promotional video with voices from all three partner communities.

Linda shortly presented Kahnawà:ke's Collective Impact process, a joint initiative between four local organizations: Tewatohnhi'saktha, Kahnawà:ke Education Centre, Kahnawà:ke Shakotii'a'takehnhas Community Services, and the Mohawk Council of Kahnawà:ke. It aims to engage, facilitate, and support community stakeholders in long-term discussions, to identify and work toward their ideal social and economic future for their children and young people in areas that include education and learning, health and well-being, language and culture, and jobs and income. As a long-term, grassroots approach for solving complex social challenges, Collective Impact requires a diversity of community members—from many different walks of life—to work together on different, but specific issues. CCP and Collective Impact can work together to enable the community to revisit their vision statement and identify priorities.

Considering that collaboration is often a difficult process, Linda mentioned the importance of creating safe and comfortable spaces where people can express themselves and work together. She also presented an excerpt from a Suzy Goodleaf conference that discusses the impacts of colonization and trauma on people's capacity to work together. The presentation is available online at: <https://www.kahnawakestrong.com/video/>



BREAKOUT SESSIONS



CCP 102 – Moving forward

This session was facilitated by Jessie Hemphill, with support from Catherine Béland. The goal of this session was to provide an open space for communities already involved in CCP, where they could do some collective troubleshooting and creative thinking. The session began with a reminder that CCP is based on a traditional, non-linear vision of planning, so that stages can at times overlap (see the spiral diagram in the CCP Handbook).

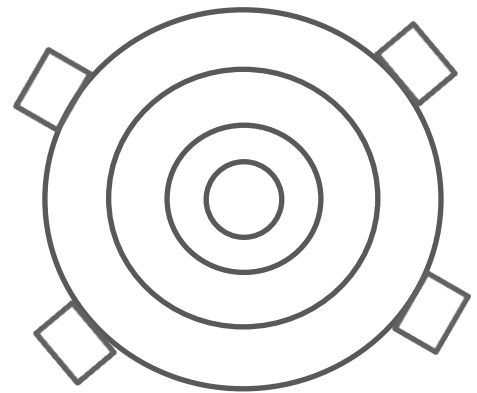
The first question raised by participants was how to get everybody on board, including community departments and organizations.

Solution ideas included holding CCP 101 sessions for staff, having one-on-one meetings and making CCP meetings mandatory. Participants underlined that CCP can alleviate work for employees by facilitating collaboration, but that it was important that staff concerns be heard. Other ideas to get employees on board were: editing staff-specific newsletter for issues that relate to them, providing a CCP update at staff meetings, giving CCP 101 to all employees and new staff, and offering employees the opportunity to ask questions to the community through the CCP process to make sure everyone gets something out of it.

The second question related to upcoming elections and how to ensure that CCP continues when new elected officials come in. Jessie commented that community engagement makes it harder for elected officials to ignore CCP, and that candidates can be encouraged to use CCP as a platform. Other solutions include having Chief and Council adopt a resolution stating that CCP has to be implemented regardless of who is in office, striving for validation and adoption where possible, but taking into account that a CCP can be implemented without official adoption by Chief and Council as long as staff is on board.

Another question addressed the need to have a physical space in the community for a CCP office. This space should be welcoming, with vision boards, kids' pictures, a coffee machine and chairs. CCP is meant to be inclusive and open, and creating a gathering place that reflects this during the process is a big step. The discussion also touched upon the importance of welcoming everyone, including those with addiction or other health problems. Jessie quoted Gwen Phillips words: *“There are too few of us left to leave anyone out.”* In short, the core lens for looking at CCP is to realize that what community members are doing now is what’s going to impact their future.

The last part of the session centred on a short explanation of the concept of Enowkinwixw, a cultural practice or discipline that describes how to plan for nations on the West Coast. The four circles in the centre represent the self (centre), then the family, the community, and finally the land (outermost). Outside of these four circles are four posts, one for each of the food Chiefs, representing the four different perspectives. At times, these perspectives may be in opposition to each other, but the Enowkinwixw process unifies their wisdom into a holistic vision and plan for the community. The session ended with a brief exchange on accountability and empowerment, reminding participants to ask themselves what they can do to be well, as the first step of planning starts with individuals, with the core.



