



FOUR DIRECTIONS
MANAGEMENT SERVICES LTD.

NAK'AZDLI WHUT'EN Council/Management Planning Session SUMMARY REPORT

January 18-19, 2016

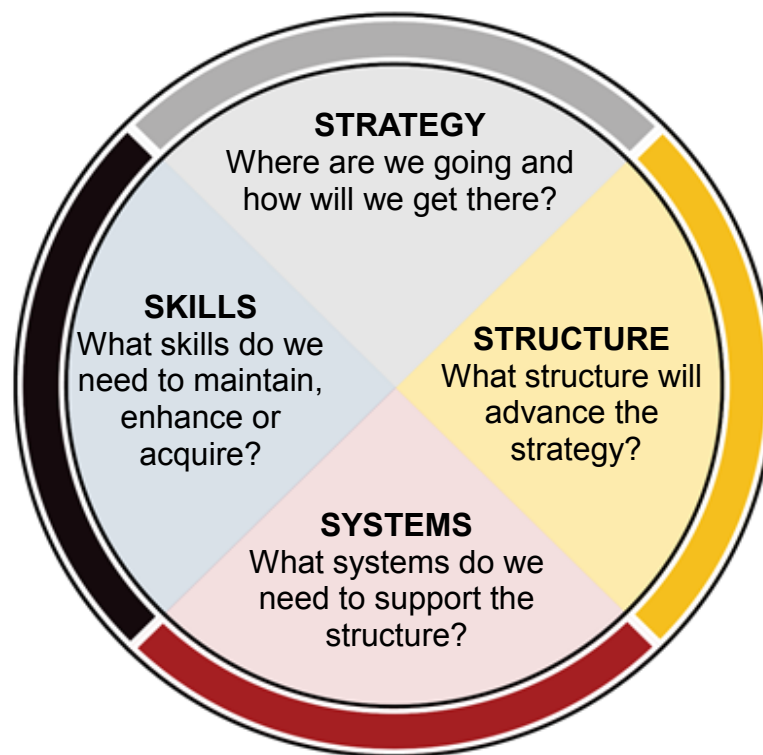
Table Of Contents

EXECUTIVE SUMMARY	3
Introduction.....	4
Our Desired End State: All is Well	4
SWOT Results	6
Strategy Setting.....	6
Understanding the Process of Strategy Implementation	7
Effective Goal-Setting.....	8
Role Clarification.....	12
Next Steps	13
Background Information	17
Systems Thinking.....	17
Our Teachings	18
Systems Health – The Free Flow of Information	20
Role And Responsibility Clarification.....	21
Benefits of Good Governance.....	24
The View From The “Clouds”	25
Strategy Setting.....	26
Establishing Structure.....	27
System Renewal.....	28
Sustainable Organizations	29
Stewardship – Putting It All Together	31
Conclusion	32
Appendix 1: SWOT Analysis.....	33
Appendix 2: Strategic Framework 2015	34
Appendix 3: Strategic Workplan.....	36
Appendix 4: Getting Results at the Rivers Edge Summary	43

EXECUTIVE SUMMARY

The following information will encapsulate the results of the planning effort conducted by Nak'azdli Whut'en (NW). Supporting information to this Executive Summary is contained in the Background Information Section. The FDMS Medicine Wheel Graphic was used to touch upon the four primary responsibility areas of the NW – strategy, structure, systems and sustainability.

The format of this summary report will “unpack” the concepts presented and ideas generated at the session.



Introduction

The Nak'azdli Whut'en (NW) Chief & Council, Chief Operating Officer and staff convened on January 18-19, 2016 in Fort St. James, BC to discuss the roles and responsibilities of NW and how the NW may organize itself for greater success.

The session focused on the following anticipated outcomes:

- **Share** up-to-date relevant information that will inform the governance activities of Chief and Council.
- **Build** upon existing efforts to leverage presenting opportunities and to manage challenges.
- **Engage** in value-added, solution-oriented dialogue that will chart our critical path forward in the form of a strategic framework and governance workplan.

This is a summary report of the proceedings that will serve both as a record of the events, as well as a central document around which the NW can utilize to move forward with confidence and focus. Additional information has been added in the Background Information section that builds upon concepts and ideas generated at the session.

Our Desired End State: All is Well

At the commencement of the planning session meeting participants engaged in a modified version of scenario planning. In this case two potential scenarios were introduced as stories about the future - one being "All is Well" and the other, "Dark Clouds." The intent of the two scenarios was to brainstorm likely future outcomes based on what we know about the present and what we know about how the world works. Every weather forecast, for example, presents a scenario for the future, based on what meteorologists know about the current weather and what they know about how weather patterns develop.

When participants were asked, "When you look five years into the future and "All is Well" with our children, families and community, what has changed for the better in terms of our relationships and outcomes?" they responded with the following comments:

- We are achieving milestones that we set.
- There is clear strategic direction.
- Our language and culture is revitalized.
- We have a clear understanding of our respective roles & responsibilities.
- There is reciprocal accountability in place between the leadership and the members
- We have no housing arrears and there is healthy housing stock in place.

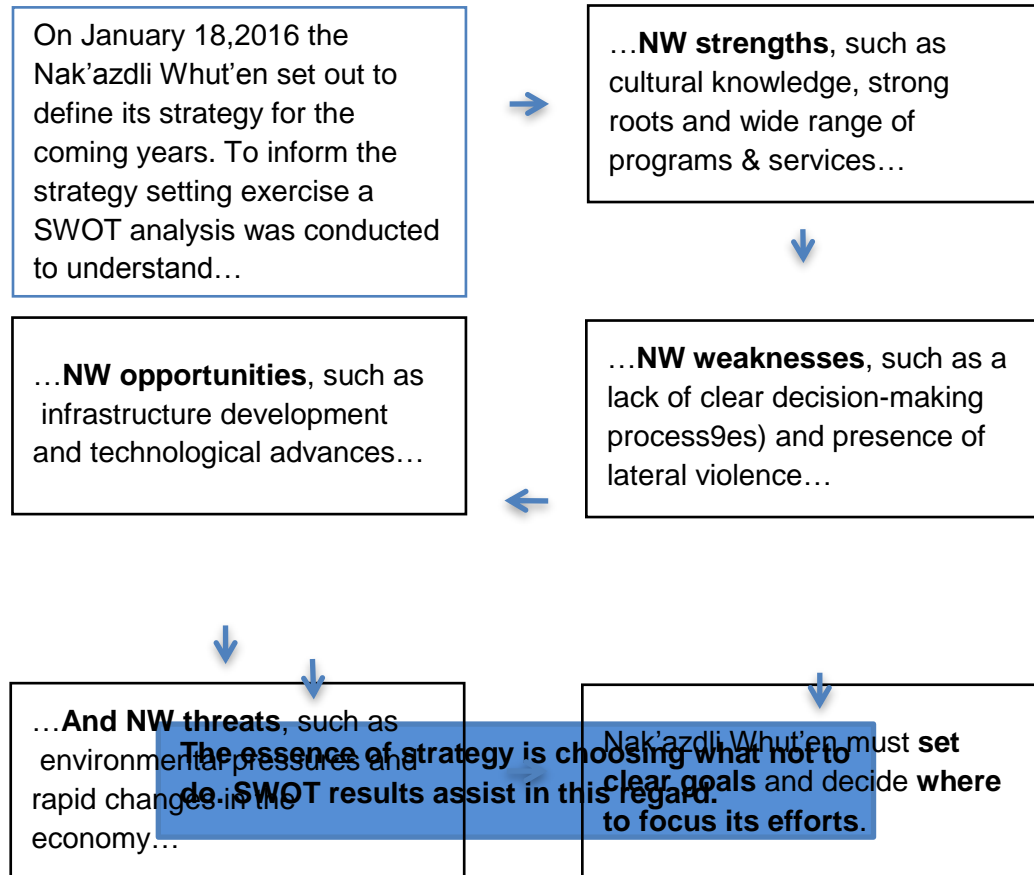


- We see an increase in cultural practices.
- Our community is healthy.
- Our members are actively engaged and interested in the affairs of NW.
- There is an increase in positive thinking.
- People are looking forward to community meetings.
- There are increased graduation rates at all levels.
- There are no more “Negative Nellies.”
- We still have trees, clean air and clean water.
- We are sharing in the revenues generated from our territory.
- People are getting along and there is a decrease in conflict.
- We have in place a suite of delegated services (i.e. children & families).
- Good paying jobs are the norm.
- We are creating our own source revenue.
- The “crab-in-the-bucket” syndrome no longer exists.
- Our members are independent and not reliant on the Band.

The purpose of beginning with a future look towards the NW’s desired end state was to tell a story that matters; that leads to better decisions. In practice, scenario planning begins by identifying the focal issue or decision. The point of the short exercise was to agree on the ideal future, five years hence, and to use this positive vision (All is Well) to motivate and direct the strategy development exercise.

SWOT Results

Nak'azdli Whut'en undertook a brief SWOT brainstorming session and various observations were made. The following is a brief overview of the results and a full account is located in Appendix 1.



Strategy Setting

Much time was spent discussing the importance of strategy. The word "strategy" comes from the Greek word for "generalship". Like a good general, strategies give overall direction for NW. A strategy is a way of describing *how* you are going to get things done. It tries to broadly answer the question, "How do we get there from here and how do we know when we have arrived?"

A good strategy will take into account existing barriers and resources (people, money, power, materials, etc.). It will also stay within the overall vision, mission, and objectives of the NW. Often, an organization will use many different strategies - providing information, enhancing support, removing barriers, providing resources, etc. - to achieve its goals.

Strategies suggest paths to take, and how to move along, on the road to success. That is, strategies help you determine how the NW will realize its vision and objectives through the nitty-gritty world of action. Strategies should always be formed in advance of taking action, not deciding how to do something after you have done it. Without a clear idea of the how, many of the Council's actions may waste time and effort and fail to take advantage of emerging opportunities. Strategies should also be updated periodically to meet the needs of a changing environment, including new opportunities and emerging opposition to the group's efforts.

Leaders must now work within the framework of strategic goals that define the long-range direction of NW organizations. A solid strategic plan is critical to effective and high-quality decision-making, provides organizational direction, and aligns systems to reach organizational goals. The Strategic Framework must help organizational leaders accomplish the following:

- Evaluate and build on the organization's strengths
- Assess areas for improvement in order to enhance performance
- Analyze the environment for trends and opportunities
- Examine internal and external barriers to the success of the organization's strategic vision
- Determine how current systems can change to support strategic direction
- Gather information from key stakeholders within and external to the organization
- Communicate the strategic framework to employees and citizens

KEY ACTION 1: The NW Strategic Framework developed at the session should be reviewed to ensure that it meets the needs of the NW. Questions to consider include:

- ✓ **Does the Strategic Framework reflect our operating reality?**
- ✓ **Have there been changes in the internal and external environment that suggests the Strategic Framework needs to be further revised?**

Understanding the Process of Strategy Implementation

NW's organizations are complex and adaptive systems. As systems, they contain a large number of human, technical and managerial subsystems. These subsystems perform distinctive and interdependent roles necessary for the survival of the whole. Maintenance of a dynamic balance within the larger system demands continuous attention to the integration and harmonization of each separate subsystem and slight changes in any of the components can cause ripple effects throughout the entire system.

Organizational subsystems are smaller group of employees that work together within the

larger NW organizational system. Examples of subsystems include departments, programs, projects, teams, and informal collections of employees that work together to complete certain work processes. Identifying these groups within your larger organization helps you establish organizational structure and manage work processes at lower levels. The incredible number of interactions amongst organizational subsystems is just one element in their complexity along with the many contradictory elements that must, somehow, be managed and controlled.

NW success depends on NW entities not only designing strategies that are appropriate for external and internal environments, but also implementing those strategies successfully. These strategies must also be in alignment with the strategic framework developed at the session so that everyone is pulling in the same direction. In terms of time requirements, the implementation phase takes at least 90% of the total effort necessary to carry out a change program adequately. The challenge is to get people (Chief and Council; Management and staff; and members) to buy into, and then to accomplish, the strategic direction identified within the strategic framework. Differences in execution are what differentiate the successful First Nations from the less successful.

