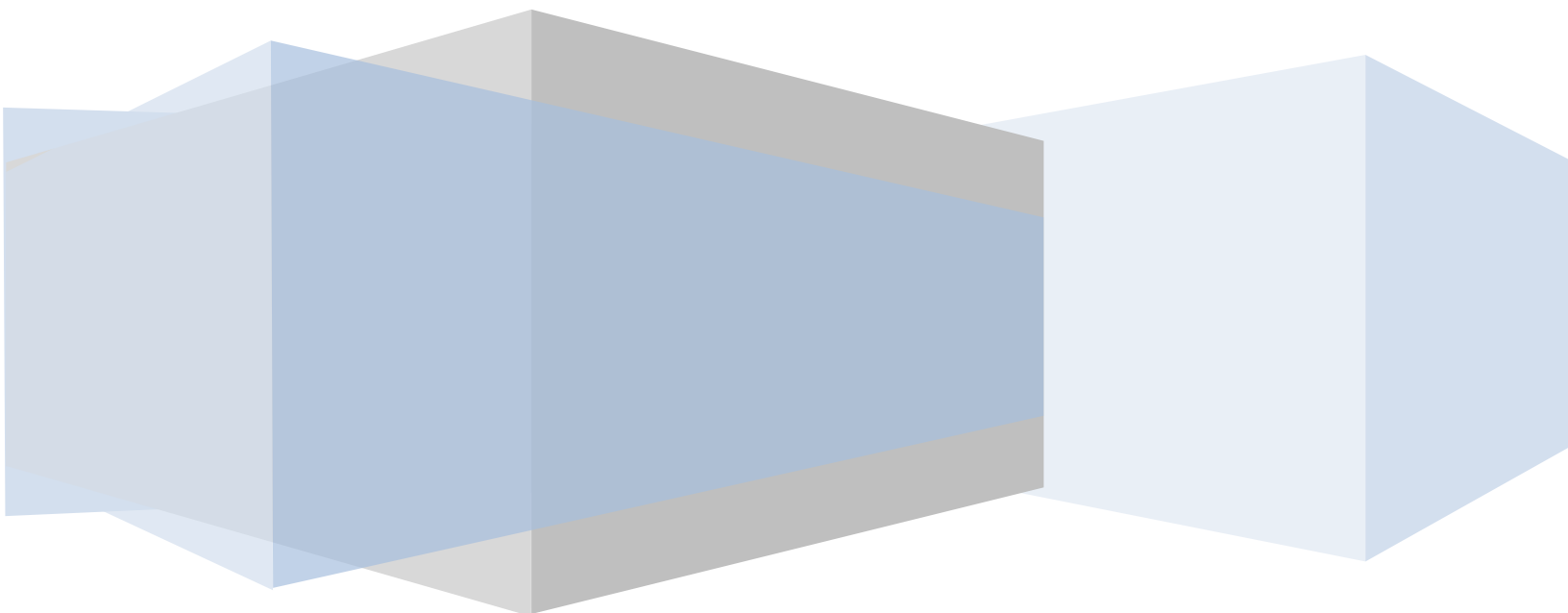


Strategic Plan

2018 to 2020

Prepared by Morning Sky Consulting Inc.



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● Acknowledgements

On behalf of Morning Sky Consulting Inc., I would like to thank everyone for taking the time to participate in the Strategic Planning Session held on Saturday, February 3rd, 2018 at the Métis Nation of Ontario head office in Toronto.

Strategic planning is a process that enables an organization to identify the most effective path and direction over a specified period of time. The planning process allows an organization to reevaluate the strengths, weaknesses, opportunities and threats as well as the purpose and reason the organization exists. Through the process, the organization is able to develop achievable goals and objectives through the effective use of available resources.

The participants of the session included the President and Chair, Councilors and a youth volunteer. Using a collaborative process, Strategic Goals were identified by the participants to assist in charting a new direction over the next two years. The strategic goals were driven from the SWOT analysis and from data from previous strategic documents.

