



KITIGAN ZIBI ANISHINABEG

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October 16, 2012

To All Kitigan Zibi Community Members,

The Band Council is pleased to forward as part of this weeks' flyers, the following 2 key documents which are the outcome of the work which was carried out by Kim Scott. The documents are:

- ***KZA A Vision of our Shared Future Through the Strength of our People***
- ***A New Accountability Agreement for Kitigan Zibi***

It should be noted that Kitigan Zibi community members had a variety of opportunities to contribute and the process resulted in the collection of **281 community voices**. The intent is to now use this input as the base upon which the community can continue to dialogue and build.

We wish to thank all community members who provided their input and do look forward to the continuation of a positive and inclusive dialogue.

Migwech,

A handwritten signature in blue ink, appearing to read 'G. Whiteduck'.

Chief Gilbert W Whiteduck
For/KZA Band Council

**PART 4:
A New Accountability
Agreement for Kitigan Zibi**



Generated from Community Voice
Companion document to
A Vision of Our Shared Future and Measuring What Matters

March 2012

Introduction

The document is a companion to both the vision generated through community voice entitled Kitigan Zibi Anishinabeg A Vision of Our Shared Future Through the Strength of Our People as well as the Measuring What Matters document prepared as part of Kitigan Zibi's efforts to reduced reporting burden, reinforce internal moral authority and set the stage for long term planning and a new accountability agreement.

While the merits of strengthening internal accountability are valuable to all, they have particular relevance to colonized groups who have had their internal accountability systems disintegrated or disempowered by cash economies and governments designed to be externally accountable. We are lucky in Kitigan Zibi to still have strong internal accountability mechanisms obvious by the long standing history of open and audited financial statements shared annually, the existence of regular communication in our band meetings as well as the willingness of many members to voice their opinions in the development of this long term vision. This foundation allows for net forward movement to strengthen community engagement in the development of a new accountability agreement where there is a greater outcome orientation, better information for decision-making and a new way of reporting to community members on the progress of our investments.

The following series of tables serves two purposes:

1. It can be considered an executive summary of the Vision document as all of the action and outcome statements contained here are generated from the Vision.
2. It is also useful to put the Measuring What Matters document into context. In other words, all of the outcomes and suggested indicators in the Measuring What Matters document were drawn from this document.

The main actions, detailed actions, main outcomes and immediate outcomes expressed by community members are organized by subject matter and follow the sequence of all other documents in this series; namely; strong families, health and healing, economic development, education and training, lands and natural resources, governance and self sufficiency.

Actions and Outcomes to Strengthen Families

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
<p>Protect and nurture our children and youth with new safeguards and investments</p>	<p>Develop/ share series of public statements about value of children (e.g., KZA Family Responsibilities Act); wide distribution of zero tolerance policy for child neglect and abuse</p> <p>Expand parenting education and skills development opportunities</p>	<p>Improved understanding of parental roles and responsibilities</p>	<p>Improved understanding about the parenting role; more supportive community environment that is sensitive to children's needs; increased parental responsibility and skills, improved standards of care at home, realistic expectations of child/youth; improved understanding of how influential parental expectations are to child/youth achievement; greater youth and child motivation to achieve parent is child's first teacher; parents who are better able to nurture and provide for children</p>	<p>'risk' circumstances; # of suspected cases of child abuse/neglect; # of adults/parents volunteering, leading recreation for children; high school graduation rates; school attendance; school readiness, child skills and developmental assessment; youth life skills; time parents spend supporting child development; injury rates; children's self-esteem; children's sense of hope; youth goals; youth resilience; participation in training and education; grades; child behavior (incident reports at school?)</p>
	<p>Value women in their role as life givers, mothers</p> <p>Actively address bullying</p>	<p>More safety and respect for women and children</p>	<p>More security, connection and safety for women</p> <p>Better skills to identify bullying and support victims</p>	<p>Rates of violence against women</p> <p>Reported rates of bullying</p>
	<p>Establish Big Brothers, Big Sisters, Brownies, Scouts, boys and girls clubs locally</p> <p>Support community recreation for children and low income families</p> <p>guarantee parental and extended family involvement in addressing risk situations</p>	<p>Greater support for children and families</p>	<p>More traditional and collective parenting or guidance of the community's children</p> <p>Greater number of family bonding opportunities</p> <p>More parents and extended family members are informed and enrolled to address risk circumstances</p>	<p>Extent of supportive relationships between parents and for children</p> <p>Less 'high risk' circumstances in our family homes; # of suspected cases of child abuse/neglect</p>
	<p>Teach young people skills they need to delay pregnancy until ready</p> <p>Start open conversations about human sexuality including straight and gay sexuality</p>	<p>Greater youth confidence to sexually express themselves in a healthy way</p>	<p>Less teen pregnancy, fewer lone parent households</p> <p>Improved knowledge about human relationship, sexual health and greater awareness and value of our gay members</p>	<p>Rates of teen pregnancy, rates of single parent households</p> <p>Rates of teen pregnancy, single parent households; extent that gay members are open, live freely; extent to which current members are 'out of the closet'</p>