It is not surprising that implementation seems to be the critical factor in strategic planning. It often takes years to move an organization in a new direction and may also involve many, many people. In addition, hundreds of different problems associated with the hundreds of implementation details may have to be solved. The desired future state itself (the vision) may be realized only to some degree and in some dimensions, and environmental changes beyond NW's control are likely to create new change imperatives. In short, strategy setting and implementation are dynamic processes that are continuous and require dedication and perseverance on behalf of leadership, management and administration.

KEY ACTION 2: Each NW entity must use the Chief & Council strategic framework as their “north star” when developing their missions and associated plans and strategies to ensure that all NW organization(s) remain on the right track. Questions to consider include:

- ✓ In what ways will the work of NW entities achieve the NW vision?
- ✓ What do NW entities do together? What do they do separately?

Effective Goal-Setting

Goal-setting systems, like all managerial systems, may produce results which are good or bad depending on how closely the system design meets operating imperatives and realities, as well as how the system components are carried out by managers and staff.

Researchers have found that effective goal-setting process have some key characteristics:

1. Lower-level goals should be congruent with higher-level goals.
2. Goals should be chosen that maximize the leverage of an individual's time and skills.
3. Goals should be set to reward cooperation as well as individual achievement.
4. Use a variety of motivational approaches to gain acceptance of high-performance



goals.

5. Avoid creating goals that create ethical dilemmas for managers.
6. The number of goals to be pursued should be limited to perhaps six.
7. One should use maintenance as well as performance improvement goals.
8. Subordinate participation is essential in setting goals if they have needed information.
9. Performance feedback is not helpful unless the path to goals is clear.
10. Subordinate participation is necessary if other motivational conditions are low.
11. Subordinate participation in action planning is especially necessary.
12. A mixture of objective and subjective goals work best.
13. Higher environmental uncertainty requires more frequent review.
14. Stretch goals work best when goal failure is not punished.
15. A belief in one's ability to reach the goals is essential for success.
16. High rewards for goal achievement can lead to negotiations for easy goals.

Goals and objectives provide NW organizations and/or departments with a roadmap that determines a course of action and aids them in preparing for future changes. A goal can be defined as a future state that an organization, department or individual strives to achieve. For each goal that an organization sets, it also sets objectives. An objective is a short-term target with measurable results. Without clearly defined goals and objectives, NW organizations (i.e. Nak'al Bun Elementary; Carrier Food and Fuel etc.) will have trouble coordinating activities and forecasting future events.

Organizational goals serve four basic functions; they provide guidance and direction, facilitate planning, motivate and inspire employees, and help organizations evaluate and control performance. Organizational goals inform employees where the organization is going and how it plans to get there. When employees need to make difficult decisions, they can refer to the organization's goals for guidance. Goals promote planning to determine how goals will be achieved. Employees often set goals in order to satisfy a need; thus, goals can be motivational and increase performance. Evaluation and control allows an organization to compare its actual performance to its goals and then make any necessary adjustments.

KEY ACTION 3: Strategic Framework goals must be reviewed in light of the different NW entities to ensure that goals are consistent with the shared work product.

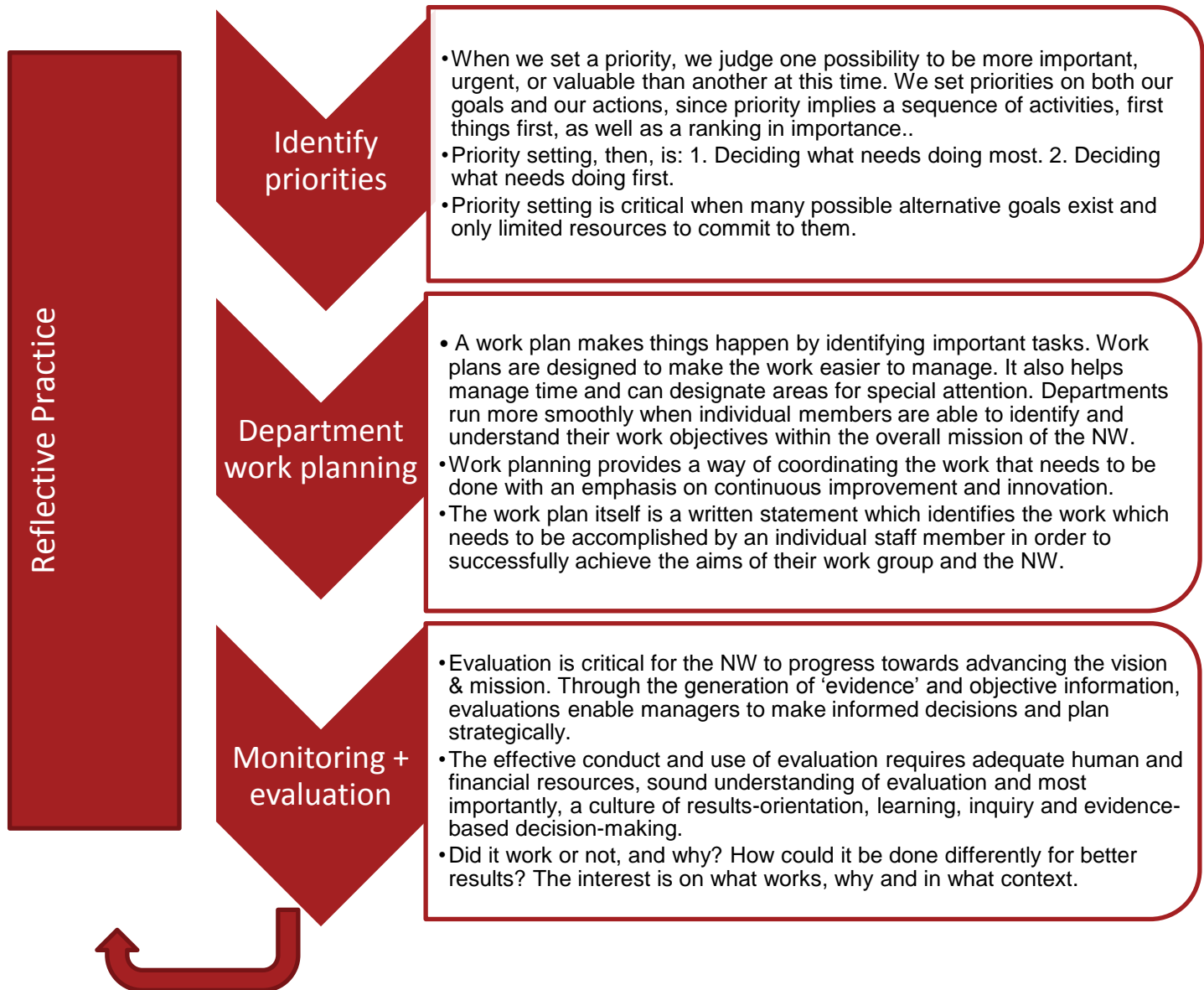
Questions to consider include:

- ✓ **Is there clarity on the directional path(s) forward?**
- ✓ **Does the Strategic Framework make sense for all NW entities?**

Reflective Practice

Ongoing reflection on attainment of NW goals and priorities is imperative to shared success. Feedback loops must be established through continuously reflecting on what is being done, how, when and why. Reflective practice is a process by which you: stop and think about your practice, consciously analyze your decision-making and refine/renew your approach to work products and processes. Critical analysis and evaluation refocuses your thinking on your existing knowledge and helps generate new knowledge and ideas. As a result, you may modify your actions, behavior, programs, services and strategic directions.





Role Clarification

The NW accomplishes its mission with and through the energies of many contributors. To ensure that the experiences of each person are as positive and productive as possible as they work together, it is important that everyone be clear about one another's roles and responsibilities. The Chief & Council has ultimate governance authority over the organization. In simple terms, this means the Council has fiduciary responsibility and accountability for the trust that is understood to exist between the mission of NW and the Nak'azdli Whut'en members and external stakeholders the NW serves.

Staff

- Provide information and trends to inform Chief & Council decision-making
- Provide reports and data
- Provide information, make recommendations and implement procedures
- Provide trend information, analysis, and recommendations on programs and performance
- Assist the COO in assessing gaps

Chief Operating Officer

- The mandate of the COO is to manage the day-to-day operations of the NW and ensure that operations are consistent with the policies developed by the Chief & Council and are carried out in such a way that meets the requirements of the NW.
- The COO is accountable to the Council for:
 - contributing to the development of annual goals and objectives
 - ensuring that NW procedures and overall management are designed in accordance with established Council policy
 - keeping the Council informed of existing or impending Council policy issues

Chief & Council

- Developing, implementing and monitoring a strategic plan(s).
- Implementing a reporting system to measure and communicate on performance.
- Approving and complying with policies.
- Approving and monitoring budgets.
- Ensuring appropriate risk management processes and systems are in place.
- Advocate for members and community.
- Hires, supervises, and releases only one employee: the COO.
- Avoids making management and operational decisions



Next Steps

The underlying purpose of the planning session was to promote ongoing skill development that would position the NW to undertake “constructive damage to the status quo.” It was evident at the session that much of the effort of the NW is working, but there is also much needing to be improved to ensure the highest quality service to members and staff. This requires change and people react differently to change. Many times it is the *process* of change, not the change itself, which evokes strong emotions. When people do not know how a decision was made or who made it or who developed the plan of action, they become concerned and behave in ways that look like resistance. There are many difficult questions to answer on the path to NW organizational renewal including:

- Do your members wonder if you can meet their needs while the staffing compliment may be shrinking or staying the same?
- Are your members finding it hard to make purchase decisions given their own stresses with the economy?

- Are your competitors becoming hyperactive and disruptive as they address their own economic issues?
- Do your employees feel anxious, cautious, or overwhelmed by the current economic gloom and doom?
- Are your employees discouraged, feeling they are viewed as expendable?
- Should you worry about the viability and continued service capability of your key business partners?

Understanding that proactive, deliberate change is required, there are nine key areas to focus your initial efforts.

1. Process Improvements

A process is a set series of tasks performed in order to attain some end result. Typically, employees would describe an organization's processes as "the way we do things here." The NW have processes for virtually all functions – from recruiting new personnel to serving members. Over time, these processes can become cumbersome, inefficient, and bureaucratic. **Process improvements** can help. The goal of process improvement is to dramatically improve performance, quality, efficiency, and service. NW should consider streamlining the organization's existing processes and eliminate elements that do not add value. Leaders and staff must be encouraged to engage in unconstrained, creative thinking to go beyond the confines of the current structure to discover new modes of operation that are more efficient and effective.

2. Training Needs Assessment

Training can be expensive and time-consuming. Too often, training programs are driven by fads or guesswork, or are initiated due to a single high-profile mistake, leading to wasted time and money. To get the best return on investment, the right training must be provided to the right people at the right level to improve performance. A solid needs analysis ensures that training fits these criteria:

- ✓ Training is related to short and long range goals
- ✓ Training is relevant and helps trainees acquire the knowledge and skills they need to perform effectively
- ✓ Delivered at the level appropriate for the experience and expertise of the trainees

Outside assistance should be considered to conduct a complete **training needs analysis** to ensure that the training program results in improved performance and goal attainment. Organization analysis assesses the goals of the organization as they relate to the training. Job analysis examines the tasks to be performed by the trainee following training to set appropriate objectives. Person analysis determines the current levels of knowledge and skills to identify gaps that training should address and determine the appropriate level of training. These analyses can ensure the development of a NW customized training program leads to improved job performance

3. **Communicating During Turbulent Times**

During times of rapid change in a challenging economy, employees often become confused, discouraged, or even paralyzed and inefficient. Chief & Council, management and staff need to communicate effectively during these times to maintain employee morale and improve employee commitment. A **Communication Plan** should be developed that outlines key messages, target audiences and communication tools and methods. Such a plan will assist NW personnel to understand how people experience change and what they can do to help one another navigate successfully through the stages of change.