Strategic planning is not a static process. The environment, in which the organization operates within, provides many challenges to both the Council and individuals to constantly reexamine and reevaluate their vision and purpose. The operational plan will provide the goals, objectives and priorities to empower the Council.

Chi Miigwetch to everyone for asking us to be a part of the Toronto York Regions Métis Council's transformation and growth. I wish Tera Beaulieu and Todd Ross and the Council continued success in the future.

David Abbott
President
Morning Sky Consulting Inc.

● **Council Tenants**

The Toronto and York Region Métis Council (TYRMC) forms a part of the Métis Nation of Ontario. As such we are the democratic representatives of the citizens of the MNO who live within the geographic territory described in our MNO Community Charter Agreement. We seek to collectively promote our Métis culture as well as promote and foster prosperity and economic self-sufficiency within our community. We resolve to work towards the recognition and affirmation of our existing Aboriginal and treaty rights including our inherent right of self-determination and self-government.

We affirm that we will represent the Métis citizens of this community under the values, principles and laws of the MNO as amended from time to time.

○ **Governance**

The TYRMC is governed by nine members of the Council whose principal role is policy development, strategic direction, plus legal financial transparency and accountability to citizens within their region and external partners.

The Council members include the following;

- **President:** Tera Beaulieu
- **Chair:** Todd Ross
- **Senator:** Constance Simmonds
- **Secretary/Treasurer:** Marilyn J Hew
- **Youth Rep:** Christine Skura
- **Women's Rep:** Shirley Debassige
- **Councillor:** Michael Berg
- **Councillor:** John Budarick
- **Councillor:** Kezia Picard

Mission Statement

As part of the Métis Nation, we represent Métis people in Toronto and York regions. We aspire to provide cultural events, education and build healthy and reciprocal relationships in the spirit of reconciliation.

Vision Statement

Métis people and the community of Toronto and York region are thriving, culturally vibrant and woven together like the threads of our sash.

Strategic Areas of Focus

- Increase cultural opportunities for Métis people in Toronto and York Region;
- Provide education to a broader audience about Métis people, community and culture;
- Increase opportunities for Métis youth to learn and celebrate their culture;
- Improve the health and well-being of Métis people;
- Become sustainable as a Council with funds to provide education and services; and
- Improve and develop relationships with local governments, agencies and proponents

● **Strategic Planning**

Strategic planning is the Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. A strategic plan is a document used to communicate with the Council its goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

It requires input contributions from all areas of the Council, and stresses the importance of creating a collaborative environment. It's important to note that in order for a Council to move forward, it will require all internal stakeholders moving in the same direction.

The external environment places great stress on the management of the resources of the Council, so to try and offset this, the strategic plan needs to be just as dynamic in order for the Council to easily adapt to change.

Another key component is the operational plan. This is where the Council documents the key objectives that will provide the action to accomplish the over-all goals.

Why develop a strategic plan?

Good planning provides a good recipe to avoid waste. Describing it another way, planning is the arch enemy of waste. The allocation of resources plays an even larger role in the strategy development for non-profit organizations. As well, a sound strategic plan gives a Council direction and a sense of purpose for the future – it articulates the vision and thinking of leaders at a point in time.

A strategic plan forces the Council to continually appraise the status quo and to determine ways of shifting elements which warrant change. This is one of many failures by Councils as they allow the false sense of security of the status quo to creep in, and with it, can mask changes of the external environment.

Through the creation of a plan, bench-marks are created and can be used to gauge progress made by the Council. It provides a sense of an internal monitoring system that allows a Council to gauge its progress and make necessary adjustments.

Elements of success

There are four key elements that make up the recipe of successful strategic planning. The first would be to involve all internal stakeholders to work collaboratively, to be a team that celebrates diversity yet displays, in the end, a sense of unity. This provides the Council an opportunity to utilize all the skill and knowledge when they catalog the capabilities of the Council.

The second element is to recognize what you do and don't know. Not all citizens of your Council are going to be subject matter experts. Your creativity should be informed by sound information you have and by research you may need to complete.

The third element involves creating success criteria. After you've assembled your planning information, think carefully about criteria for success because these are what you will ultimately measure your performance against.

