

Nishnawbe-Aski Legal Services Corporation

Strategic Plan



2021-2026

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Acknowledgements of Appreciation

NALSC would like to recognize the contribution made to this strategic plan by the Elders. They effectively worked on crafting and ensuring cultural continuity of their renewed vision statement that we can proudly share with all.

NALSC staff and Board of Directors similarly would like to express their appreciation to Superior Strategies for bringing together such a professional and dedicated team to assist them in their journey to define their direction and pathways for the coming years. Thank you for the coaching, support, direction, time and push needed to become the organization we envisioned and their predecessors set out to attain.

Superior Strategies' Team

Kirstine Baccar

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Message from the Board Chair

Nishnawbe-Aski Nation Legal Services Corporation five-year plan, 2021 – 2026, has been completed by the Board of Directors and Staff with the assistance of a consulting firm, Superior Strategies.

The primary purpose of the five-year strategic plan is to guide the Corporation in the direction it will proceed, delivering legal aid services to Nishnawbe-Aski Nation members.

This document contains the mandate, vision, mission and values of the Corporation and Nishnawbe-Aski Nation, a political organization representing all member First Nations.

The vision statement was put together by the Elders of Nishnawbe-Aski Nation, summarizing it into a simple form, easy to read and easy to understand by all.

Vision Statement

"To respect and revitalize restorative justice forms of justice through Indigenous laws and Pimatisiwin".

Who We Are and What We Do?

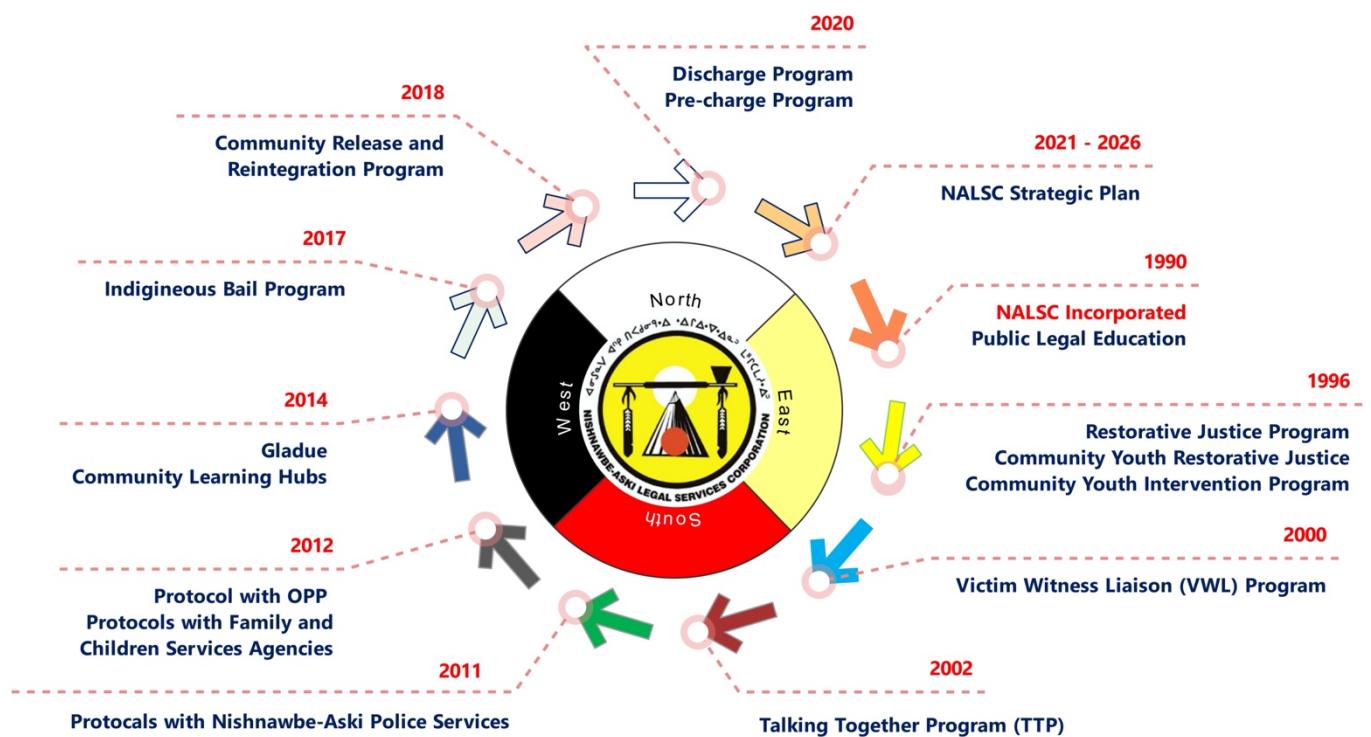
Established on March 1, 1990, Nishnawbe-Aski Legal Services Corporation was created to address the shortcomings in administering justice within Nishnawbe-Aski Nation (NAN); and improve access to justice for members of NAN.