4. **Establish Key Metrics**

Key metrics for success across all sectors of the NW should be established to evaluate your accomplishments and guide continuous improvement efforts. Both financial and performance reports should provide accurate information that you and others in the NW need to manage effectively. You should consider determining what you need to know in order to understand the performance of work units, specific projects, people and other issues. Then set up reporting systems and reports to gather that information that you require as a Council to ensure that the NW is on the right track.

5. **Financial Training**

Learning to **evaluate, interpret and incorporate financial data in your daily decisions** is an essential element in your success as a Councillor and in your ability to understand NW's financial goals and focus your efforts on them. As Councillors you must develop financial acumen to understand not only where the NW is headed but also your role in meeting financial goals. You need to know when to spend and when not to spend.

6. **Refresh Organizational Structure**

Engage in purposeful dialogue designed to determine what is working with the current **NW organizational structure** and where there might be opportunities to renew the structure to better meet the needs of the NW now, and into the future. Ensure that you have the proper structure to give expression to your emerging strategy.

7. **Member and Staff Engagement**

Formally and informally bring together Council, staff and members to **dream and learn together**. Many leaders get so busy that they neglect to make time for conscious learning that actively engages and involves members and senior organization officials. Even spending small amounts of time dreaming and learning together, if you do it regularly, can help the NW to develop and give you the satisfaction that you, your staff and members are collaboratively keeping up with trends, information, and current discussions in your areas of responsibility.

8. Governance Policy Development

Most organizations have policy frameworks in place to provide the rules for how things are done. Common policy frameworks include finance and human resources. An important set of policies that is often missing is governance policies. Such **policies outline how the Council will function** and also stipulate consequences when Councilors do not follow established policy. Common items contained in a Governance Policy include:

- Governing Style
- Roles & Responsibilities
- Decision Making
- Committees
- Conflict of Interest
- Accountability Process
- Council Operations
- Relationship to the COO

9. Portfolio Structure

At the session we discussed the need for structure and consistency to guide the establishment of Councillor Portfolios. The purpose of Council Portfolios is to assist the Nak'azdli Whut'en to achieve the vision, mission and goals noted in the NW Strategic Framework. Portfolios will meet regularly and are sanctioned by the Chief & Council to assist the Council to govern more effectively. Focused effort needs to be exerted to **finalize the portfolio structure** so that Councillors understand fully their responsibilities at the "Mountain Top" level.

As you move towards change your communication must be as specific as it can be. To achieve this clarity and focus consider the following suggestions:

- Tell members and staff about the decision-making process that resulted in the change effort and the implementation process.
- Ensure that people have adequate information to know why a transformational change makes sense.
- Outline the steps of the implementation process from beginning to end, and share your outline with staff and members, where appropriate.

Background Information

Systems Thinking

Participants were asked to consider multiple perspectives and viewpoints during the session through contemplating a systems thinking approach. Systems thinking is the belief that a department, an organization, a community, is more than the sum of its parts; that it is an integrated system that cannot be divided into independent parts.

Moreover, organizations and communities cannot function effectively if viewed as functioning parts of a larger machine. They must be viewed, organized and managed as social systems (a community) if they are to survive, let alone prosper.

Systems thinking is important to effective leadership and management because it indicates that a piecemeal, problem-patching approach won't fix the system or make it work better. When one element is changed, the effect on all elements must be examined and evaluated.

For example, implementing improvement strategies in only one part of the organizational system can have a negative effect on attitudes and behaviors in other parts of the system unless they fully understand leadership's intent and rationale.

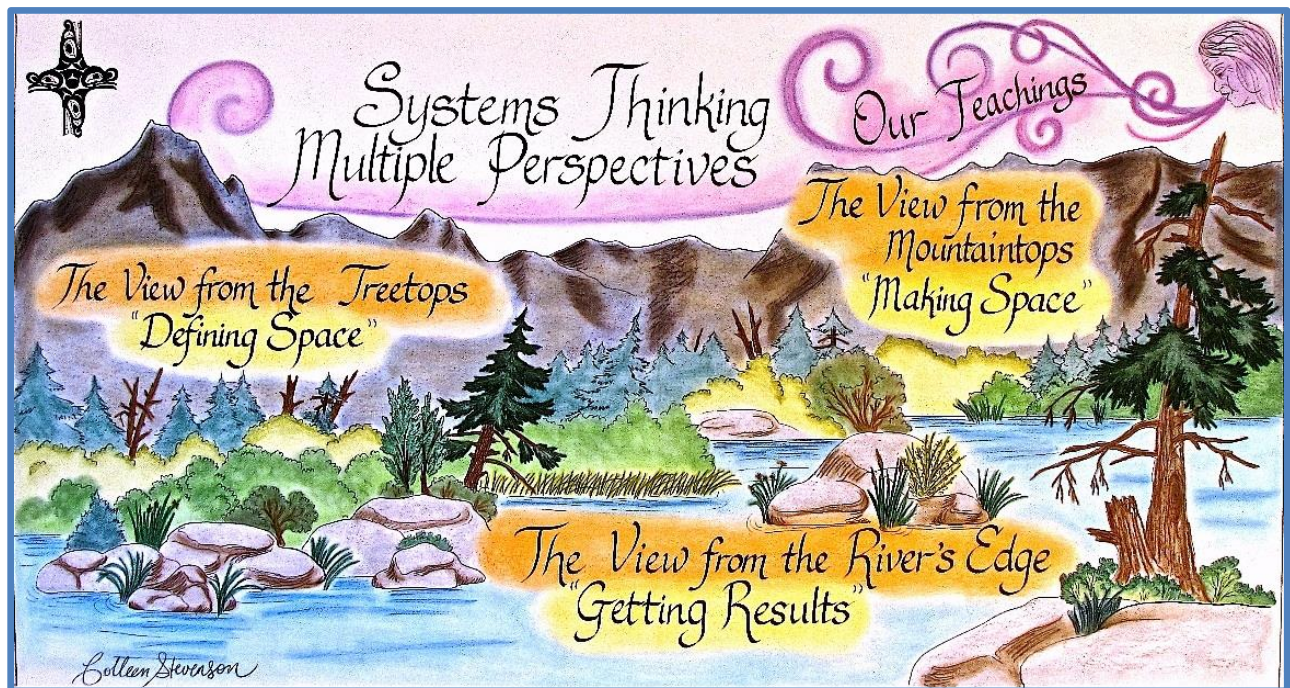
The following diagram was used to focus meeting participants on the different levels of the "Nak'azdli Whut'en system" for two primary reasons:

1. To clarify the different moving parts of the system and clarify the role and responsibility of each part; and,
2. To demonstrate that within a healthy system there exists high role clarification with an overarching understanding that there is high interdependence within the system. In short, if one part of your organizational system is unhealthy it fouls other parts of the system.

For greater clarity the elements of the 'system' depicted in the diagram are:

Our Teachings

Foundational to our work are the teachings that have been passed to us by our Grandmothers and Grandfathers. This includes our ways of 'knowing, seeing, being and doing'. While many of our organizations are now multicultural, we see the world and our work through multiple lenses, the foremost being through the lens of Indigenous people and in this case the Dakelh Worldview.



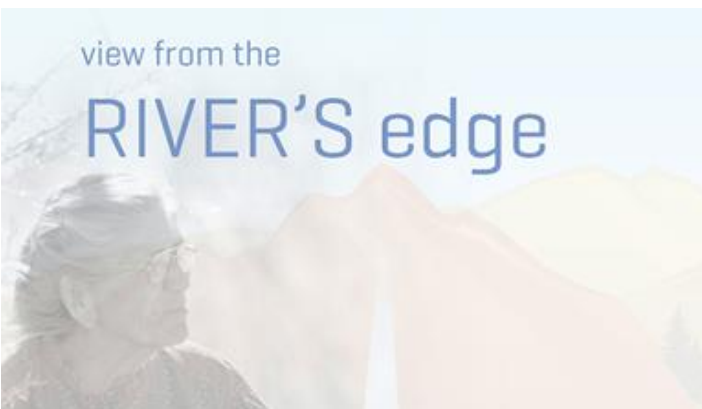
The View from the Mountaintops

This level of the system is occupied by leadership (Chief & Council) and denotes that leadership is entrusted with "making space" for their members to be successful.



The View from the Treetops

This level of the system is occupied by Senior Management (Chief Operating Officer) and suggests that the role of senior staff is charged with the task of “defining the space” created by leadership.



The View from the River's Edge

This is arguably the most important part of the system(s) in which we operate. Front-line workers and members occupy this level of the system. The ultimate goal of those at the Mountaintops, Treetops and River's Edge is “getting results” that proactively address the needs and aspirations of those you are formed to serve.

Systems thinking, as described above, can facilitate the establishment of a learning organization by adjusting our position within the system and considering new ways of doing things.

In short, a learning organization is one that is able to change its behaviors and mind-sets as a result of experience. This may sound like an obvious statement, yet many organizations refuse to acknowledge certain truths or facts and repeat dysfunctional behaviors over and again.

Examples include the number of times restructuring initiatives are repeated because the previous attempt did not achieve the desired outcomes or the failure of policy and strategy to meet initial prescribed objectives.

Systems Health – The Free Flow of Information

It was noted that for the 'system' to be healthy that there needs to be feedback loops built in to the system to ensure that information flows freely – information in, information out. The Council collects various types of information from their members, staff, colleagues, customers, partners and government. However, it is often the case that this information is not used effectively to enable the Council to better understand its members and respond to their needs.

The idea of the feedback loop is that this information is valuable and better use can and should be made of it. The key to improving impact on members is to find ways of gathering and using information that will lead to improved programs and services that are more responsive to member's needs.

The "feedback loop" describes the stages that information moves through in an organization from its initial generation to the implementation of changes in policy and strategy. By following the different phases of the loop, the Council is more likely to consider all the issues involved in decision-making and implementation, and make more effective use of data collected from members and others. There are eight phases in a feedback loop. To effectively respond to member needs, each phase of the loop must be implemented in sequence.

Briefly, the eight phases are:

1. **Data Collection:** Data is gathered on a formal and informal basis.
2. **Information Consolidation:** Raw data is turned into a usable form.
3. **Analysis:** Information is formally assessed in terms of member and organization's needs, and forms the basis for recommendations to satisfy those needs.
4. **Reporting:** The analysis is summarized in written and/or verbal form for ease of decision-making.
5. **Decision-making:** Decisions are made based on data and recommendations from the reporting phase.
6. **Delegation:** After a decision is made the person responsible for implementing it must be fully aware of requirements.
7. **Communication:** All staff and Council who are involved in implementing changes must be fully informed of all issues and procedures.
8. **Implementation:** Changes to policy or strategy are pilot-tested and based on this a decision for implementation is made.

It must be clearly understood that information is a valuable resource. If information is not used it is not worth collecting. To become better responsive to member needs the Council needs to be continuously collecting, analyzing and using information to improve policy and strategy. Neither the member's needs nor the environment that the Council is working in are static; indeed, the Council may be facing increasing pressures given the complexity of the environment in which it operates.

For these reasons it is important to use information efficiently. The danger of using information in the wrong way is that you may make the wrong decision. It is therefore important to think about the process of using information that will ensure that it is analyzed well, understood and used effectively in decision-making.

Role And Responsibility Clarification

Chief & Council are responsible for a very broad range of responsibilities on behalf of their citizens.