And finally, remember to work out ways of evaluating your performance as you carry out the plan and after you've achieved milestones. There will be plenty of learning opportunities as you move through the implementation and execution components of your plan.

What are the steps?

It is important for the Council to review its mission and vision statements. These help provide context to the overall purpose of the Council and its mandate. There are also opportunities to have these align with the interests and purpose of charitable organizations and foundations.

Completing a comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) will help in the creation of focused goals and objectives for the Council. The next step would be then to brainstorm and through open discussions, lead to the creation of goals that will provide key areas of focus for the Council.

The session included the creation of the operating plan that will launch the objectives that will be key drivers to the implementation of the overall plan. This provides the Council an opportunity to review and discuss resourcing which will be crucial indicators to the successful implementation. And finally, determining the success factors which will enable the Council to determine future strategic actions.

○ ***Environmental Scan***

In order to determine the direction of the Council, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action.

Once you have your vision and mission statements in place, you have a picture of where you want to go. The next step is to understand where you are now and this involves examining the internal status of your Council and community and the external context in which it is situated.

An environmental scan is the:

- Gathering of information that concerns the Council's environments
- Analysis and interpretation of this information
- Application of this analyzed information in decision making.

Components of the environmental scan were themed and gathered for the strategic planning process in the following method:

- **Structure:** functioning, website link, incorporated date, head office location, mission, values, goals and value proposition.
- **Governance:** number of Councillors, level of Councillors, committee structure, advisors, and number of citizens.
- **Revenue Structure:** public funds, private/corporate members, foundations.
- **Citizenship:** Citizenship numbers, benefits, major sponsors, and sponsorship benefits.
- **Communications:** email lists, newsletter, Twitter, Facebook, LinkedIn, YouTube, earned media, radio/TV, and press releases.
- **Events:** event types, number of events a year, geographic range, average number of attendees, fundraising events and outreach focuses.

- **Programming:** research and documents, advocacy, mentorship, professional development, scholarships, citizen directory and awards. Once the scan was completed, the gathered information was used in the Councillor and stakeholder strategic planning engagements.

- ***SWOT Analysis***

This component of your plan may also be conducted following an identification and/or update of the vision and mission statements. The SWOT analysis is a basic tool for auditing a Council and its environment, and provides direction and a basis for development of a plan.

The SWOT does this by assessing a Councils strengths (what a Council can do) and weaknesses (what a Council cannot do) in addition to opportunities (potential favorable conditions for a Council) and threats (potential unfavorable conditions for a Council). Another way of accessing this is by breaking the components into internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats).

Once this is completed, SWOT analysis determines if the information indicates something that will assist the organization to accomplish its objectives (a strength or opportunity), or if it indicates an obstacle that must be overcome or minimized to achieve desired results (weakness or threat).

Examples of the SWOT can be described as follows;

Strengths

What are some internal positive things about your Council?

What does the community see as your strengths?

Weaknesses

What are some weaknesses in Council?

What does the community see as your weaknesses?

Opportunities

What are some opportunities in your community or region?

What are some emerging trends?

Threats

Government related issues facing the Council?

Competitive issues that face the Council?

The following table highlights the major points or common denominators faced by the TYRMC;