Since 1990, NALSC has grown steadily and worked hard to develop a professional image and hire qualified staff to carry out its mandate.

Innovative and creative programs have made NALSC a leader, and at times – an example, in alternatives to justice options. NALSC has met with success in these areas.

NALSC provides legal, paralegal, public legal education, and law reform services for Nishnawbe-Aski Nation members.

Historical Timeline



The strategic plan was developed in consultation with staff, management and the NALSC board of directors and approved by the NALSC board. NALSC will be guided by the strategic directions illustrated below as they move forward in establishing community-based restorative justice and traditions.

Vision, Mandate, Mission, Values

Vision

To respect and revitalize restorative justice forms of justice through Indigenous laws and Pimatisiwin.

Mandate

To promote creative community-based justice systems and deliver on a wide range of law-related services, including legal, paralegal, public legal education, and law reform services to members of Nishnawbe-Aski Nation.

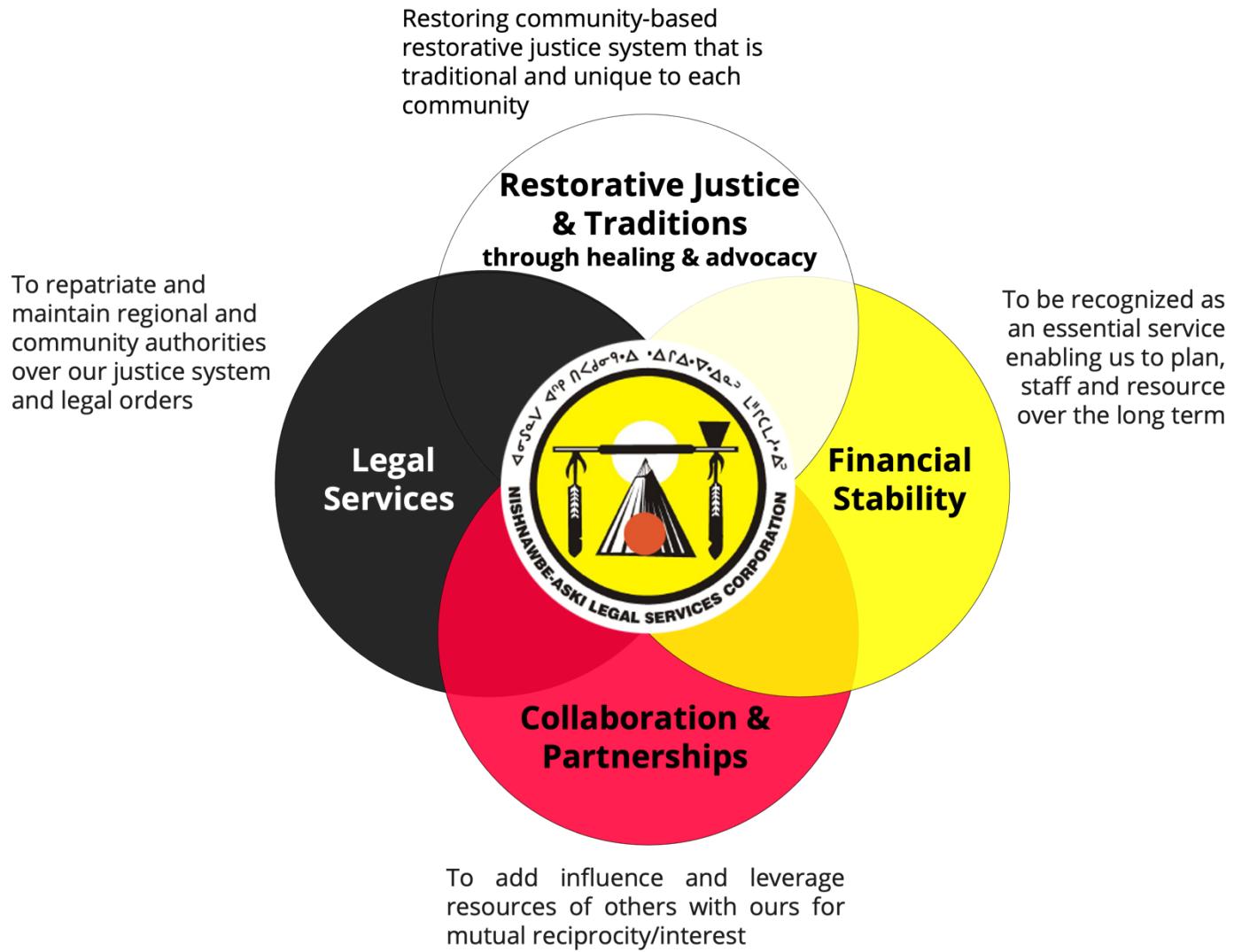
Mission

To deliver the programs and services in a culturally appropriate manner sensitive to the unique values, customs and traditions of NAN communities.

Our Values & Principles

- Unity, Self-Governance, and Sustainability
- Respect and Dignity
- Integrity and Honesty
- Sharing and Partnership
- Humility
- Courage
- Compassion and Caring
- Wisdom
- Truth

Strategic Directions and Desired End State



At the core of NALSC's strategy is their symbol of unity that interconnects the four circles representing the strategic directions.

Our Symbol of Unity



The Nishnawbe-Aski Legal Services symbol combines the traditional elements of the Aboriginal community with those of the EuroCanadian tradition.

Designer Roy Kakegamic weaves a scales of justice theme into the symbol using a balancing peace pipe.