There are seven (7) key functions of a Council:

- 1. Create a Vision and Set Strategic Direction.**
 - Describe a dream for the future, and lead towards that dream.
 - Clarify and regularly review the Vision, Mission, Values, Goals and Policies.
 - Set a schedule for the completion of short and long-term goals.
- 2. Participate in Governance.**
 - Prepare for, attend, and actively participate in meetings.
 - Implement processes for effective meetings and for a proper record of meetings.
 - Develop policies to govern the work of the Council, and adopt policies to guide the work of the staff.
 - Establish high standards of personal conduct (Oath of Office; Code of Conduct).
 - Keep up-to-date on trends, issues and expectations.
- 3. Hire and Monitor the Performance of the Chief Operating Officer.**
 - Hire and monitor the effectiveness of the Chief Operating Officer in handling the day-to-day management of the organization, and following-up on the direction of the Council.
 - Provide the Council with support to further the goals established.
- 4. Approve a Budget.**
 - Approve the budget that assists in working, over the long-term, towards the achievement of the Vision, and in the short-term towards the achievement of specific, measurable goals.

- Provide adequate resources for fulfilling the Mission, including by working in partnership with the COO to raise funds.
 - Remain accountable to funding agencies and ensure proper financial controls are in place.
5. **Focus on Results.**
- Monitor the system, programs, and services and measure results.
 - Evaluate the Council's performance in fulfilling its responsibilities.
 - Assess the level of trust and teamwork within the Council, and the quality of the group process.
6. **Advocate for Members.**
- Devote efforts to improving the lives of members in accordance with the Vision.
 - Undertake lobbying, advocacy, and negotiation of agreements.
7. **Communicate.**
- Report regularly to members and seek their feedback and direction on key decisions.
 - Establish strong two-way communications with governments and partners.



In addition to the **SEVEN KEY GOVERNANCE RESPONSIBILITIES** outlined above, each Council member also has specific legal responsibilities to uphold in their areas of work:

1. **Duty of Knowledge.**
Be aware of and regularly review the organization's governing documents.
2. **Duty of Care.**
Act in accordance with a minimum standard of care. In BC, this means: acting honestly and in good faith and in the best interests of the Council; and, exercising the care, diligence and skill of a reasonably prudent person in exercising his/her powers and performing his/her duties as a Councillor.
3. **Duty of Skill and Prudence.**
Act with practicality and conform to the higher standard that a reasonably prudent person must exercise under the same circumstances.
4. **Duty of Diligence.**
Act in the best interests of the organization and be as fully informed as reasonably possible with respect to all aspects of the organization. This includes reviewing meeting agendas and materials in advance of any meeting; attending Council and Committee/Portfolio meetings; being prepared to discuss Council business before the meeting in a prepared and knowledgeable way; to vote on matters that come before the meeting.
5. **Duty to Manage.**
Manage the affairs of the organization and administer the bylaws of the organization through establishing policy and measuring management's implementation of policy.
6. **Fiduciary Duty.**
Act honestly and in good faith; be loyal to and to act in the best interest of the organization; to avoid any conflict of interest; and to subordinate every personal interest to those of the organization.
7. **Investment Powers.**
Develop investment policies that include the establishment of acceptable levels of risk, and then ensure that those actually undertaking the investments comply with the policies.
8. **Delegation by Councillors.**
Adopt policies to delegate certain responsibilities. The services of experts, such as investment counselors, trust officers, lawyers and accountants, are often used where Councillors lack adequate knowledge and experience. Where experts are not members or officers of the organization, Councillors are under a further duty to ensure that these outside parties have adequate and sufficient qualifications for the task involved.
9. **Duty to Avoid Conflict of Interest.**
There is nothing inherently wrong with a conflict of interest. Problems arise only when a person who has such a conflict fails to place the personal interest second, behind that of the organization.



Benefits of Good Governance

Much has been written regarding Council effectiveness. What makes one Council more effective than another? Why do some Council appear to succeed with minimal effort and the absence of conflict? The answer to these questions often rests in the presence of the following benefits of good governance:

Promotes community confidence.

Members are more likely to have confidence in the NW Chief & Council if decisions are made in a transparent and accountable way. This helps members feel that the Chief & Council will act in the community's overall interest, regardless of differing opinions. It also encourages the Chief & Council to remember that they are acting on behalf of the members and helps in understanding the importance of having open and ethical processes that adhere to the law and stand up to scrutiny.

Encourages Chief & Council to be confident.

Councillors will feel better about their involvement on the Council when good governance is practiced. Councillors will be more confident that they are together across the issues, that they can trust the advice they are given, that their views will be respected even if everyone doesn't agree with them, and that meetings are a safe place for debate and decision-making. Senior Staff will feel more confident in providing frank and fearless advice that is acknowledged and respected by the Council.

Leads to better decisions.

Decisions that are informed by good information & data, by member views, and by open and honest debate will generally reflect the broad interests of the community. This does not assume that everyone will think each decision is the right one. But NW members are more likely to accept the outcomes if the process has been good, even if they don't agree with the decision. They will also be less tempted to continue fighting or attempting to overturn the decision. So even the most difficult and controversial decisions are more likely to stick.

Supports ethical decision-making.

Good governance creates an environment where the Chief & Council ask themselves '*what is the right thing to do?*' when making decisions. Making choices and having to account for them in an open and transparent way encourages honest consideration of the choices facing those in the governance process. This is the case even when differing cultural and moral frameworks between individuals means that the answer to '*what is the right thing to do?*' is not always the same.

In sum, good governance is important for several reasons. It not only gives the members confidence in the Chief & Council, it also improves the confidence of staff when they know that decision-making is being approached in a transparent, open and honest way. This, in turn, leads to better decisions, helps the Chief & Council meet its legal responsibilities and

duties and importantly provides an ethical basis for governance.

The View From The “Clouds”

The session uncovered many areas where Councils and teams get stuck. Effective Councils recognize when their team is stuck and either figure out what to do to get it unstuck or get help from others to do so. It is not human nature to ask for help although seeking assistance is a fact of the leader's life. Many times, the longer you are with an organization or the longer you are in a role, the more vulnerable you are to getting stuck; unfortunately, you are also vulnerable to not knowing you are stuck.

Common places that people and teams get stuck – much of which was touched upon by the Council and key personnel at our session - include:

Values or Purpose

- *Neglect of values.* People work hard because they care – about the mission, about the work they are doing, about one another. If you spend all of your time simply driving execution without getting emotional buy-in and commitment, you'll get stuck.
- *Lack of values alignment.* If your team doesn't agree on what to value or believe, or how to work together, it often causes difficulty and nonproductive conflict.

Strategy

- *Unclear goals or unclear strategy.* If team members do not know the goals and understand the strategy, they are unlikely to deliver.
- *Preoccupation with strategy.* Some organizations spend all their time on strategy and little time on execution. They also get stuck in not achieving the competitive differentiation they want.

Structure

- *Wrong structure.* Some organizations are not structured in a way that is consistent with their strategy or work processes. The result is often that it takes an enormously long time to get anything done.
- *Unclear structure.* In these days of movement toward and away from centralization, decentralization and working in complex matrixes, it is sometimes difficult to figure out how to get something done and who is responsible.

Processes

- *Unclear, inadequate, poorly designed processes.* To ensure proper execution, clear business processes are needed. Otherwise, people will go off in different directions, honestly believing that they are contributing value. The organization will just spin its wheels – people will be busy but won't accomplish anything.
- *Too much time spent on processes.* Some organizations spend so much time



on internal processes that they do not deliver what they are supposed to deliver.

Systems

- *Poorly designed or inadequate systems.* Systems may not link to the overall goals or strategy, they may cause work to be overly complex, or they may rely on individual autonomous behavior, which rarely produces consistency.
- *Overreliance on systems or rigidity in the systems.* People might spend too much time fine-tuning their internal systems and processes. Conversely, leaders might spend too little time on details to ensure that the process or system accomplishes what it should.

People and Relationships

- *Not enough people.* People can only do so much in light of downsizings, unstable economic situations, and organizations trying to get by with less. There is a point at which things get stuck because people cannot do anything more.
- *Not the right people.* Having the right people in the right roles is critical.
- *Dysfunctional relationships.* Over time, people may fall into dysfunctional relationships. The result is either too much conflict or too little contact.

Strategy Setting

Strategies for the Nak'azdli Whut'en should meet several criteria including:

- **Give overall direction.** A strategy should point out the overall path without dictating a particular narrow approach.
- **Fit resources and opportunities.** A good strategy takes advantage of current resources and assets, such as people's willingness to act. It also embraces new opportunities such as an emerging member concern for environmental stewardship or the need for focused economic development efforts.
- **Minimize resistance and barriers.** When organizations set out to accomplish important things, resistance (even opposition) is inevitable. However, strategies need not provide a reason for opponents to attack the initiative. Good strategies attract allies and deter opponents.
- **Reach those affected.** To address the issue or problem, strategies must connect the intervention with those who it should benefit. For example, if the mission of the initiative is to get people into decent jobs, do the strategies (providing education and skills training, creating job opportunities, etc.) reach those currently unemployed?
- **Advance the mission.** Taken together, are strategies likely to make a difference on the NW mission and objectives? If the aim is to reduce a problem such as

unemployment, are the strategies enough to make a difference on rates of employment? If the aim is to prevent a problem, such as substance abuse, have factors contributing to risk (and protection) been changed sufficiently to reduce use of alcohol, tobacco, and other drugs?

Establishing Structure

Structure is the framework around which the Nak'azdli Whut'en is organized, the underpinnings that keep the organization functioning. It's the operating manual that tells staff, members and funders how the organization is put together and how it works. More specifically, structure describes how members are accepted, how leadership is chosen, and how decisions are made.

There are a number of reasons to develop a sound structure for the NW organization including:

- **Structure gives members clear guidelines for how to proceed.** A clearly established structure gives the NW a means to maintain order and resolve disagreements.
- **Structure binds members together.** It gives meaning and identity to the people who join the NW, as well as to the NW itself.
- **Structure in any organization is inevitable.** An organization, *by definition*, implies a structure. The Nak'azdli Whut'en currently has a structure that reflects the kind of people that are in it, and what you see yourselves doing now and into the future.

While the need for structure is clear, the best structure for a particular organization is harder to determine. The best structure for any organization will depend upon who its members are, what the setting is, and how far the organization has come in its development.

Regardless of what type of structure your organization decides upon, three elements will always be there. They are inherent in the very idea of an organizational structure and include:

1. **Some kind of governance** - The first element of structure is governance - some person or group has to make the decisions within the organization.
2. **Rules by which the organization operates** - Another important part of structure is having rules by which the organization operates. Many of these rules may be explicitly stated, while others may be implicit and unstated, though not necessarily any less powerful.
3. **A distribution of work** - Inherent in any organizational structure also is a distribution of work. The distribution can be formal or informal, temporary or enduring, but every organization will have some type of division of labor.



There are four tasks that are key to any group:

1. **Envisioning desired changes** - The group needs someone who looks at the world in a slightly different way and believes he or she can make others look at things from the same point of view.
2. **Transforming the Community** - The group needs people who will go out and do the work that has been envisioned.
3. **Planning for integration** - Someone needs to take the vision and figure out how to accomplish it by breaking it up into strategies and goals.
4. **Supporting the efforts of those working to promote change** - The group needs support from the community to raise money for the Nak'azdli Whut'en, champion the initiative in the community/region/province, and ensure that they continue working towards their vision.

System Renewal

Change is constant at most organizations today. It is also one of the hardest factors for people at all levels to deal with. Even when there is a clear need for change, resistance, fear, uncertainty and ambivalence are common reactions. As a leader you can make change easier if you understand change, normal reactions to change, and methods to ease stress and help people to adjust.

There exist a number of reasons why a system needs to be developed or modified:

- Basic needs are not being met;
- People are not being treated fairly;
- Resources are distributed unfairly;
- Current policies and procedures are not enforced or effective; and/or,
- Proposed changes in policies and procedures could be harmful.

As a Councillor, leading through change is a significant responsibility that you can learn to embrace with skill. The most common reaction to change is a feeling of loss of control. By listening attentively, helping people examine their feelings and concerns, and determining ways they can be empowered to feel more in control during the change process, you will make change more acceptable and more effective.

For change to happen efficiently in both the short and long term at the NW, supporting structures and systems are needed.

With this in mind, the following should be considered when embarking on a change effort:

- Recognize that change is not just change in individual behavior. It often involves change in the organization's structure, systems and work processes.