○ **SWOT Table**

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Leadership ● Innovative thinking ● Strong awareness of the Council ● Strong relations with MNO executive ● Network support/friends (recruitment of volunteers and councilors) ● Brand recognition ● Strong team ● Culturally grounded ● Integrity/values/honest/transparency ● Committed councilors ● Creating human capital development opportunities ● Strong relationships with First Nations ● Strong experience (diverse knowledge, skill sets, project base) ● Strong financial structure ● Steady programming ● Political savvy (OPG, Enbridge, First Nations) ● Strong social media presence ● Mailing/distribution list ● Strategic plan in place ● Clear focus on mandate ● Strong reputation (Council) 	<ul style="list-style-type: none"> ● Barrier to citizenship ● Servicing region too large (top 5 citizenship numbers, who we serve, what are we addressing) ● Capacity challenges (multi-faceted, prong) ● Lack of Métis awareness ● No office space (no consistent meeting place) ● Citizen engagement ● No full time staff ● Retention (executive council – no contingency plans in place) ● MNO leadership structure (workplace culture, protocol barriers, hierarchy issues) ● Revenue streams (lack of sources, competition regarding funding distribution to councils/MNO proper) ● Limited to New Relationship Fund and Foundations ● Limited autonomy with funding ● Lack of duty to consult due to region location ● Interpersonal conflict with other councils/councilors ● Lack of clarity – (Between bureaucrats/ leadership and council) ● Need permission to use charitable number ● Sustainable leadership challenges (succession planning) ● Relationship with MNO at large ● Lack of formal communications (MNO proper and other councils) ● Programming lack of consistency with regards to delivery
Opportunities	Threats
<ul style="list-style-type: none"> ● Relationships with educational institutions (colleges/universities) ● Research opportunities ● Increase public awareness (speaking and learning languages) ● New emerging grants ● Relationship with mainstream Indigenous organizations ● TRC trends ● Métis cultural content and specific data (citizenship) ● Memorandum of Understandings (MOU) (MNO/Federal Government agreement/framework) ● York region untapped (land usage) 	<ul style="list-style-type: none"> ● Leadership burnout ● Council burnout (capacity) ● Lack of succession planning (leadership) ● Workload of President ● Steep learning curve for new councilors ● Negativity received from First Nation groups (economic driven) ● Lack of understanding from general public (Métis heritage and citizenship) ● Ignorance of structures (Indigenous relations – Government to Government) ● Audit of citizenship (Government/MNO) ● Change of Government (Provincial/Federal) ● Personal political agendas

<ul style="list-style-type: none"> ● Toronto District School Board (TDSB) ● Training initiatives (governance) ● Federal and Provincial recognition ● Relationship with City of Toronto (cultural awareness) ● Daniels decision ● Métis influence (Power positions create leveraging opportunities) ● Communication/marketing/promotion through media ● MNO funding opportunities (direct contact with MNO staff) ● First Nation allies/relationships (TYR, knowledge exchange, relationship best practices) ● Incorporate (independent) ● Hiring staff ● Obtain space (physical) ● Increasing citizenship ● Increase communications to citizenship/connecting, policy development, branding) ● Website resources (further education, genealogy/background) ● More people Métis self-declaring 	<ul style="list-style-type: none"> ● External stakeholder misunderstandings (reputational risk, land acknowledgements, disengagement, quiet removal impacts on citizenship)
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● Strategy Map and Goals

According to Kaplan and Norton (2004), strategy maps help Councils to communicate and focus their strategies. They do this by depicting various causal links in the business model in which learning and growth activities provide the human resource and operational systems capabilities that are necessary to support value creation processes, i.e. client service and revenue generation. These links also are the counter stones of benchmark reporting including Key Performance Indicators (KPI's).

Goals

What does the Council or community want to achieve in the next five or 10 years? The strategic plan will include goals which are long-term outcomes to provide focus for the planning process. Establishing goals will then lead to identification of objectives and strategies to achieve the goals.

Goals are identified from having taken a wide look around the outside of the Council (an external analysis) and careful look inside the Council (an internal analysis), and then identifying what are the most important issues to address.

Goals may refer to the entire Council, such as those concerning operating the Council, such as staffing and office space. You may also have goals that arise from providing programs or services to your clients and stakeholders, such as volunteer training, community information sessions, etc.

The pillars that represent these links and become the broader goals of the Council are as follows;

Financial Goals – Improve profitability and increasing funding revenue

Citizenship Goals – Increase citizen satisfaction and grow participation

Internal Processes/Operational Goals –Enhance operational effectiveness and mitigate risk

People/Councillors – Develop and increasing skill and knowledge

Utilizing the information gained from their SWOT analysis, the following table highlights the major points or common denominators that should drive the strategic focus of the TYRMC.