BREAKOUT SESSIONS



From planning to action

This session was co-facilitated by Jason Fournier and Antoine Maranda, both Project Officers at the FNQLSDI. The goal of this session was to identify factors that lead to action and prevent plans from being shelved, based on the participants' rich experience. After a go-around to clarify the participants' expectations, small work groups were created and participants were asked to identify factors that lead to a plan being acted upon/implemented, and factors that lead a plan being shelved. Each group's results were then shared with the larger group and discussed. The following list presents the core elements identified by the participants.

Factors leading to action

- The people involved are engaged and motivated, and have shared responsibility in the implementation.
- The plan reflects the will of the members and is locally grounded.
- The plan was drawn and is implemented in a collaborative manner, based on good communications.
- The people involved have the capacity to implement the actions (relevant training and resources).
- The plan is accessible, concrete, and reflects local issues.
- The plan is supported by leaders, directors and community members.

Factors leading to the shelf

- The plan reflects a top-down or external approach, where the planners are not the ones implementing it.
- There is no evaluation and monitoring of the actions implemented.
- The plan is unrealistic or overly ambitious (lack of resources and time).
- There is a lack of collaboration and leadership at the implementation stage.

The co-facilitators presented some key tools and messages to ensure that planning leads to action. A first element of success is clearly defining roles and responsibilities of the people involved (ex. responsibility matrix). Properly evaluating and prioritizing actions was also deemed important, to be always in action (ex. Go/No go tool by Communagir). Next, they discussed the need for efficient implementation, and presented some tools to plan for action (GANTT and PERT diagrams, Trello, WBS, etc.). Last, they presented ideas for evaluating and updating plans, through regular reviews and updates to the community. In a final discussion period, participants shared their thoughts on the importance of having culturally appropriate planning tools that take the next 7 generations into account and are both accessible and concrete.

Jason Fournier, Project Officer, FNQLSDI

Raised on the North Shore of Quebec, Jason completed a Bachelor's degree in Social Development and a Master's degree in Environmental Sciences. His expertise encompasses strategic planning as well as project development and management. Jason completed various projects related to community and aboriginal forestry management, as well as stakeholder participation in economic, environmental and territorial processes.

Antoine Maranda, Project Officer, FNQLSDI

Antoine holds a Bachelor's degree in Geography and a Master's degree in Urban Planning and Regional Development. He joined the FNQLSDI's team in November 2015 to work on various projects related to strategic planning. He successfully transposed the knowledge gained through previous experiences in community planning, project management and workshop hosting to a First Nation context.



PLENARY SESSION

The plenary session was held on September 21, and provided a space for participants to explore possibilities and challenges related to ensuring that all communities can have access to CCP, and to identify some first steps and actions to facilitate access to CCP.

First, participants were asked to share their ideas for discussion topics, phrasing them as questions. The topics were then summarized into four core questions, which became the basis for the World Café-style discussion:

1. How can we stay connected and keep the momentum?
2. How can we grow CCP in the region?
3. What supports are needed for communities to do CCP well?
4. How do we do CCP well in communities (terminology, interests, etc.)?

Participants divided themselves into four groups, according to their language of choice (English or French), and had 2 hours to cover the questions. Each group was invited to share their key points with the larger group, who could discuss and add ideas to the global list. The following paragraphs list the main ideas that were suggested by the participants for each question.

How can we stay connected and keep the momentum?