- Assess current Nak'azdli Whut'en structures, systems and processes:
 - Which ones are currently aligned with the change?
 - Which ones need to be more closely aligned?
 - What factors might block the change or make it more difficult?
- Use a team approach to identify supporting and blocking factors. Do not expect that your change management team can spot all of the factors. This is a time to make use of the people who are resistant to change. They are often skilled at spotting potential problems.
- Identify the informal organizational culture factors that might make it challenging to carry out the change. For example, let's say you are asking people to work more autonomously, making their own decisions. They might be hesitant to do this because previously they had to ask permission or solicit ideas from others prior to making decisions.
- Many people might welcome the change and view it as positive. Other people might not believe they have the necessary information to make decisions and solve problems. Identify what structure needs to be in place for the change to work.
- Try a zero-based approach, which essentially asks the question: *If we did not have any structure, processes and systems in place, what would we create to support the new vision or change initiative?* This approach requires you to look at the vision or goal of the change effort and build structure, systems and work processes from the ground up.

For the change effort to take root you must study the issue or problem a system change would affect. Outline the facts, myths, and values associated with the issue. Through ongoing research find out how similar system issues have been resolved through proactive decision-making in other places or organizations.

Pay particular attention to those who are affected by the systemic issue and ask them what they think should happen for the ideal situation to occur.

Sustainable Organizations

The NW is a living, breathing entity that needs intentional care and feeding. Sustaining an organization takes time, planning and cultivation. For an organization to achieve sustainability, its leadership and senior management must institutionalize systems that help the organization to think long-term as well as to manage its day-to-day operations. These two tasks must be interlinked and symbiotic.

There are seven components necessary to ensure a sustainable organization.

1. Organizational Identity

Vision; Mission; Values; Branding; Messaging; Strong Leadership

2. Long-Range Strategic Plan Goals; Objectives; Benchmarks

3. Annual Operational Plan Objectives, Activities & Timelines; Staffing; Program Needs; Committed Resources

4. Financial and Other Systems Administration

Budget; Cash Flow Analysis; Audit; Financial Reporting

5. Long-Range Fund-Raising Plan Needs and Resource Assessment; Donor Cultivation; Grant Writing

6. Council Development Plan

Needs Assessment; Evaluation; Recruitment; Orientation; Maintenance/Team Building

7. Staff Development and Organizational Culture

Needs Assessment; Evaluation & Review; Training; Team Building

For the Nak'azdli Whut'en to encourage others to define new opportunities and continuously improve the organization your actions must be both focused and deliberate. Effective leaders challenge their people and teams to look at old problems in new ways.

Together, they identify what is working well and what is stalled, and develop ideas that will improve performance. Consider the following suggestions:

- Discuss with team members how the team or organization can improve in a sustainable fashion. Ask people to challenge assumptions, identify root causes of problems rather than symptoms, and think through all the implications of the solutions they propose.
- Ask your direct reports what you can do to be a better leader for them. Implement some of their recommendations to show that you take their input seriously.
- Encourage people to think beyond current member needs. What will be important to your members tomorrow, next year and in five years? What is going on with their families? How will that affect what your members want from you?
- Observe how people on your team react to issues and problems. Your team's ability to generate new ideas and challenge the status quo will depend to some



extent on the preferences of your team members. Some people are curious by nature, while others are more likely to accept things the way they are. Take advantage of the ingenuity of team members who enjoy creating new things and the resourcefulness of people who like to improve things. Both approaches have value.

- Ensure that the vision of individual work teams align with the organization's. Then people will be confident that they are spending their time and energy on areas that the NW values.
- Focus attention on the areas where you will get the most leverage. Too many changes may make the work environment unstable, and people may find it difficult to focus because they are to do too many new things.

Stewardship – Putting It All Together

Without trust there is no relationship; our families, communities and Nations are built on relationships. Building trust with members, employees and funders is the foundation to sustaining success. As a leader, you are responsible for inspiring trust as well as establishing your own ethical behavior and modeling it to your community and your Nation. Always strive to be a leader who keeps their word.

Set high standards for ethical behavior. As others see your commitment to ethics, they will be inspired to better behavior and practices. In ethics, one person's actions really do matter. Your members will judge your actions, not your intentions. If your words and your actions are consistent with your principles and values, it will build trust. People will believe they can count on you.

Ethical standards and values must be the foundation of, and the touchstone for, the NW's vision, strategies, practices and policies. Periodically reviewing consistency between the code of ethics and values and the NW's systems and practices is important to ensure they are in sync with one another. This is central to your role as *stewards* of the Nak'azdli Whut'en. Stewardship means carefully and responsibly taking care of something that has been entrusted to you.

As a leader you have been entrusted with the personal resources represented by your team; organizational resources; and, consistent with your role, community resources. Consider the following suggestions:

- Are you proud of how you spend your time? Is it consistent with your values of family, community and respect for the environment?
- Reflect on the type of steward you are for your members and employees. As you work together look for opportunities to discuss how people use their time, talent and energy. Do this casually – as a way to discuss the issue in general, not to judge how people are choosing to spend their time.



Conclusion

As the Nak'azdli Whut'en Chief & Council and Chief Operating Officer you can learn to be better leaders through ongoing training, coaching and application. This work isn't always easy and requires personal change. If you want your people to aspire to high performance, you have to make that your goal, too. If you want to improve your effectiveness, care about the people you work with; and if you are willing to change much of the information covered at the planning session can act as a starting point for honest self-evaluation and growth.

There are six areas that require constant attention to accelerate positive change in people, including:

1. **Perception** – Self-reflection on your personal strengths/weaknesses and your view of the world.
2. **Plan** – Establishing a sense of direction, destination, and the goals/action steps to support it.
3. **Preparation** – Acquiring the skills and knowledge to enhance your ability to improve and adjust your approach to your career or life.
4. **Practice** – Building conviction by applying new skills and knowledge through consistent application, repetition, and review of results.
5. **Persistence** – Continuing determined efforts and establishing robust confidence in spite of fears, obstacles, and challenges embodied in change.
6. **People** – Surrounding yourself with people who are supportive to help you stay the course and provide you with insight to help ramp up results.

In sum, great leaders embody two main characteristics: integrity and caring. Integrity involves living a life that is genuine and honest. It is an internal value about how to interact with the world. Caring is about treating all people with dignity.

Great leaders focus on helping other people become successful as a way to their success. We consistently hear from those at the River's Edge that they want to follow leaders who are honest, forward-looking, inspiring and confident.

Appendix 1: SWOT Analysis

Internal focused	External focused
Strengths: <ul style="list-style-type: none"> Engages community members Have general trust of community Knowledge base of admin & staff Money <ul style="list-style-type: none"> Organized – financial and admin Financial admin law; money management Commitment of the staff & staff development Teach, role models for other communities Progressive, we make things happen Community involvement in different groups, on different levels Conservative, like to be sure doing things prudently Size Wellness Capacity and programming Women leadership Long term employment/employment status Good education system A lot of forward thinkers Cultural knowledge; strong roots Adaptability Economic development Wide range of programs, resources, education etc. Cultural integration – School District Accreditation/ well staffed – health More control of land/ territory – N.R. 	Opportunities: <ul style="list-style-type: none"> IBA's Partnerships Training opportunities Infrastructure development Winning court cases/ defining our title and rights; results of other court cases Young people Capacity building Cultural awareness Model of functions recognized regionally and nationally National and international exchange Willing to follow opportunities, try something new "We don't scare" Council to Council Growth of diversification Accreditation – good reputation Guardianship program Resource sharing Membership Education Job opportunity programs – School District Technology advances – health Guardian ship program W.R.
Internal focused	External focused
Weaknesses: <ul style="list-style-type: none"> Communication structure; social media Understand new roles Lateral violence e.g. Trust-people don't trust what they are not involved in Individual vs. Community mind for decision making Community understanding how decision making happens Lack of clear decision making structure and matrix On-reserve/ off-reserve dynamics Lack of culture/language in administration Colonialism Define roles & mandate; terms of reference Collaboration Longer term plans; implementation & follow-up Documentation of information Unwellness Level of first nations drop out – education Lack of capacity – S.D. N.I.H.B. claw-backs (funding) health Loss of resources 	Threats: <ul style="list-style-type: none"> Environment and water Government support funding Miscommunication or misunderstanding Racism Imposing outside mandate on us Industry i.e. Oil and gas Not enough resources to deal with referrals Residential school effect Technology Food- salmon security Environmental threats Crabs in the bucket Lack of communication Cultural loss Change in economy Education, mental, psychological strain – S.D. Loss of revenue – health



Appendix 2: Strategic Framework 2015

Nak'azdli Whut'en (January 19, 2016)

STRATEGIC FRAMEWORK (DRAFT)

OUR VISION

The Nak'azdli Whut'en are a proud and progressive people. Through the advancement of our Dakelh Worldview we are committed to improving the health, well-being and self-reliance of our people through the full expression of our title, rights, jurisdiction and authority. We challenge the future.

OUR MANDATE

The Nak'azdli Whut'en elected Chief & Council, in cooperation with all community members, are the keepers of our traditional territory, this responsibility being passed to us from our Ancestors and exercised through sound cultural, environmental and socio-economic stewardship.

OUR VALUES

In support of our Vision we will embody the following Values:

- We are **grounded in culture** never losing track of who we are, where we have been and where we are going as Nak'azdli Whut'en.
- We believe that **respect and inclusion** is the foundation for all that we do.
- We realize that **transparent and accountable communication** leads to an informed and engaged membership and staff.
- We practice a **strong work ethic**, role-modeling attitudes and behaviors that inspire those around us.
- We understand that a **safe and active community** promotes healthy individuals and families.
- We believe that **everyone has value**.



OUR MISSION

In pursuit of our Vision, the Nak'azdli Whut'en will create the conditions for a prosperous **FUTURE** by:

- **F**acilitating the generation of wealth and prosperity in our community through the creation of cultural, environmental, and socio-economic opportunities;
- **U**nderstanding and acting upon the fact that our members and our culture are our greatest resource;
- **T**rusting that our members and staff have the inherent ability to succeed at ambitious goals;
- **U**tilizing the gifts of our past and present as we position ourselves for a future that pays respect to who we are as a people;
- **R**especting the needs of our members and staff by proactively promoting a healthy and safe community and workplace; and,
- **E**ncouraging our members to pursue mainstream and traditional education and training as a means to position them for continued success.

OUR GOVERNANCE PORTFOLIOS

In alignment with our Vision, and consistent with our Mandate, Chief & Council will lead Governance Portfolios focused on assisting and ensuring that the programs and services provided by the organization deliver the maximum value to our members and community. These Portfolios will have a governance orientation, be accountable to the full Council, and will refrain from micromanaging day-to-day administrative operations.

Education Portfolio	Social Development Portfolio	Health Portfolio	Natural Resources Portfolio	Housing & Land Portfolio	Finance & Audit Portfolio
OUR ORGANIZATIONAL GOALS					
Education To facilitate opportunities for our members to gain mainstream and traditional education and training that positions them for success.	Social Development To create the conditions for improved health, safety and social wellness outcomes for our members and their families	Health To have members take responsibility for their health and well-being through a holistic approach that includes our traditional knowledge and contemporary medicine.	Natural Resources To honour, protect, preserve & enhance our environment and traditional territory for the use & enjoyment of current & future generations.	Housing & Land To ensure that we have the capital infrastructure in place to promote healthy individuals, families and community	Finance & Audit To ensure financial accountability and transparency to our members, funders and partners

Appendix 3: Strategic Workplan

GOAL #1: Education - To facilitate opportunities for our members to gain mainstream and traditional education and training that positions them for success.