Financial Goals
<ul style="list-style-type: none"> ● Increase funding ● Explore new sources of funding including emerging & new grants” ● Sourcing “no strings attached” funding ● Explore MOU opportunities
Citizenship Goals
<ul style="list-style-type: none"> ● Increase external and public awareness of • Métis culture ● Explore new relationship/partnership models ● Increase citizen engagement through committees and communication ● Review servicing area and align with capacity
Internal Processes/Operational Goals
<ul style="list-style-type: none"> ● Leadership transition process ● Development of Grant/RFP database ● Creation of event and activity procedure manuals ● Internal communication/protocols for external stakeholders (Policies)
People/Council Goals
<ul style="list-style-type: none"> ● Increase on board training for Councilors and volunteers ● Increase Council and volunteer communication ● Explore other training initiatives

● Council Protocols for proponent engagement

Both public and private sectors realize that engaging First Nations and Métis communities early in a project development process can enhance project planning. For proponents, the outcome of early engagement can provide information that contributes to the development of a more comprehensive project proposal, facilitating project review.

Project proposals, submitted to government that have the potential to adversely impact Treaty and Aboriginal rights and traditional uses, will trigger government’s duty to consult.

When a proponent submits a project proposal to government for authorization, government will assess whether the project triggers the duty to consult. Where the duty to consult is triggered, government has an obligation to ensure First Nations and Métis communities are appropriately consulted and accommodated in advance of issuing authorizations.

Métis in Region 8 do not currently have asserted rights in their region. Thus the Duty to Consult and accommodate is not applicable. However, there are proponents and corporations who are interested in engaging with the TYMRC in order to fulfil their Corporate Social Responsibilities

(CSR) mandates as good corporate citizens and stewards of the environment. Proponents and corporations can be treated as partnership opportunities for TYRMC.

The MNO and its Chartered Community Councils in Métis Nation of Ontario Region 8 have executed a Regional Consultation Protocol in order to ensure that the Regional Métis Community is effectively consulted and, where appropriate, accommodated.

The TYRMC have identified three potential proponents where the organization may have CSR mandates and/or provide a relationship opportunity for a Memorandum of Understanding (MOU) relationship to be established. They are as follows;

- Ontario Power Generation (OPG)
- Toronto and Region Conservation (TRCA)
- City of Toronto (COT)

● **Operational Plan Overview**

To have a healthy and vigorous environment, organizations must have the resources they need to grow and thrive. Often, however, many not for profit organizations find themselves undercapitalized relative to their needs and ambitions, and coordination problems make it difficult to build and maintain shared community resources. TYRMC's efforts in this regard can be broken into two categories: encouraging connections within the community; and ensuring proper human and financial capitalization for the Council.

Human and financial capital aims to address organizational capacity issues across the field. Capitalization is not only an administrative concern for not-for-profit organizations; it can have major operational ramifications as well. Managers and Councils and or Boards of inadequately capitalized organizations tend to take a defensive, risk-averse posture.

TYRMC recognizes two major forms of capitalization where underinvestment is frequently found among not for profit organizations. The first is human and organizational capacity. Operating under highly restrictive budgets, many organizations place such an emphasis on their missions that they face challenges to attract, train, and retain administrative personnel.

It is important to understand the difference between an "operational plan" and a "strategic plan". The strategic plan is about setting a direction for the Council, devising goals and objectives and identifying a range of strategies to pursue so that the Council might achieve its goals. The strategic plan is a general guide for the leadership of the Council according to the priorities and goals of stakeholders. The strategic plan does not stipulate the day-to-day tasks and activities involved in running the Council.

On the other hand, the Operational Plan does present highly detailed information specifically to direct people to perform the day-to-day tasks required in the running of the Council. TYRMC leadership and volunteers should frequently refer to the operational plan in carrying out their everyday work. The Operational Plan provides the what, who, when and how much:

- what - the strategies and tasks that must be undertaken
- who - the persons who have responsibility of each of the strategies/tasks
- when - the timelines in which strategies/tasks must be completed

- how much - the amount of financial resources provided to complete each strategy/task

The purpose of the Operational Plan is to provide TYRMC leadership with a clear picture of their tasks and responsibilities in line with the goals and objectives contained within the Strategic Plan. It is a management tool that facilitates the co-ordination of the TYRMC's resources (human, financial and physical) so that goals and objectives in the strategic plan can be achieved.