Actions and Outcomes to Strengthen Families

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
<p>Create home and housing options for those unable to care for themselves</p>	<p>Build apartment complex with common dining/recreational area</p>	<p>More security and comfort for our most vulnerable members</p>	<p>Improved service access</p>	<p>Service options available in the community</p>
	<p>Design and equip community houses for those who require full time care that can also accommodate their caregivers</p>		<p>More variety in housing design</p>	<p>Number and type of housing designs used for housing stock and development</p>
	<p>Build and secure operational funding for a nursing home (permanent long term, end of life care facility) with well-trained qualified staff</p>		<p>Greater range of service access for most vulnerable</p>	<p>Service options available in the community</p>
	<p>Recruit and train foster families</p>			<p># of available foster homes</p>

Actions and Outcomes to Strengthen Families

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
<p>Address Addictions and Drug Trafficking</p>	<p>Renew programs to strengthen decision making, life, communication and coping skills with creative approaches more targeted groups</p>	<p>Greater individual skill and ability to maintain a clear mind and pure body</p>	<p>Extent of awareness; personal control to know when choices are becoming self-destructive</p>	<p>Risk circumstances of individuals and families in the community</p>
	<p>Use self-esteem enhancing programs</p>		<p>Degree of social support for those in need</p>	
	<p>Build and reinforce social supports</p>	<p>Stronger norms where behavior not tolerated</p>	<p>Stronger law enforcement, majority pass testing; More rewards for drug free living</p>	<p>Proportion (?) or # of employees who pass drug tests</p>
	<p>Establish a mandatory, random drug testing policy for employees</p>			<p>Incidence and prevalence of drug related offences</p>
	<p>Develop zero tolerance policy (drug abuse and trafficking – especially those providing human services)</p>			
	<p>Blend contemporary and traditional healing practices</p>	<p>Greater service access and improved service delivery for those at risk</p>	<p>More participation in services by those at risk</p>	
	<p>Regularly train service providers to ensure service is non-judgemental, trustworthy, honest, able to recognize risk, effectively provide support</p>			
	<p>Develop holistic strategies for those at greatest risk (including <i>outreach</i> interventions)</p>			

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators										
<p>Establish community safety and security</p>	<p>Develop a widely publicized zero tolerance policy for all criminal activity</p>	<p>Safer, more secure community</p>	<p>More unity for and community engagement in law enforcement</p>	<p>% who know, understand, lives by rules of respect; reported break ins, thefts, violent crime; proportion of arrested to reports</p>										
	<p>Ask the community for help in solving these crimes</p>				<p>silence broken; # of supportive informants</p>									
	<p>Conditional residency bylaw for law abiding members only</p>													
	<p>Police force has staff, equipment, training, support</p>					<p>Stronger police force</p>	<p>Crime resolution time and rate</p>							
	<p>Encourage opportunity for officers to gain experience off reserve</p>							<p>knowledge and skill of KZA police force; outcomes from off-reserve experiences</p>						
	<p>Create restorative justice system based on Algonquin and contemporary values</p>								<p>Faster, more community sensitive justice</p>	<p>Crime resolution time and rate; proportion crimes reported to solved</p>				
	<p>Implement crime prevention programs: address risk factors</p>										<p>Improved awareness of crime prevention and reduced risk of criminal activity</p>	<p>Incidence and prevalence of crime in the community</p>		
	<p>More active approach to bullying with discussion groups, workshops, guest speakers, information sessions for parents, teachers, students to develop knowledge and skills</p>												<p>environments that are emotionally safe places for all</p>	<p>More reporting and more intervention to stop bullying</p>