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Training and education center.	a) Conduct a feasibility study. b) Consult with community and stakeholders to determine where it will be located and whom it will serve. c) Determine viability of becoming a satellite to an existing college or training centre. d) Identify current resources, sources of funding and develop budget. e) Secure a grant writer. f) Long-term growth and facility maintenance plan.				<ul style="list-style-type: none"> Training and education centre fully operational. 	
Increase post-secondary living allowance to support student retention.	a) Survey current students to find out their costs and needs. b) Financial literacy for high school students. c) Provide information on how to apply for bursaries and scholarships.				<ul style="list-style-type: none"> Increased student retention and success during post-secondary studies. 	
Accreditation of Dakelh language curriculum to grade 12.	a) Find out how Lake Babine did it. b) Secure funding through Department of Canadian Heritage. c) Hire curriculum developer.				<ul style="list-style-type: none"> Accreditation of Dakelh language curriculum to grade 12. 	
Develop partnerships.	a) Identify partners. b) Foster those relationships. c) Educate partners on our goals. d) Interagency meetings.				<ul style="list-style-type: none"> Development of strong, long-term partnerships. 	
Enhanced programs and services to increase graduation rates.	a) Feasibility study for a middle school (grade 8-9). b) Parental engagement. c) Development of phone app for school. d) Promote role models in elementary school. e) Independent learning plans for K-12 based on assessments. f) Examine potential for private high school (boarding).				<ul style="list-style-type: none"> Increased rate of school completion and life long learning. 	

GOAL #2: Social Development - To create the conditions for improved health, safety and social wellness outcomes for our members and their families

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Enhanced programs and services.	a) Assess community needs. b) Community consultation. c) Prioritize needs and develop a plan. d) Develop a tribunal for family court matters (Child Welfare Committee). e) Develop a job shadow program (WOP). a. Identify work opportunities. b. Meet with NETS.				<ul style="list-style-type: none"> Creating an environment for members to be successful. 	
Social assistance rates/compliance.	a) Lobby INAC for changes to SA rules. b) Educate clients about their ability to earn extra money/labour pool program. c) Investigate food security programs with Health Centre, Sana'aih.				<ul style="list-style-type: none"> Clients are able to receive enough to live a healthy life and have the opportunities to break the cycle. 	
Develop partnerships with agencies that lead to jobs and income.	a) Host interagency meeting. b) Family income program with independent plans. c) Identify needs to ensure success. d) Tax centre in the area.				<ul style="list-style-type: none"> Strong, long-term partnerships that lead to successful outcomes for clients. 	
Foster relationship with Nezul Be to become a First Nation agency for children & families.	a) Best practices. b) Routine engagement between community, leaders and agency.				<ul style="list-style-type: none"> Become a delegated agency. 	
Infrastructure – health and social development building.	a) Ensure the facility and programs are rooted in Nak'azdli tradition.				<ul style="list-style-type: none"> Well resourced facility. 	
Finalize & adopt strategic plan.	a) Review and adopt strategic plan. b) Training for management and staff in planning and evaluation. c) Align core competencies to program functions. d) Investigate accreditation for department.				<ul style="list-style-type: none"> Adopt and implement strategic plan. Become accredited. 	



GOAL #3: Health - To have members take responsibility for their health & well-being through a holistic approach that includes our traditional knowledge & contemporary medicine.

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Assess current state.	a) Review existing plans and policies. b) Define what a holistic approach is. c) Community health assessment. d) Evaluate current health programs and equipment. e) Review budget and resources.				<ul style="list-style-type: none"> Establish a baseline of health data. Improvement in the health of members. 	
Nurse practitioner in the Health Centre & a visiting doctor once/twice per week.	a) Meet with Northern Health and state our case, use political leverage. b) Support of First Nation Health Authority. c) Actively recruit nurse practitioner.				<ul style="list-style-type: none"> Secure funding and hire positions. 	
Wellness Recovery Centre.	a) Review existing outline and update. b) Regional meetings to identify needs and support. c) Identify potential sites and partners.				<ul style="list-style-type: none"> Development of the Wellness Recovery Centre. 	
Palliative care/end of life care.	a) Ensure Nak'azdli has a voice in the planning of new hospital. b) Provide education and support for members to deal with end-of-life issues. c) Community support group to deal with end-of-life issues.				<ul style="list-style-type: none"> Resources and support available for end-of-life issues. 	
Encourage healthy lifestyle.	a) Develop programs for all ages. b) Physical education teacher for Nakalbun. c) Dietitian.				<ul style="list-style-type: none"> Programs and services available for all ages to improve health and wellness. 	
Promote & educate about traditional & alternative medicine.	a) Formalize traditional medicine use. b) Establish teaching programs. c) Feasibility of controlled growth of medicinal plants. d) Capture history of traditional plant use and proper teachings.				<ul style="list-style-type: none"> Established use and acceptance of traditional and alternative medicines. 	
Connect traditional knowledge & contemporary practice.	a) Inter-departmental and agency planning. b) Growing/processing our own foods/medicines. c) Gardening.				<ul style="list-style-type: none"> Community and organizational use of traditional activities and medicines. 	



GOAL #4: Natural Resources - To honour, protect, preserve & enhance our environment and traditional territory for the use & enjoyment of current & future generations.

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Land use plan.	a) Designate land zones i.e. economic, cultural and spiritual. b) Wildlife monitoring & maintenance. c) Mapping. d) Budgets and funding. e) Implement stewardship plan.				<ul style="list-style-type: none"> Land is being used for its best and highest purpose including traditional uses. 	
Establish and recognize rights.	a) Prepare and participate in court. b) Conduct research and build data. c) Develop title document/book. d) Mapping program.				<ul style="list-style-type: none"> Legal recognition of our title. 	
Develop <i>prima facie</i> position regarding ownership of Nak'azdli territory.	a) Create workplan/budget for 3 years. b) Align with universities to get help finding and compiling information. c) Secure knowledge we already have (repository and digitization).				<ul style="list-style-type: none"> Legal recognition of our title. 	
Guardianship Program.	a) Funding for staff & equipment. b) Develop mandate for the program. c) Work planning and evaluation process identified and implemented. d) Develop relationships with all Keyoh holders. e) Develop capacity for Keyoh holders. f) Identify best practices from other communities. g) Educate government and industry.				<ul style="list-style-type: none"> Successful Guardianship Program implemented. 	
Branding Nak'azdli territory.	a) Marketing strategy. b) Public awareness of our territory and our expectations that it is treated with respect. c) Signs throughout the territory i.e. tag trees in all areas.				<ul style="list-style-type: none"> Our territory is respected and recognized. 	
Education and awareness.	a) Engage the youth and Elders. b) Educate government and industry. c) Awareness of oral history.				<ul style="list-style-type: none"> Our territory is respected and recognized. 	



GOAL #5: Housing & Land - To ensure that we have the capital infrastructure in place to promote healthy individuals, families and community.

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Inventory of infrastructure.	a) Assess conditions. b) Interim and long-term budget. c) Identify and prioritize repairs & replacements. d) Home inspections. e) Train maintenance crew.				<ul style="list-style-type: none"> Inventory of infrastructure and prioritized schedule of repairs and replacements. 	
Address current housing issues.	a) Deal with arrears – closer communication between housing and finance. b) Ensure housing policies are followed and people are paying their rent. c) Provide solid, well-built housing.				<ul style="list-style-type: none"> No housing arrears. Healthy homes for community members. 	
Develop a Housing Society.	a) Constitution and Bylaws and identify Board of Directors. b) Create policies for Housing Society. c) Transfer or sell rental houses to Society.				<ul style="list-style-type: none"> Housing Society developed and implemented. 	
Prepare members for home ownership.	a) Information sessions & package e.g. banking, mortgage brokers, real estate agents, credit worthiness, debt load, etc. b) Work one-on-one with members to determine their home-owning plan. c) Bank being present at community meetings or events.				<ul style="list-style-type: none"> Members have the resources and knowledge to own their own homes. 	
Revisit physical development plan.	a) Allocate funding for this function. b) Planning sessions of key partners and stakeholders. c) Development plan for IR#1. d) Identify best land use for development.				<ul style="list-style-type: none"> Land being used for best and highest use. 	
Finalize land code.	a) Ratify land code. b) Train Council on land code. c) Set up Land Management office.				<ul style="list-style-type: none"> Land code is finalized and Land Management office is established. 	

GOAL #6: Finance & Audit - To ensure financial accountability and transparency to our members, funders and partners.

BOLD STEPS	ACTIVITIES	RESPONSIBILITY	BUDGET	TIMEFRAME	SUCCESS MEASURE	STATUS
Implementation of Financial Administration Law.	a) Adopt necessary policies and procedures. b) Educate staff, Council & community on how it affects them. c) Achieve and maintain Compliance Certificate. d) Copy all necessary reporting to funding agencies.				<ul style="list-style-type: none"> FAL is implemented and maintained. 	
Develop Finance & Audit Committee.	a) Identify members. b) Terms of Reference. c) Training requirements & opportunities.				<ul style="list-style-type: none"> Finance and Audit Committee is established. 	
Increase communication & transparency with community.	a) Annual report will include departmental reports outlining how funding was spent in plain language. b) Finance Committee to provide a column in Dustlus to update financial issues. c) Financial statements on website.				<ul style="list-style-type: none"> Increased trust, accountability and transparency with the community. 	
Financial procedure manual.	a) Capture all procedures and identify necessary steps. b) Look at best practices for financial administration and reporting. c) Get feedback from staff on procedures.				<ul style="list-style-type: none"> Implementation of Financial Procedure Manual. 	
Financially self sustained.	a) Fair resource revenue sharing. b) Promoting business ongoing. c) Training and education. d) Alternatives to tourism and language.				<ul style="list-style-type: none"> Community is healthy, wealthy and successful. 	

Appendix 4: Getting Results at the Rivers Edge Summary



Goal #1: Education - To facilitate opportunities for our members to gain mainstream and traditional education and training that positions them for success.

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Undertake a feasibility study. 	<ul style="list-style-type: none"> RFPs. Budget for feasibility study. Staff hiring. Approval from INAC. Presentation to Council. 	Short-Term (0-6 months)? Hiring of employees.
		Mid-Term (6 months-1 year)? RFP hired.
		Long-Term (1-2 years)? Implementation of feasibility study.
<ul style="list-style-type: none"> Identification of funds. 	<ul style="list-style-type: none"> Environmental scan for available funds. Secure grant writer. Setting up administration of funds. Analysis. Inventory of present funding resources. Develop a budget. Advocate with partners/industry. 	Short-Term (0-6 months)? Short list of funds. Develop budget.
		Mid-Term (6 months-1 year)? Secure grant writer.
		Long-Term (1-2 years)? Funder secured. Establish long-term funding plan.
<ul style="list-style-type: none"> Construction. 	<ul style="list-style-type: none"> Hire project manager. Community engagement/consultation. Seek final approval. 	Short-Term (0-6 months)?
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Long-term operation and maintenance. 	<ul style="list-style-type: none"> Plan for maintaining learning centre. 	Short-Term (0-6 months)?
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Graduation Rates 	<ul style="list-style-type: none"> Feasibility study for a middle school (grade 8-9). Parental engagement. Development of phone app for school. Promote role models in elementary school. 	Short-Term (0-6 months)? Feasibility study – survey parents & students.
		Mid-Term (6 months-1 year)? Engage parents.
		Long-Term (1-2 years)? Increase parental engagement & graduation rates.
<ul style="list-style-type: none"> Student readiness – K to 12 and beyond. 	<ul style="list-style-type: none"> Assessments. Independent learning plans – K-12. 	Short-Term (0-6 months)? Define individual readiness. Raising awareness.