An Operational Plan is the next step after a Strategic Plan has been created. The task is to take every single strategy contained within the Strategic Plan and allocate resources, set a timeline and stipulate performance indicators. Each of these elements is explained below:

- ***Allocating Human Resources***

Every strategy must have an "owner" i.e. somebody has to be responsible for that strategies implementation. If someone is not made responsible for the strategy, it is highly likely that it will not be implemented.

In the operational plan, the person responsible for the strategy is generally referred to by their job role. The strategy may be allocated to just one person or to a group of people e.g. a team of people, a sub-committee or a department.

- ***Allocating Financial Resources***

Not every strategy requires money, but most will. If people have to be paid to do work, then there will be financial resources needed for remuneration. If volunteers are involved, money may be required to be set aside for food and/or other perks for them. Many strategies will involve administration costs in the form of telephone calls, printing and photocopying and postage. Some strategies will need purchases of equipment, or materials, or promotional costs such as advertising.

The point is that thought has to be given to all possible costs that might be incurred if a strategy is implemented. If there is an inadequate allocation of money for the implementation of a strategy, chances are it will fail.

- ***Setting Timelines***

The implementation of any strategy needs a timeline, a time period during which work is performed to achieve the desired outcome. The time period can be as short as a day, or it can be several months. The time period could be in the near future, or it might be scheduled for a future year.

The purpose of inserting a timeline for each strategy in the Operational Plan is to give order to the great many tasks that need to be done. There will always be limited resources and therefore, at any given time, decisions need to be made as to priorities and where work effort should be focused. There is no use focusing work effort on strategies that don't need to be completed as yet while no work is performed on strategies that are urgent.

- ***Set Performance Indicators***

There are a number of reasons why it is a general practice of business planning to set performance indicators. The term 'performance indicator' may be defined as a standard or target that should be achieved. If the standard is reached or the target is achieved, then the strategy might be considered as "performed", in other words a success.

- ***Potential issues to address in preparing the operational plan***

It would be fair to say that many a good strategic plan failed to be implemented successfully due to the lack of resources - typically a lack of money, people or both. In operational planning it is therefore very important to be realistic and to understand that resources are limited. Leaders need to carefully plan the use of funds, the acquisition of facilities and equipment and the development of people within the organization to achieve goals.

Factors to be considered include:

- Funding
- Organization structure

- ***Funding***

The core function of the TYRMC is the organization of events, programs and activities for the enjoyment and benefit of its citizens or external stakeholders. In profit-oriented organizations, such events, programs and activities are generally fully funded by the participant. The total fees paid by participants covers all the delivery costs of the event i.e. administration, promotion, materials, artists, building maintenance and even taxation. If the fees set by the organization do not cover all costs, the business will suffer a loss.

It is common to find, however, that non-profit organizations experience a shortfall between the total costs of providing activities and services and the total fees raised by participants. This funding gap arises due to the very nature of the non-profit organization, which exists to provide quality experiences for persons with an ordinary or average capacity to pay.

Therefore in formulating the operational plan, it is important to consider how each strategy will be funded. It may be possible to fully fund some strategies by participant fees but other strategies require funding to be pursued from variety of sources. Generally, most strategies have some self-funding capacity, and that is some revenues can be derived directly as a result of the strategy.

If a strategy has no self-funding capacity it may be prudent to question whether that strategy is feasible. However a special point to note is that there is often a time lag between the incurring of costs and the gaining of revenues, and this time-lag may be funded by a grant.

- ***Organization structure***

An organization's structure must be taken into account when developing an Operational Plan. Planners must allocate each and every strategy and task in the Operational Plan to an individual, or else the likelihood of success will be diminished. Planners must have knowledge of:

- Key personnel in the organization

- The type of position (salaried or voluntary) that key personnel hold
- The grouping of jobs amongst sub-committees or sections of the organization
- The reporting relationships of key personnel
- The amount of authority that is delegated

Working with the Council, we provided TYRMC some tools that would assist the Council in addressing the issues described above.