Participants shared many ideas on how to stay connected and active, in order to continue the discussion, share practices and facilitate collaboration with partners and allies. The main ideas they expressed were:

- Create a CCP Quebec Facebook group, to provide a space for online discussion, to share ideas and practices.
- Develop a communication plan for CCP in the region, to ensure that all partners have access to the information (ex. mailing list, newsletter, radio, video, etc.).
- Provide links to all CCP-related websites and social media pages, at the national and regional levels.
- Offer webinars on CCP, acknowledging that some communities don't have access to high-speed internet.
- Form a CCP Mentors' group for the region and offer mentorship opportunities between communities.
- Organize more regional meetings to share stories and provide training opportunities.
- Use existing groups and resources for support (ex. central repository, websites, social media, etc.).
- Translate CCP-related material to French and make it available to communities.
- Facilitate contact between partners and allies (ex. INAC, SAA, AFNQL commissions, Health Canada, etc.).



PLENARY SESSION

How can we grow CCP in the region?

This question aimed to identify solution ideas on how to promote CCP regionally and at the local level. A few of the ideas were related to those put forth for the first question, but many additional elements were deemed key to the promotion of CCP, mainly:

- Involve the political level in the discussion around CCP, both locally, regionally and nationally (Chief and Council, AFNQL, AFN), and encourage them to adopt resolutions supporting CCP.
- Share examples of local experiences and legislation related to CCP among communities, using social media and other online platforms.
- Inform local Chiefs and Councils of what CCP is using materials specifically designed for this audience, to ensure they understand and support the process.
- Share and expand CCP by providing information in high schools and colleges.
- Organize yearly meetings bringing together experienced communities and first timers.
- Organize a CCP conference in each of the Nations in the region (11, counting the Inuit).
- Identify regional CCP champions that can help promote the process.
- Create culturally appropriate tools to promote CCP as a non-political process, and make them widely available, including to elected leaders, Elders, youth and community members in general. These tools should integrate local languages to be understood by all.

What supports are needed for communities to do CCP well?

Participants identified numerous types of support that could help communities do CCP well, in a way that would respect their culture and values. The key elements of the discussion were:

- Create a centralized information hub for CCP-related information and resources.
- Create a promotional video about CCP and make it widely available (ex. on APTN).
- Provide training opportunities to build expertise in communities on CCP and related themes, such as Indigenous planning, communications, conflict management and community engagement.
- Develop and promote innovative community engagement practices.
- Offer access to flexible, multi-year funding for the whole CCP process, including funding for a full-time CCP Coordinator and implementation. Funding should be adapted to each community's unique needs (population, languages, etc.) and ensure the sustainability of the process.
- Facilitate partnerships and collaboration, including with neighbours and organizations, to diversify support.



PLENARY SESSION

How do we do CCP well in communities?

Participants identified the need to build trust within communities as a core issue in order to do CCP well. Building trust can be achieved in a variety of ways, including through these key elements:

- Identify local CCP champions to promote CCP in a locally and culturally appropriate way.
- Make sure the CCP process is integrated with other local plans and initiatives, and clarify how they relate to each other.
- Meet community members where they are, to explain the concept and build trust (ex. door-to-door visits, kitchen assemblies, family meetings, etc.).
- Involve local youth in the CCP discussion, to ensure that the plan reflects their vision of the future.
- Focus on solutions and share CCP success stories between communities.
- Consolidate the FNQLSDI's mandate to support CCP in the region, ensuring that adequate funding is available.
- Promote CCP as a tool to help local decision-making and improve governance capacity, based on the population's input.
- Inform general directors and local managers of what the CCP process is using materials specifically designed for this audience, to ensure that they understand and support the process.
- Consider CCP as one of the tools available to foster reconciliation and healing within communities.



CONCLUSION

The Workshop concluded with a series of thanks, shared by Michael Ross, FNQLSDI Director.

“Our deepest thanks to...

- ... The Huron-Wendat Nation for hosting us on their territory during this event.
- ... Karonhienhawe Linda Delormier, for opening and closing this workshop with the Ohen:ton Karihwaterkwén (Thanksgiving Address) and words from the heart in the Mohawk Language.
- ... All the speakers and facilitators who shared their knowledge, experience and ideas with us.
- ... INAC for funding the event and being partners in the CCP pilot project.
- ... All the commissions and government representatives who took part in the workshop.
- ... The SOCAM for the wonderful translation and sound system.