Actions and Outcomes to Support Health and Healing

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Develop new ways to help and heal	<p>Create a healing lodge that uses/blends Anishinabeg traditional and contemporary therapies</p> <p>Explore new therapies (e.g., Inner Child, family of origin; family dynamics, communication workshops, play therapy; traditional spiritual ceremonies, talking circles, self-help groups)</p> <p>Support for resolving the legacy of residential schools</p> <p>Non-insured health benefits coverage for healing services</p> <p>Develop 24/7 support for those suffering from addictions, victims of family violence, others in crisis</p> <p>Reach out to families in high risk situations (particularly those with low-incomes)</p> <p>Services move beyond knowledge transfer to supporting individuals for behavior change (i.e., <i>apply new knowledge to make enduring healthy choices that reduced risk</i>)</p>	More holistic services that are better able to address complex needs	Those in need are participating in services	Risk circumstances of high need families and individuals

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Expand housing options	Build an apartment complex or multiple unit dwellings (e.g., townhouses)	A greater number of housing options exist	More community members are able to live here	# of resident community members, # of persons per household, proportion of people who want houses and who get houses (i.e., # on waiting list for housing/# who actually obtain housing)
	Build more rental units	Elders/ others stay home longer	Greater independence for those in need	
	Design homes for physical limitations	Many generations able to live together		
	Design homes with multiple generations in mind	Greater land access	More development	
Develop infrastructure	Build roads	More social connection	Larger gatherings	# that can be accommodated in centre
	Build a new community centre	More support for healthy choices	Greater participation in sports / recreation	# of recreational and competitive sports opportunities,
	Build sports and recreation complex	Greater independence	more revenue generated	Amount of revenue generated
	Create safe walking paths	Improved water quality	More homes with good quality water	Results of water quality testing
Resolve water quality issues	Develop hydro-electric and other green energy projects			
	No action proposed			

Actions and Outcomes to Support Economic Development

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Support local entrepreneurs and businesses	Strengthen development efforts with careful weight given to social and environmental impact	More successful, sustainable businesses	More employment opportunities; better wages; job growth; more business that match our social and environmental values	# of full time jobs; average/median wage; employment rate ; social assistance dependency rates; skilled labor force at work in KZ; ability to match skills with jobs; youth employment rates; KZA members are hiring priority; # and types of businesses developed, sustained; annual revenues generated
	Chief and Council have a business committee that advises them on business development			
	Set aside prime land for business development park/ mini mall (105)	Improved customer access	More business transactions and revenue	Stability of and revenues generated by local business
	Create a KZA business association	More knowledge sharing and support (mentorship); greater ease, clarity and access to information (e.g., marketing, opportunities)	Better ability to anticipate, plan for, understand, calculate, reduce risks; increased understanding of the work involved and motivation to take risk; less 'red tape' to move through business development cycles	# of businesses that survive and thrive - # of new or growing businesses; extent of local manufacturing capabilities that take natural resources and transform them into a finished product for market; extent of willingness and ability to buy in bulk directly from sources in Asia or other manufacturing powerhouses; ability of businesses to train new hires; local employment rates
	More/ better support / training (effective, simple, step by step) on <i>all</i> business development stages (planning, implementation, growth, etc) and special incubation efforts for new entrepreneurs (i.e., those without equity, credit history)			
	Set minimum wage the same as private sector	Business has fairer access to local labor		Ability of local businesses to employ community members
	Public services contracted out to private suppliers			
Welcome celebrate Success	Do workshops at school and in community	A community that welcomes success	More students/adults inspired to be successful entrepreneurs	# of successful business owners, who have come to our schools/ community to share possibilities available with business ownership
	Hold business fairs at school			
	Celebrate, applaud successful entrepreneurs			