Strategies were then created that aligned with the areas of focus which in turn lead to the creation and development of tactics, resourcing classifications, target dates and monitoring and evaluation criteria.

Final thoughts

The TYRMC needs to identify how the status and implementation of the operation plan will be monitored and evaluated. I recommend that the report be included in the regular written status reports to the Council during their meetings. The status reports will address, at a high level, whether goals and objectives are being met or not, current issues and any resources required for implementation. Monitoring and evaluation are:

- Critical to plans success and credibility
- Must be built into the plan
- Critical for continuous improvement

The nature of Non-profit organizations and their environment places a great deal of stress on both human and financial resources. As such, organizations need to introduce project management methodologies to help them manage the implementation of their strategies.

The TYRMC may need to introduce project management tools (i.e. Gantt charts) as there will be objectives that contain tasks associated with resourcing and dependencies.

● **Operational Plan**

Financial Goal : Improve profitability and increase funding revenue					
Strategic Direction: Develop a strategy to increase financial independence					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Increase fundraising and sponsorship for events	<p>Council to leverage CSR training along with continual developing and maintain relationships</p> <p>Network compilation Utilizing the NRF to generate funds Grants</p> <p>CESO Corporate social responsibility program Advisory meeting group</p> <p>NRF Explore oral history project</p> <p>Knowledge keepers gathering</p> <p>Schedule of trainings (e.g., web design)</p> <p>Develop a list of potential corporate sponsors</p> <p>Develop a list of existing TYRMC corporate connections</p> <p>Discuss with MNO how to join CSR initiatives</p> <p>Host an advisory brainstorm session with key informants</p>	<p>Chair: Todd Ross</p> <p>Other Members: Marilyn Hew Tera Beaulieu</p>	On-going	Q3 – 2018	Medium

	<p>Develop a list of available grants</p> <p>Develop a list of potential uses for NRF funding, based on NRF guidelines</p>				
Cultural merchandising initiative	<p>Council to review current library of merchandise and assess potential market</p> <p>Development of TYRMC line of goods for sale (e.g., bracelet-making)</p> <p>Creating a sash for Toronto and York Region</p>	President & Chair/ Committee		Q3 – 2018	Medium
Develop relationship management and business development strategy	<p>Contacting city councilors/MPs/MPPs/Staff of Mayor’s Office</p> <p>Meet with executive directors of aboriginal agencies in the city</p> <p>Build relationships with the 3 other councils in Region 8</p> <p>Build stronger relationships with Citizens</p> <p>Community Recognition Awards</p> <p>Gather list of all political reps for Toronto & York Region, with contact information</p> <p>Compile list of all existing external committees</p> <p>Develop a list of Aboriginal agencies in Toronto & York</p>	<p>Chair: Tera Beaulieu</p> <p>Other Members: Todd Ross</p>	On going	Q2 -2018	High

	Region, with contact info for EDs Connect Attend community forums in the city; outreach via phone to Citizens				
Strategic Direction: Develop marketing and communication strategies					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Creation of marketing materials including proposals and presentations aimed at external parties.	Materials require TYRMC information leveraging value and unique brand including program stats Develop workshop on Metis people's health and well-being	President / Committee lead	On going	Q4 2018	Medium
Developing a resource list for website Identify gaps in services/knowledge Metis Digital Storytelling Workshop (OAC Grant)	Gather list of resources/links to existing lists Review of health services available for Metis people in Toronto/York Building digital community/social media presence Looking for opportunities to publish in local media Develop content schedule Aiming to gather all 600 citizen emails Maintaining a strong, professional, and up-to-date website Bio/Photo section of website	Chair: Mike Berg Members: Marilyn Hew Tera Beaulieu Todd Ross		Q4 – 2018	Medium