	<ul style="list-style-type: none"> Identify students strengths and building on that. Adult upgrading (HUB). Interagency. 	Mid-Term (6 months-1 year)? Assessments complete (HERO and Cedar).
		Long-Term (1-2 years)? ILP developed and ongoing support.
<ul style="list-style-type: none"> Partnerships. 	<ul style="list-style-type: none"> Identify partners. <ul style="list-style-type: none"> Post-secondary, school district, Nakalbun. Parents. Industry. Other communities. Foster those relationships. Educate partners on our goals. Interagency meeting. 	Short-Term (0-6 months)? Identify partners and develop MOU's. Develop mutual goals.
		Mid-Term (6 months-1 year)? Look at assets i.e. education databank.
		Long-Term (1-2 years)? Strong, long-term partnerships.
<ul style="list-style-type: none"> Examine potential for private high school (boarding). 	<ul style="list-style-type: none"> Feasibility study. Examine possible partnerships. 	Short-Term (0-6 months)? Identify funds for feasibility study.
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Accreditation of Dakelh language curriculum to grade 12. 	<ul style="list-style-type: none"> Find out what Lake Babine did. Secure funding through Department of Canadian Heritage. Hire curriculum developer. 	Short-Term (0-6 months)? Identify funds (surplus spending). Develop RFP for curriculum developer.
		Mid-Term (6 months-1 year)? Oversight committee to monitor progress. Meet with Ministry of Education and FNESC to ensure viability.
		Long-Term (1-2 years)? Implement curriculum in FSJ schools/pilot project.
<ul style="list-style-type: none"> Training and education centre. 	<ul style="list-style-type: none"> Consult with community and stakeholders to determine where it will be located and who it will serve. Determine viability of becoming a satellite to an existing college or training centre. Identify sources of funding and develop budget. 	Short-Term (0-6 months)? Community consultation – two meetings in first six months.
		Mid-Term (6 months-1 year)? Begin negotiations of post-secondary institutions. Commit to partnerships.
		Long-Term (1-2 years)? Design of building with architect and stakeholders.
<ul style="list-style-type: none"> More incentive for post-secondary living allowance. 	<ul style="list-style-type: none"> Survey current students to find out their costs. Post-secondary orientation for high school students. Financial literacy for high school students. Provide information on how to apply for bursaries and scholarships. 	Short-Term (0-6 months)? Distribute survey to existing students. Research cost of living data for main cities.
		Mid-Term (6 months-1 year)? Budget planning and funding workshops for students.
		Long-Term (1-2 years)? Annual budget to allow for additional funding.

Goal #2: Social Development - To create the conditions for improved health, safety and social wellness outcomes for our members and their families

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Socio-cultural society. 	<ul style="list-style-type: none"> Socio-cultural study. Community consultation. Prioritization of needs. Action plan. 	Short-Term (0-6 months)? Completed study.
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Consult community. 	<ul style="list-style-type: none"> Planning and coordination of meeting. Reporting to community based on the outcome of consultation. 	Short-Term (0-6 months)? Meeting held.
		Mid-Term (6 months-1 year)? Compiled report.
		Long-Term (1-2 years)? Finalize report.
<ul style="list-style-type: none"> Prioritization of needs. 	<ul style="list-style-type: none"> Adequate administration. Capacity development. Revisit prioritization of needs. 	Short-Term (0-6 months)? List of priorities.
		Mid-Term (6 months-1 year)? Budget determination.
		Long-Term (1-2 years)? Approval of action plan
<ul style="list-style-type: none"> Action plan. 	<ul style="list-style-type: none"> Collaborate with other departments. Planning session. 	Short-Term (0-6 months)? Two planning sessions.
		Mid-Term (6 months-1 year)? Roll out plan – date identified.
		Long-Term (1-2 years)? Evaluation of implementation of priority items.
<ul style="list-style-type: none"> Tribunal for family court matters/Child Welfare Committee. 	<ul style="list-style-type: none"> Public information for community members to increase support. 	Short-Term (0-6 months)?
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Social Assistance rates/compliance. 	<ul style="list-style-type: none"> Lobby INAC for changes to SA rules. Educate SA clients about their ability to earn extra money/labour pool program. Investigate food security programs with Health Centre, Sana'aih. 	Short-Term (0-6 months)? Talk to Sana'aih to develop project (hampers). Set up program for 30 hampers.
		Mid-Term (6 months-1 year)? Have Health Centres examine programs for food security. Lobby INAC.
		Long-Term (1-2 years)? Program in place to ensure nutrition levels for clients.
<ul style="list-style-type: none"> Job shadowing program (WOP). 	<ul style="list-style-type: none"> Identify work placement possibilities. 	Short-Term (0-6 months)? Meet with NETS.

	<ul style="list-style-type: none"> Meet with NETS to determine cross-function and collaboration potential. Communications with all Band departments and businesses. 	Program mandate and policies. Mid-Term (6 months-1 year)? Place six people per year to work a minimum of 8 months. Long-Term (1-2 years)? Action plan between NETS and WOP program.
<ul style="list-style-type: none"> Finalize and adopt S.D. strategic plan. 	<ul style="list-style-type: none"> Review and adopt strategic plan. Training for management and staff in planning and evaluation. Align core competencies to program functions. Investigate accreditation for department. 	Short-Term (0-6 months)? Finalize strategic plan. Training for management and staff. Investigating avenues for accreditation. Mid-Term (6 months-1 year)? Strategic plan adopted by Council. Create a workplan and training plan. Long-Term (1-2 years)? Pursue accreditation. Identify core competencies for all staff positions.
<ul style="list-style-type: none"> Funding. 	<ul style="list-style-type: none"> Find it and secure it. Budget. Training and support of workers. Remuneration. Best practices. 	Short-Term (0-6 months)? Find it. Mid-Term (6 months-1 year)? Secure it and develop a budget. Long-Term (1-2 years)? Service plan and strategic plan.
<ul style="list-style-type: none"> Continue fostering relationships with Nazul Be to become an independent First Nation agency for children and families. 	<ul style="list-style-type: none"> Best practices. Routine engagement between community, leaders and agency. 	Short-Term (0-6 months)? At least 3 meetings. Mid-Term (6 months-1 year)? Research other successful practices. Increase community involvement. Long-Term (1-2 years)? Integrate a successful researched practice.
<ul style="list-style-type: none"> Create partnerships with other agencies that leads to jobs and incomes for families. 	<ul style="list-style-type: none"> Interagency meeting. Family income program with independent plans. Identify needs to ensure success. Tax centre in the area. 	Short-Term (0-6 months)? Interagency meeting. Allocate budget for employment. Mid-Term (6 months-1 year)? Committee and program coordination. Long-Term (1-2 years)? See families in the program.
<ul style="list-style-type: none"> Infrastructure – health and social development building. 	<ul style="list-style-type: none"> Programs/services rooted in Nak'azdli tradition. 	Short-Term (0-6 months)? Funding. Mid-Term (6 months-1 year)? Plan. Long-Term (1-2 years)? See building.

Goal # 3: Health - To have members take responsibility for their health & well-being through a holistic approach that includes our traditional knowledge & contemporary medicine.

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Review existing plans and policies. 	<ul style="list-style-type: none"> Appoint working group. 	Short-Term (0-6 months)? Still relevant.
		Mid-Term (6 months-1 year)? Review and evaluate.
		Long-Term (1-2 years)? Put forth recommendations.
<ul style="list-style-type: none"> Define what a holistic approach is. 	<ul style="list-style-type: none"> Community sessions. Research examples. Compile and define. 	Short-Term (0-6 months)? Four community sessions.
		Mid-Term (6 months-1 year)? Compile a report for review.
		Long-Term (1-2 years)? Make decision.
<ul style="list-style-type: none"> Education. 	<ul style="list-style-type: none"> Program development. Community engagement. 	Short-Term (0-6 months)? Draft community program.
		Mid-Term (6 months-1 year)? Host four information sessions.
		Long-Term (1-2 years)? Final program developed.
<ul style="list-style-type: none"> Promote partnership development. 	<ul style="list-style-type: none"> Integrating into existing documents. 	Short-Term (0-6 months)? Increased understanding.
		Mid-Term (6 months-1 year)? Revised documents.
		Long-Term (1-2 years)? Change in statistics.
<ul style="list-style-type: none"> Have a nurse practitioner in the Health Centre and a visiting doctor once or twice per week as support for nurse practitioner. 	<ul style="list-style-type: none"> Meet with Northern Health and state our case, use political leverage. Get support of First Nation Health Council. Get support of FNHA. Actively recruit nurse practitioner. 	Short-Term (0-6 months)? Develop position paper for a nurse practitioner. Meet with Northern Health to begin lobbying. Submit paper to Northern Regional Table.
		Mid-Term (6 months-1 year)? Establish method for recruiting. Secure the funding – multi-year commitment.
		Long-Term (1-2 years)? Expand on services.
<ul style="list-style-type: none"> Wellness Recovery Centre. 	<ul style="list-style-type: none"> Review existing outline and update. Regional meetings to identify needs and support. Scout out potential sites and partners. 	Short-Term (0-6 months)? Environmental scan to see what's available in the north. Contract for individual to work on project.
		Mid-Term (6 months-1 year)? Northern conference on wellness recovery.
		Long-Term (1-2 years)? Comprehensive plan to be presented to Northern Health.



		Steering committee or working group to garner support for communication plan.
<ul style="list-style-type: none"> Palliative care/end of life care. 	<ul style="list-style-type: none"> Ensure Nak'azdli has a voice in the planning of new hospital. Provide education and support for community members to deal with end-of-life issues. Community support group to deal with end-of-life issues. 	Short-Term (0-6 months)? Appoint Nak'azdli member to hospital steering committee. Mid-Term (6 months-1 year)? Bring end-of-life support training for members. Ensure healthcare staff are training in topic. Long-Term (1-2 years)? Provide opportunity for support group to develop/form.
<ul style="list-style-type: none"> Promote and educate about traditional and alternative medicine. 	<ul style="list-style-type: none"> Formalize traditional medicine. Teaching programs. Look at feasibility of controlled growth of medicinal plants. Capture history of traditional plant use and proper teachings. 	Short-Term (0-6 months)? Apply for grants to secure funding. Support a platform for medicinal teaching. Mid-Term (6 months-1 year)? Long-Term (1-2 years)?
<ul style="list-style-type: none"> Needs assessment. 	<ul style="list-style-type: none"> Survey to determine community health. Evaluate current health programs. Best practices. Equipment assessment. 	Short-Term (0-6 months)? Survey analysis complete. Mid-Term (6 months-1 year)? Determine needs i.e. equipment needs and best practices. Long-Term (1-2 years)? Develop a multi-year workplan.
<ul style="list-style-type: none"> Funding/infrastructure. 	<ul style="list-style-type: none"> Find partners. Budget Identify what is available depending on our needs. New gym and equipment for recreation programs. 	Short-Term (0-6 months)? Budget complete. Mid-Term (6 months-1 year)? Secure funding needs. Long-Term (1-2 years)? Feasibility study for new fitness complex.
<ul style="list-style-type: none"> Promote active lifestyle and healthy eating i.e. health awareness. 	<ul style="list-style-type: none"> Develop programs for all ages. Physical education teacher for Nakalbun. Dietitian. 	Short-Term (0-6 months)? Interagency meetings. Start planning programs. Mid-Term (6 months-1 year)? Allocate budget. Hire PE teacher and dietitian. Long-Term (1-2 years)? Healthy lifestyle programs for all ages.
<ul style="list-style-type: none"> Connect traditional knowledge and contemporary practice. 	<ul style="list-style-type: none"> Inter-departmental and agency planning. Growing/processing our own foods/medicines. Gardening. 	Short-Term (0-6 months)? Interagency meetings. Mid-Term (6 months-1 year)? Community planning with Elders; remunerate Elders. Long-Term (1-2 years)? Involvement of all members in programs. Begin inventory of medicines.

Goal # 4: Natural Resources - To honour, protect, preserve & enhance our environment and traditional territory for the use & enjoyment of current and future generations.