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Establish partnerships and explore opportunity	Develop relationships with business partners in the upper Gatineau; Ottawa/Gatineau/Canada and internationally	Greater access to information and skill exchange, mentorship programs	Improved knowledge of promising practice and access to opportunity	Degree of access to financing for new/expanding enterprises (including changes to Indian Act); # of KZA business owners who are members of Canadian Council for Aboriginal Business; # who understand that <i>all</i> customers are valued; extent and type of interest from business partners and their location
	Generate green energy (solar and wind) and hydroelectricity Create an economic development corporation	Stronger business orientation; Greater ability to generate revenue	Increased ability to fund community services	Amount in dollars of revenue generated, proportion of revenue generated that funds community services.
	Develop eco-tourism options (outdoors adventures, chalets, lodges) Support local food growth	Greater sustainable use of our natural resources	More members exercising territorial rights; greater # of gathering places in natural settings more opportunities to teach ecology, share traditional harvesting practices and philosophy	% exercising territorial rights; extent of sharing of traditional knowledge and harvesting; extent of gardening and food production locally

Actions and Outcomes to Support Education and Training

	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Support life long learning	Expand programming and training opportunities Create college or university Enlarge KZK (auditorium, full service public library, extension)	More local educational and training opportunities	More youth prepared for and completing post-secondary education or participating in the job market; more well educated, skilled community members	# and type of opportunities created (e.g., science, Anishinabeg culture, language, business, adult education, French, arts, KZA history and vocational); # participating in completing education/training by type; degree to which human resource needs are met locally; # and types of degrees, certifications obtained by members
	Provide/seek internships/apprenticeships in businesses and services Create new ways of supporting skill development in young Offer more growth opportunities to workforce	more experiential learning opportunities on the job	More people with skills and experience needed for job success	Youth employment rates; Young people better understand they may need to move to new places, integrate with different people, grow in ways that challenge them to get training they need
Establish partnerships with universities, colleges, non-governmental organizations	Curricula developed to meet training needs	Increased knowledge, skill, motivation, stronger networks more earn certification or degrees	Improved work quality and performance # of distance and local learning opportunities;	Changes in productivity Degree of accessible skilled labor force
	Explore other funding opportunities	Funding equivalent to Canadian schools	Greater ability to retain, expand funding	Extent to which KZA has been able to provide students with transportation to and accommodations in the city
Encourage parental involvement	develop new incentives for parental engagement	More parents actively support child development	More after school activities, clubs, sports activities	# of recreational and developmental opportunities for children supported by parental volunteerism

Actions and Outcomes to Support Good Governance

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Renew, revitalize the way decisions are made	Plan for the long term with the community	Greater long term orientation; more political stability; widespread ownership of and ability to achieve goals	More people recognize, embrace ability to affect change; broader range of creative ideas used for development; people's voices are respectfully heard, understood, acted upon	# and strength of processes working toward long term goals; time available to act on long term (versus short term crisis intervention)
	Plan for succession		# of formal plans	
	Develop wider range of opportunities for community participation	Youth voice is heard and understood	More informal and informed conversations between members and leadership (including sector directors); greater variety of input; more even distribution of power; community diversity better represented and reflected	
Maintain and enhance transparency, accountability	Have guaranteed youth representation	Greater confidence in local institutions	More use of social media, KZA website; expanded use of CKWE; action, priorities and decision making processes better known, more widely available through greater number of media; even application of rules more apparent;	Extent of awareness; perceptions of fairness and transparency
	Explore, develop new communications strategies; strengthen existing ones		Less political interference on the job; more employees are healthy role models; situations where immediate family in supervisory roles over one another have been resolved; more quickly address accountability issues	
	Close policy gaps to eliminate subjective decision making, in particular ensure all hiring processes are fair and open	Create or reinforce the independence of professional performance reviews	Compliance with recognized standards	Employee performance reviews
	Enforce ethical code of conduct for KZA employees including political neutrality	Stronger internal moral authority	More informed and results directed decision making	Degree of outcome orientation in reporting/accountability
	Measure progress toward community generated goals			