	<p>Develop LRC section of website</p> <p>Develop a list of existing/potential social media presence</p> <p>Develop a list of local ab and non-ab media</p> <p>Tailor website to provide platforms for all listed resources</p> <p>Create a YouTube Channel</p>				
Métis Community and Citizenship Goals: Increase engagement and cultural awareness					
Strategic Direction: Increase citizenship satisfaction and engagement					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Increase engagement and communication with citizenship	Will require a strategy to be developed leveraging of relationships within network	President & Committee lead		Q2 - 2018	Medium
Utilize new technologies for citizenship management and engagement	Council and discussion with experienced individual and leveraging of relationships	President & Committee		Q3 – 2019	Low
Increase engagement with Youth	<p>Engaging the Region 8 youth rep</p> <p>Working with Infinite Reach facilitators</p> <p>Working with Aboriginal centres in post-secondary institutions</p> <p>Developing a resource list of scholarships for website</p>	<p>Chair: Christine Skura</p> <p>Other Members: Reece Van Breeda Megan Southwell Alicia Blore, Citizen Tera Beaulieu</p>		Q3 - 2018	Medium

	<p>Hosting youth sharing circles</p> <p>Supporting youth to connect with Senators/Elders for transmission of knowledge</p> <p>Make introductory contact with R8YR</p> <p>Make formal introductory contact with R8 IR facilitators</p> <p>Develop a list of PS Aboriginal centres, list those already working with</p> <p>Gather list of scholarships/links to existing lists</p>				
Strategic Direction: Increase cultural awareness and education					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Host workshops/circles at community meetings or larger TYRMC events	<p>Beading/teachings/drum songs/weaving/moccasin making/Michif/medicine walks/fiddling/history/story telling circles/traditional food workshop</p> <p>Creating a Metis artisans network and list</p> <p>Jigging group</p> <p>Community garden Rendezvous</p> <p>Build TYRMC Bundle (e.g., buffalo skull)</p>	<p>Chair: Constance Simmonds</p> <p>Other Members: Todd Ross Tera Beaulieu</p>	On going	Q4 – 2018	Medium

Cultural activities to increase awareness of culture in the Métis and non-Métis communities	Gather information on each of the activities Develop a list of where to find resources, with prices Plan rough schedule for mtgs of the community Check in with Joanne Meyer re: Metis artisans network list	Co-chairs: Todd Ross Other Members: Christine Skura Tera Beaulieu		Q4 – 2018	Medium
Internal Processes and Operational Goals: Enhance operational effectiveness and mitigate risk					
Strategic Direction: Strengthening and development of Council operational, programming and events processes					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Enhance or develop operational polices	Development of program and other Council activities/ procedures	President/ Committee lead		Q4 - 2018	Medium
Enhance Council governance	Council time and discussion with experienced individual and leveraging of relationships	President & Chair	On-going	Q4 – 2018	Medium
Undertake evaluation of programming	Will require a strategy to be developed and undertaken and to be approved by committee	President & Chair		Q4 – 2018	Medium
Increase general knowledge of the Aboriginal history in the Toronto & York Region area	Building a resource of documents relating to Toronto & York Region’s Aboriginal history Developing various TYRMC publications from found resources Métis virtual library U of T student placements Gather list of documents relating to Toronto & York Region’s Aboriginal history,	Tera Beaulieu		Q4 – 2018	Medium

	with location/accessibility notes				
Strategic Direction: Development of risk strategy					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Undertake organizational risk assessment (legal, financial and operational)	Will require a strategy to be developed leveraging of relationships within network to hire consultant and lawyer	President & Chair		Q2 - 2019	Low
People and Staff : Develop staff and increase skill and knowledge					
Strategic Direction: Develop and increase Council member, and volunteer skill and knowledge					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Undertake Council training for current and new Council members	Council discussion with experienced individual and leveraging of relationships within network	President	In progress	Q3 - 2018	Medium
Strategic Direction: Increase attraction and retention of staff and volunteers					
Strategies	Tasks	Responsible Party	Current Status	Target Completion	Priority
Develop strong governance policies for volunteer, councilors to enable independence	Council will need to draft policies for committee review	President / Governance committee	In progress	Q4 - 2018	Medium
Undertake a diverse recruitment strategy for volunteers and Council members	A strategy will need to be drafted with help from an experienced individual and leveraging of relationships within network	President/ Committee lead	On-going	Q3- 2018	Medium