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Honor. 	<ul style="list-style-type: none"> Acknowledgement. Educate about oral history. Respect the land and all living things. 	Short-Term (0-6 months)? Mapping and land use. Mid-Term (6 months-1 year)? Host five information sessions. Long-Term (1-2 years)? Increase users on the land.
<ul style="list-style-type: none"> Protect. 	<ul style="list-style-type: none"> Implement stewardship plan. Reconciliation with government and third party. Guardianship program (environmental monitors). 	Short-Term (0-6 months)? Community approval. Mid-Term (6 months-1 year)? Consultation and shared decision-making. Long-Term (1-2 years)? Trained personnel.
<ul style="list-style-type: none"> Preserve. 	<ul style="list-style-type: none"> Land use planning Partnerships. Educating our youth. 	Short-Term (0-6 months)? Approval of land use plan. Mid-Term (6 months-1 year)? Letter of intent. Long-Term (1-2 years)? Attend youth council meetings.
<ul style="list-style-type: none"> Enhance. 	<ul style="list-style-type: none"> Restoration and reclamation. Communication and education. Promotion. 	Short-Term (0-6 months)? Reclamation and restoration management plan. Mid-Term (6 months-1 year)? Organize quarterly field trips. Long-Term (1-2 years)? Information material package.
<ul style="list-style-type: none"> Write our <i>prima facie</i> position regarding ownership of Nak'azdli territory. 	<ul style="list-style-type: none"> Create workplan and budget for at least three years. Align with universities to get help finding and compiling information. Secure knowledge we already have (repository and digitization). 	Short-Term (0-6 months)? Functioning archive within six months. Develop budget and workplan for 3 years. Mid-Term (6 months-1 year)? Interview universities to identify potential partners. Secure funding. Long-Term (1-2 years)? Write our position paper.
<ul style="list-style-type: none"> Guardianship program. 	<ul style="list-style-type: none"> Secure funds so we can attract the professional we need and equipment. Develop the mandate for the program. Work planning and evaluation process identified and implemented. Develop relationships with all Keyoh holders. Develop capacity for Keyoh holders. 	Short-Term (0-6 months)? Write mandate and get Council approval. Secure multi-year funding that meets needs. Mid-Term (6 months-1 year)? Job description, hiring and training. Public awareness with members and stakeholders. Long-Term (1-2 years)?

	<ul style="list-style-type: none"> Identify best practices from other communities. Educate government and industry. 	<p>Call for proposals for research work. Develop program and hire.</p>
<ul style="list-style-type: none"> Branding Nak'azdli territory. 	<ul style="list-style-type: none"> Public awareness of our territory and our expectations that it is treated with respect. Signs throughout the territory i.e. tag trees in all areas. 	<p>Short-Term (0-6 months)? Develop a brand for marking Nak'azdli territories.</p> <p>Mid-Term (6 months-1 year)? Create a public awareness program to promote care and stewardship of Nak'azdli territory.</p> <p>Long-Term (1-2 years)?</p>
<ul style="list-style-type: none"> Establish title and recognize title. 	<ul style="list-style-type: none"> Court. Research; data. Develop title document/book. Mapping program. 	<p>Short-Term (0-6 months)? Assess, research and needs.</p> <p>Mid-Term (6 months-1 year)? Research and mapping.</p> <p>Long-Term (1-2 years)? Title document complete.</p>
<ul style="list-style-type: none"> Land use plan. 	<ul style="list-style-type: none"> Designate land zones i.e. economic, cultural, spiritual. Wildlife monitoring and maintenance. Mapping. Budgets. 	<p>Short-Term (0-6 months)? Create budget.</p> <p>Mid-Term (6 months-1 year)? Hire staff/community engagement meetings.</p> <p>Long-Term (1-2 years)? Complete territory maps with designated zones.</p>
<ul style="list-style-type: none"> Funding and partnerships. 	<ul style="list-style-type: none"> Find partners. Available funding. 	<p>Short-Term (0-6 months)? Develop a budget.</p> <p>Mid-Term (6 months-1 year)? Securing funding and partners.</p> <p>Long-Term (1-2 years)? Sustainable long-term agreements and multi-year funding.</p>

Goal #5: Housing & Land - To ensure that we have the capital infrastructure in place to promote healthy individuals, families and community

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Inventory of present infrastructure. 	<ul style="list-style-type: none"> Assess conditions. Interim budget. 	Short-Term (0-6 months)? Manpower in place for assessment.
		Mid-Term (6 months-1 year)? Budget approval.
		Long-Term (1-2 years)? Completed assessment.
<ul style="list-style-type: none"> Identify what needs to be repaired or replaced. 	<ul style="list-style-type: none"> Prioritization of needs. Long-term budget. Request for proposal. Home inspections. Train maintenance crew. 	Short-Term (0-6 months)? Short list. Home inspector training program
		Mid-Term (6 months-1 year)? Approved budget and contractors. Develop asset/infrastructure schedule with maintenance replacement.
		Long-Term (1-2 years)? Contractor project start up. Replacement plan and associated budget.
<ul style="list-style-type: none"> Budgets. 	<ul style="list-style-type: none"> Drafts. Planning session with Chief and Council and Committees. Funding source. 	Short-Term (0-6 months)? Draft with Finance and Audit Committee.
		Mid-Term (6 months-1 year)? Three planning sessions with management.
		Long-Term (1-2 years)? Budget finalized.
<ul style="list-style-type: none"> Upkeep of five year rolling plan. 	<ul style="list-style-type: none"> New repair and maintenance plan. Communication with contractors, INAC, Tech Services. Evaluation. 	Short-Term (0-6 months)? Repair and maintenance plan in place.
		Mid-Term (6 months-1 year)? Evaluate plan.
		Long-Term (1-2 years)? Annual approval.
<ul style="list-style-type: none"> Fix the housing problems. 	<ul style="list-style-type: none"> Deal with arrears – closer communication between housing and finance. Ensure housing policies are followed and people are paying their rent. Preparing individuals and families for home ownership. 	Short-Term (0-6 months)? Four information sessions on buying a home and taking care of it.
		Mid-Term (6 months-1 year)? Communication plans about the effects of arrears and not taking care of homes.
		Long-Term (1-2 years)? No rental housing in arrears.
<ul style="list-style-type: none"> Housing Society. 	<ul style="list-style-type: none"> Constitution and Bylaws and identify Board of Directors. Create policies for Housing Society. 	Short-Term (0-6 months)? Register Society and set up Board of Directors.

	<ul style="list-style-type: none"> Transfer or sell rental houses to Society. 	Mid-Term (6 months-1 year)? Create policies for Housing Society. Long-Term (1-2 years)? Transfer homes to Society.
<ul style="list-style-type: none"> Revisit physical development plan. 	<ul style="list-style-type: none"> Allocation of funding for this function. Planning sessions of key partners and stakeholders. 	Short-Term (0-6 months)? Planning session (3 months x 1 meeting per month) to identify current situation. Mid-Term (6 months-1 year)? One community meeting with draft proposals to garner feedback. Long-Term (1-2 years)?
<ul style="list-style-type: none"> Finalize land code. 	<ul style="list-style-type: none"> Ratify land code. Train Council on land code. Set up Land Management office. 	Short-Term (0-6 months)? One community information session. Mid-Term (6 months-1 year)? Ratify land code. Long-Term (1-2 years)? Training and implementation.
<ul style="list-style-type: none"> Preparing members for home ownership. 	<ul style="list-style-type: none"> Information sessions and package e.g. banking, mortgage brokers, real estate agents, credit worthiness, debt load, etc. Working one-on-one with members to determine their home-owning plan. Bank being present at community meetings or events. 	Short-Term (0-6 months)? Information session home ownership and maintenance. Mid-Term (6 months-1 year)? Long-Term (1-2 years)?
<ul style="list-style-type: none"> Land use plan for IR #1. 	<ul style="list-style-type: none"> 	Short-Term (0-6 months)? Mid-Term (6 months-1 year)? Long-Term (1-2 years)?
<ul style="list-style-type: none"> Affordable housing that is well built. 	<ul style="list-style-type: none"> Assess needs. Multi-generational home plans. Budget. Five-year workplan. 	Short-Term (0-6 months)? Determine types of housing and develop budget. Mid-Term (6 months-1 year)? Community engagement. Planning with house builders and bankers. Long-Term (1-2 years)? New homes to meet home owners needs.
<ul style="list-style-type: none"> More land to build homes/land development. 	<ul style="list-style-type: none"> Look at current land use plans and find potential property to build on. Find partners that will be willing to invest. Develop plan. 	Short-Term (0-6 months)? Develop plan and designate land. Mid-Term (6 months-1 year)? Look for potential investment partners. Long-Term (1-2 years)? Implementation of development plan.



Goal #6: Finance & Audit - To ensure financial accountability and transparency to our members, funders and partners.

Four Measureable Steps What are the key steps we must take to achieve our goal?	Key Activities What activities are associated with this step?	Benchmarks of Success What does success look like in the...
<ul style="list-style-type: none"> Implementation of Financial Administration Law. 	<ul style="list-style-type: none"> Adopt necessary policies and procedures. Educate staff and Council on how it effects them. Achieve Compliance certificate. 	Short-Term (0-6 months)? Have Council adopt necessary policies and procedures.
		Mid-Term (6 months-1 year)? Implement a Capital Assets Inventory and plan.
		Long-Term (1-2 years)? Celebrate our success. Borrow money to support infrastructure.
<ul style="list-style-type: none"> Increase communications to membership about Band finances. 	<ul style="list-style-type: none"> Annual report will include departmental reports outlining how funding was spent in plain language. Finance Committee to provide a column in Dustlus to update financial issues. 	Short-Term (0-6 months)? Monthly column in Dustlus written by Finance Director.
		Mid-Term (6 months-1 year)? Submission and review of reports by Chief and Council before released to the public.
		Long-Term (1-2 years)? Annual reports.
<ul style="list-style-type: none"> Financial procedures manual. 	<ul style="list-style-type: none"> Capture all procedures and identify necessary steps. Look at best practices for financial administration and reporting. Get feedback from staff on procedures. 	Short-Term (0-6 months)? Two meetings between managers and finance to identify needs.
		Mid-Term (6 months-1 year)? Look at best practices for financial management.
		Long-Term (1-2 years)? Draft procedures manual; test procedures and documents.
<ul style="list-style-type: none"> Central registry of reporting requirements. 	<ul style="list-style-type: none"> Copy all necessary reporting to funding agencies. 	Short-Term (0-6 months)? List of all reporting requirements in a centralize binder.
		Mid-Term (6 months-1 year)? Educate managers about need to contribute to registry.
		Long-Term (1-2 years)? Reporting status achieves 100% compliance.
<ul style="list-style-type: none"> Develop Finance and Audit Committee. 	<ul style="list-style-type: none"> Identify members. Terms of Reference. Training requirements/opportunities. 	Short-Term (0-6 months)? Call for member/Terms of Reference.
		Mid-Term (6 months-1 year)? Training members.
		Long-Term (1-2 years)? Functioning committee.
<ul style="list-style-type: none"> Follow FNAL. 	<ul style="list-style-type: none"> Educate all about FNAL. Ensure we meet requirements to keep certification. Ensure staff get training regarding the requirements to keep certification. 	Short-Term (0-6 months)? Familiarize staff, members and Council on FAL.
		Mid-Term (6 months-1 year)? Financial workshops for members.
		Long-Term (1-2 years)?



		Borrow money for future projects.
<ul style="list-style-type: none"> Financially self sustained. 	<ul style="list-style-type: none"> Fair resource revenue sharing. Promoting business ongoing. Training and education. Alternatives to tourism and language. 	Short-Term (0-6 months)?
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Partnerships. 	<ul style="list-style-type: none"> 	Short-Term (0-6 months)?
		Mid-Term (6 months-1 year)?
		Long-Term (1-2 years)?
<ul style="list-style-type: none"> Accountable. 	<ul style="list-style-type: none"> Timely reporting (financial statements). Accurate reporting (all departments). On budget. 	Short-Term (0-6 months)? Financial statement to managers monthly.
		Mid-Term (6 months-1 year)? Financial statements approved my membership.
		Long-Term (1-2 years)? Management letter.
<ul style="list-style-type: none"> Transparent. 	<ul style="list-style-type: none"> Financial statements on website. Open access to members. AGA reporting. 	Short-Term (0-6 months)? Website updated regularly .
		Mid-Term (6 months-1 year)? AGA.
		Long-Term (1-2 years)? Review management letter and make changes.