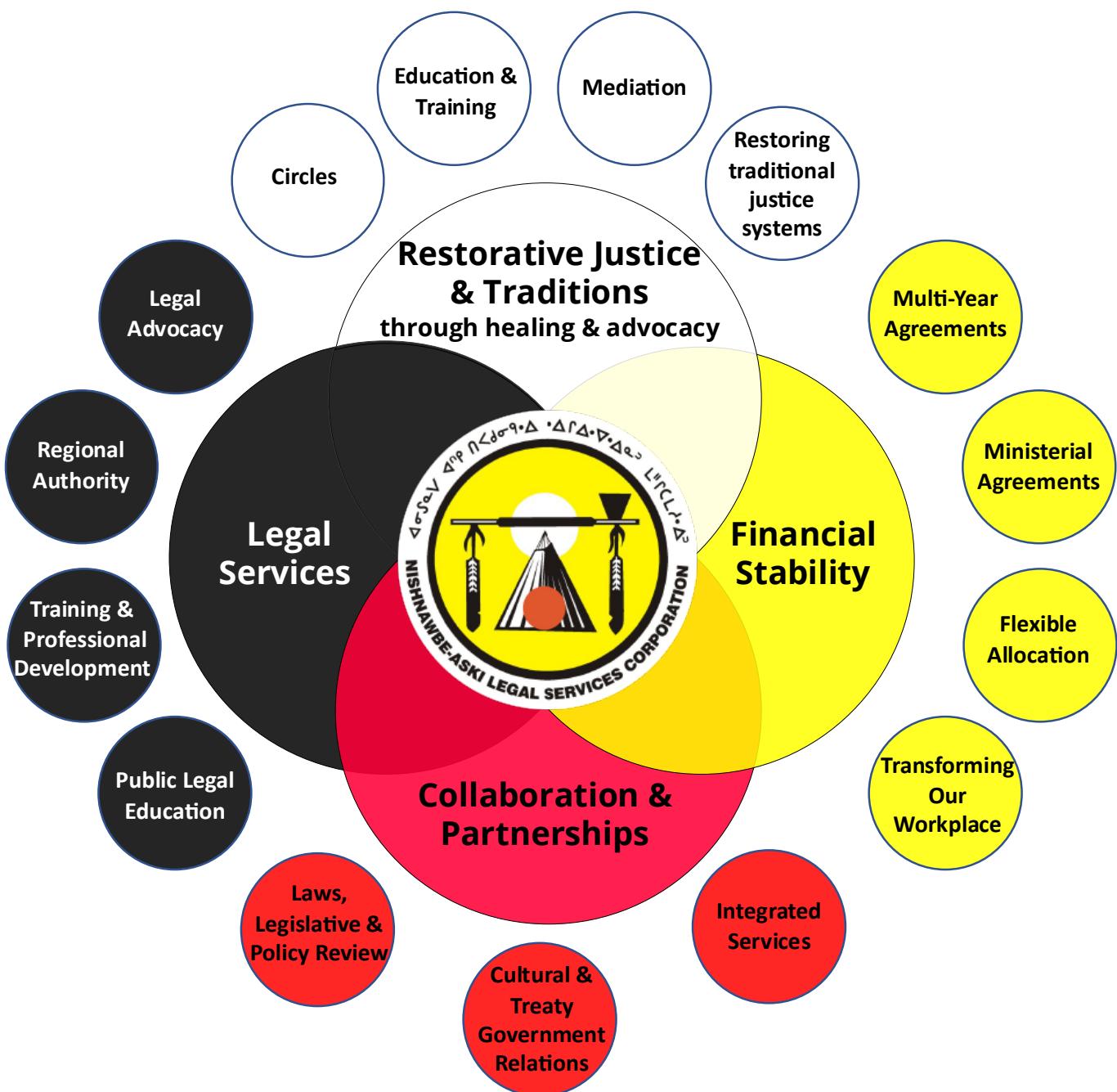
The pipe is recognized as the historical sacred symbol for bringing understanding between different people. The peace pipe is balanced on a tipi, which is the ancestral symbol for the home.

On each side of the tipi is a feather hanging from the peace pipe. One side of the tipi is coloured white and the other side black symbolizing the need for understanding of the two sides of every story. In the middle of the tipi is a red opening, an open invitation to the coming together of both sides.

The three elements: the peace pipe, tipi and feathers, are contained in a circle – the circle of life – without beginning or end. This creates the fourth element in the design. Each of these elements represents one of the four directions of the compass. This theme is repeated again in the four sacred colours in the symbol: red, yellow, white and black.

Telling Our Story Through a Strategy Map

The strategy map tells the visual story of NALSC's strategy. It shows the overall objectives and how they relate to one another.





Restorative Justice and Traditions through Healing and Advocacy

Restoring a community-based restorative justice system that is traditional and unique to each community.

Pathways & Initiatives

Circles – Measures the success of mandatory diversions and referrals

- Pre-charge diversions
- Post-charge diversions
- Youth and Adult initiatives: interventions and re-integration
- Victim's rights

Education & Training – Measure the number of certified people

- Update training manuals
- Develop online versions
- Service existing backlog requests
- Promote training services via advertising
- Restructuring & expansion of restorative justice department
- Healing lodge
- Professional development

Mediation – Measure satisfaction via surveys

- Talking Together (children and families)
- Person's harmed, and the person's doing the harm
- Elders' involvement

Restoring traditional justice systems in the communities – Measure the number of partnerships