And last but far from least, our warm thanks to all of the participants who took part in the event and helped further the discussion on how to make CCP available to all First Nation communities in our region.”

Chiniskomiitin

Gilakesla

Lim'lent

Meegwetch

Mikwetc

Niá:wen

Tiawenhk

Tshi nashkumitinau

Wela'lieg

Wliwni

Woliwon

Merci | Thank you



RESOURCES ON CCP

CCP has been for the most part developed and used by First Nations who have English as a first or second language, which means that almost all related documentation is only available in English. Translating key documents is a priority for the FNQLSDI, and it works hard to gather funding to offer tools and resources to French-speaking First Nations.

Websites and social media

- ◆ CCP of First Nations in British Columbia: <http://www.comprehensivecommunityplanning.org/>
- ◆ National First Nations CCP Group (Facebook): <https://www.facebook.com/groups/209383889118512>
- ◆ CCP page of Indigenous and Northern Affairs Canada (INAC): <https://www.aadnc-aandc.gc.ca/eng/1100100021901/1100100021902>
- ◆ Facebook groups, pages and profiles
 - Akwesasne Comprehensive Community Plan-CCP
 - Chantal-Pcg Kistabish
 - Kebaowek CCP
 - Listuguj Mi'gmaq Community Plan
 - CCP : Atlantic First Nations #AtlanticCCP
 - MB Comprehensive Community Planners

Key Documents

- ◆ CCP Handbook: <http://fnqlsdi.ca/wp-content/uploads/2017/07/1-CCP-Handbook-English.pdf>
- ◆ Gaining Momentum: 96 Best Practices from First Nations CCP: http://fnqlsdi.ca/wp-content/uploads/2017/07/2009_NRTF_96BP.pdf
- ◆ Examples of community plans
 - Akwesasne: <http://www.akwesasne.ca/CCP>
 - Animbiigoo Zaagi'igan Anishinaabek: <http://azaccp.ca/wp-content/uploads/AZA-CCP-web.pdf>
 - Gitksan Government: <http://www.gitxsangc.com/community-development/community-development-planning/>
 - Listuguj (draft): http://www.listuguj.ca/wp-content/uploads/2013/07/LMG_PlanBook_6June131.pdf
 - Musqueam: <http://www.musqueam.bc.ca/sites/default/files/musqueamccp-112611-lowres.pdf>
 - Skidegate: http://www.skidegate.ca/documents/ccp/ccp2012_2017.pdf
 - Westbank First Nation: <http://www.wfn.ca/docs/wfn-community-plan.pdf>
- ◆ Nishnawbe Aski Development Fund CCP Toolkit (to come)

Videos

- ◆ Gwa'sala -'Nakwaxda'xw First Nations—Introducing the GN CCP: A Video (<http://vimeo.com/16901516>)
- ◆ K'omoks First Nation—CCP video (<http://l.facebook.com/l.php?u=http%3A%2F%2Fm.youtube.com%2Fwatch%3Fv%3D3DawiNxbM14&h=9AQG8FeSD>)
- ◆ Lake Babine Nation—Honour Your Voice: A CCP Documentary (<https://youtu.be/xOaynv4fWus>)
- ◆ Penticton Indian Band—Introduction to Penticton Indian Bands CCP (<https://www.youtube.com/watch?v=XljgkKh7IJY>)
- ◆ Sts'ailes Youth—What is Sts'ailes CCP? (https://m.youtube.com/watch?v=Vj-CTAgp4B4&ebc=ANYPxKrF5xdvXg7kHI9ySiWcg4yXrJYJKxOzunpCrQqpVhGW362KJSZLOTLBxI7Nv8yJdY1_xqu3SXN5hV1XwHUIBpQXLfXEhQ)
- ◆ Cook's Ferry Indian Band—Comprehensive Community Plan Info (<https://www.youtube.com/watch?v=WgfCNGH46Ns>)