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Protect and operate with sovereignty	Take full advantage of laws and policies that better support sovereignty, development (e.g., choose four year terms for elected leadership)	Stable community development processes and political climate	Degree to which KZA allocates resources, takes actions and determines goals <i>independently</i>	# of plans, membership and residency codes developed; degree of long term planning reflected in operations; degree that leadership reflects community ethics; endurance of rights and independent institutions.
	Develop action plans related to key development goals			
	Develop membership and residency codes		Stronger leaders that embody KZA values and codes for ethical, model behaviour	
	Ensure changes in governance and legislation support vision			
	Develop competency ideals for leadership roles		mistakes of early self-government agreements avoided, rights guaranteed in modern agreements	
	Protect the control of our institutions			
	Protect rights (taxation, education and health)			

Actions and Outcomes to Preserve Lands and Natural Resources

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Protect, preserve our natural resources	Check exploitation of hunting and fishing rights	Greater control over, respect for, access to and enjoyment of our natural resources	members understand, harvest in ways that preserve, protect land/water where medicines/food are harvested; continued ability to hunt, camp, fish, gather berries, trap in our territories	Extent and type of land use and harvesting activity (indicators of exploitation) % able to survive on the land; extent of barter and exchange, recycling, reuse, consumption patterns
	Plant trees			
	Enter into co-management agreements for natural resources			
	Develop long term forest management plan			
	Participate in and settle land claims			
Use resources sustainably	development of hydro-electric and other clean energy resources	More sustainable development	Greater revenue generation from natural resources while lakes, rivers and forests remain pristine	
	Develop traditional camp where traditional practices are taught, celebrated		Greater understanding/practice of tradition (e.g., medicine, spirituality, harvesting practices, relationship to land) ; more support for those who exercise land rights; garbage handled responsibly; better understanding of environmental value of recycling, reusing and reducing consumption	

Actions and Outcomes to Strengthen and Preserve Anishinabeg Language and Culture

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Revitalize and retain the language	Organize translation at meetings Expand use of Algonquin signs in public places: street signs, for territorial lakes, rivers, land areas Make special services, entitlements available to language speakers Organize traditional talking circles Implement full immersion in early childhood and school Offer perks to speakers (scholarships, sports equipment, employee bonuses, priority group for housing; recreational activities in Anishinabe with prizes for proficiency) Increase language content on CKWE Promote language in all classes and workplaces; offer evening classes to adults Create language learning centre (offer courses to anyone)	language is strong, guaranteed to survive	Most understand or are speaking the language, particularly the young	language is spoken, profiled and celebrated in services and businesses; parents teaching children to speak and most fluent before they start school; community elects language speakers to lead; grandparents, former Mokasige students involved in promoting language with others; men's group has expanded

Our Shared Vision

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Celebrate and Support Cultural Expression	<p>Expand cultural centre and activity (e.g., hunting, survival, cultural camps, social nights, preserve pow-wow, round dance)</p> <p>Reinforce traditional medicine and spiritual practices</p> <p>Cultivate medicine garden in community where we protect, cultivate, harvest medicinal plants most commonly used</p> <p>Air Algonquin stories, legends on CKWE</p> <p>Create TV program that celebrates culture by sharing traditional knowledge/music</p>	proud, strong, clear about who we are as Anishinabeg	Cultural heritage is being shared; widespread awareness and value of culture heritage; code of ethics is rooted in Anishinabe values	wider range of visitors;; more respectful interactions; people have families with other FN/ Anishinabe; more respect for animals (wild and domestic); # dancing, drumming, singing; traditional spiritual practices, connection to the Creator alive traditional harvesting knowledge followed efforts to assimilate us have stopped