- Justice committees
- Traditional law collaboration
- Restorative justice Implementation
- Cultural caring



Financial Stability

To be recognized as an essential service enabling us to plan, staff, resource and cope with change over the long term

Pathways & Initiatives

Multi-year Agreements – Measure how many years agreements are in place

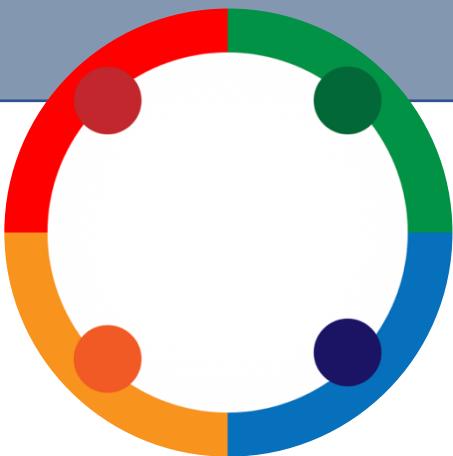
- Promote to funders the benefits of multi-year agreements
- Competitive and comparable salaries
- Travel budget
- Training budget
- Track and share stats and successes of NALSC's services
- Advocate and build relations with higher levels of the funding agencies

Flexible Budget Allocation – Measure the number of unrestricted funding agreements

- Advocate the need for flexible budgets to meet the changing needs in real-time
- Advocate for pilot programs

Transforming Our Workplace – Measure number of remote workers

- Establish an education campaign to promote the medicine wheel, gaps and issues
- Digitizing workflows, documents, etc
- Re-image the physical workspace
- Community communication
- Reassess lease agreements
- Reassess insurance policies



Collaboration & Partnerships

To leverage resources of others for mutual reciprocity/interest

Pathways & Initiatives

Integrated Services – Measure the number of services

- Monitoring the implementation of the protocols
- Research justice centre models (bring together justice, health and social services)
- Create a Training Centre of Excellence (Social Educational and Justice Institute)

Treaty Government Relations – Measure the number of NALSC driven partnerships

- Educating, advocating, and building relations at the local/municipal, provincial, federal and First Nations level through situation circles
- Establishing relationships with anti-racism / diversity organizations and agencies

Laws, Legislative & Policy Reviews – Measure the number of consultations

- Education campaign and training
- Gladue principles at every stage
- Ensuring invitation to the policy discussion
- Political advocacy



Legal Services

To repatriate and maintain regional and community authorities over NALSC's justice system and legal orders

Pathways & Initiatives

Legal Advocacy – Measure the completion of the delivery service map

- Victims' rights
- Bail and discharge advocacy
- Release and reintegration
- Gladue
- Community legal workers

Continuing NAN-wide Consultation for a NALSC Regional Authority (Legal Aid Services)

- Regional legal services agreement
- Monitor the LASA rules and impact
- NAN Chiefs Assembly resolution

Training and Professional Development – Measure the number of staff trained

- Training equity on par to that available to LAO and other government program staff
- Equity of resources and access to information required for client service
- Knowledge exchange and sharing best practices across departments and programs

Public Legal Education – Measure the number of people and communities trained

- Cross-cultural training
- Translations
- Promote and develop communication and educational material on legal rights, terminology and processes
- Community presentations



Turning Strategy into Action; The Implementation Plan

The success of the plan's execution is to manage the number of priorities to that which is doable with current resources, so everyone can get behind them and operationalize the implementation as the way you do business.

The criteria Nishnawbe-Aski Legal Service Corporation will use to prioritize and focus our efforts is as follows:

Short Term (ST) – Year 1

Medium Term (MT) – Year 2 – 3

Longer-Term (LT) – Year 4 – 5

A comprehensive implementation management system model has been developed and will be represented as an internal operational document. This form of the dashboard effectively monitors the status of initiatives and actions and is a great tool to keep the plan evergreen and responsive to any changes in circumstance.

An annual review will be conducted to measure our progress and make changes as needed.