Actions and Outcomes to Enhance Political Participation and Engagement

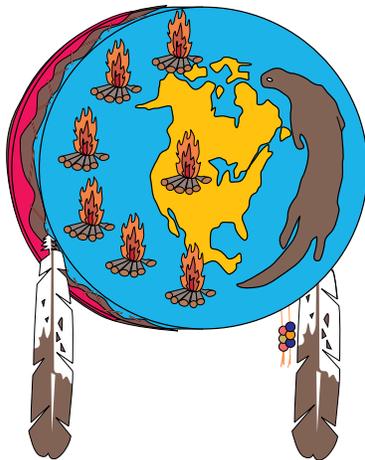
Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Offer new and more frequent ways for community voice to be expressed, acted upon	Expose young people to the issues affecting us and the political process	Increased awareness of the influence of ordinary actions	More knowledge and tools available to influence decision making anywhere (e.g., know more about “how the world works” outside of our community, impact of Canadian vote on our lives)	members vote in municipal, provincial, federal elections; more participation in community forums; Anishnabe Member of Parliament representing all of the Outaouais; More KZA eligible jurors in local trials; % of community members who vote in local and regional elections; # and type of formal and informal partnerships; established value of funding and in-kind contributions made; degree to which the goals stated in our vision have been achieved
	Establish new partnerships - Invite and learn about how others create change	more supportive relationships, international partnerships	greater opportunities to be decision makers, initiate change	

Actions and Outcomes to Enhance Self Sufficiency in Individuals

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Expect adult responsibility from adults	<p>Set monitoring in place to ensure no one takes advantage of social safety net</p> <p>Ensure social safety net policies reinforce an expectation of adult level responsibilities from able bodies adults</p>	restored dignity, personal pride associated with working for a living	<p>More choose work over welfare/ UI; reduced codependent nature of our relationships (i.e., more have the expectation that they will take responsibility for choices & consequences; more taking indirect responsibility for the world around them; more volunteerism; conversations about personal responsibility are more widespread; more are taking responsibility for personal health, well-being of children, families</p>	<p>Employment rates; social assistance and UI dependency rates; labor demand; attendance and promptness in the workplace</p> <p>Demand for rescue, Extent of blaming; degree of self-sufficiency and volunteerism (contributions of resources or in-kind from volunteers)</p> <p>climate of pride about personal responsibility, community contribution exists</p>

Actions and Outcomes to Enhance Community Self Sufficiency

Main Action	Action Details	Main Outcome	Immediate outcomes	Outcome Indicators
Seek and pursue opportunities to generate own source and alternate sources of revenue	Enter into revenue sharing agreements with Quebec, Ontario Seek wide range of private partners	Greater independence and more meaningful exercise of sovereignty	Better ability to generate resources/revenue; more flexibility and freedom to invest our resources as we choose; more efficiency in operations;	Revenue generated from own sources; revenue generated from private sector Expansion of human services that support healthy choices
	offer courses, training for others who would like to		We have a Centre of Excellence in Aboriginal governance	Amount of revenue generated by Centre of Excellence
	cultivate creative partnerships with new helpers that recognize, respect sovereignty		Greater range of partners/helpers, all formal agreements recognize and respect sovereignty	# and type of new partners (e.g., media, colleges, universities, non-governmental organizations)
	prepare action plans that focus on our most pressing issues		Better information and tools to create conditions to achieve our goals	Ability to achieve desired outcomes
Celebrate community champions and volunteers			More volunteers are engaged to protect and preserve what the community values	# of regular/occasional volunteers; # and type of fund raisers;# and type of volunteer driven or dominated events # of fund raising bingos, # of opportunities and initiatives that support social connection and healthy choices
Review policies and actions to ensure they promote self sufficiency	Public services create, sustain self-esteem enhancing opportunities for individuals to solve their own problems		service strategies no longer rescue people from the consequences of their choices	(Note to the reader) not sure this row belongs here or elsewhere.



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