

# Nak'azdli Band Strategic Plan 2014-2017

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## Executive Summary

Nak'azdli Band embarked on a strategic planning initiative in order to re-align its vision and identify priorities for the community in the coming three years. The recent *uber* elections (the six year mass election involving all councilor and chief positions) plus new hires in management positions created an atmosphere where a new direction was both welcome and needed.

Management and Chief and Council have identified four strategic priorities – health and well-being, governance capacity, culture and heritage, and economic development – to guide the Band Council over the next three years. Each department continues to maintain its obligations to deliver programs and services but all departments will now work toward the goal of considering these strategic priorities in the upcoming work plans and budgets.

## Mission, Vision and Values

***Nak'azdli Whut'enne are a holistic community that believes in maintaining and enhancing our traditional values by learning, living and teaching our culture and heritage. Nak'azdli is a vibrant, self-determined community made up of diverse individuals and businesses working together to promote education, health and economic progress. We challenge the future.***

Nak'azdli Band Council is responsible for the delivery of a number of programs on-reserve in addition to working with various non-Nak'azdli agencies to provide service for its members. Nak'azdli Band does so in a fiscally sound and transparent manner to ensure a stable community today and in the future.

Understanding that this is our place on Earth, Nak'azdli Band Council is committed to ensuring that all its functions and priorities reflect Dakelh culture and world view. We know this land as our own and love and respect it. Our jurisdiction lies within the reserve areas but Nak'azdli Whut'enne maintain our inherent sovereignty over our traditional territory. We support and encourage any activities within our traditional territory that will not cause irreparable harm and are committed to ensuring the natural environment remains as intact as possible.

## Organization Profile

The Band Council consists of eight councilors and a chief councilor. The draft election code is expected to be ratified and adopted in 2014. There are staggered elections with an *uber* election every six years. Four council members serve three year terms and four councilors serve two year terms. The chief councilor position is for three years.

The 2013 election resulted in Fred Sam re-elected as Chief and the following councilors:

Wayne Sam, Ann Joseph, and Howard Sam, Anne M. Sam in three-year terms;

Crystal Millard, Carl Leon, Ronald Prince, and Violet Prince in two-year terms.

Councilors are assigned to department portfolios as follows:

Capital, Lands, and Housing – Howard Sam & Ronald Prince

Education – Wayne Sam & Crystal Millard

Social Development – Carl Leon & Violet Prince

Health – Ann Joseph & Anne M. Sam

## **Band Programs, Facilities, and Businesses**

With a population of over 1,800 members, Nak'azdli Band provides comprehensive services on-reserve and limited services to its off-reserve members. Each department oversees a variety of staff and programs though it runs a bit on the lean side with each department holding significant workloads. Departments include:

- NETS,
- Recreation/Ts'oo Dunne
- Health/Home & Community Care
- Operations and Maintenance
- Education
- Finance
- Health
- Social Development
- Capital, Lands & Housing
- Alternate Justice
- LNG Research
- Natural Resources / Fisheries

The Health Department is accredited through Accreditation Canada and partners with Northern Health to provide nurse practitioner services to both Nak'azdli and non-Nak'azdli members. Alternate Justice, LNG Research, Natural Resources, and Recreation all work outside the main administration office but are integrated into the overall administration functions of the Band.

Nak'azdli Economic Development includes the following businesses or enterprises:

- Carrier Food & Fuel
- Sana'aih Market
- Nak'al Bun School
- Nahounli Creek Gas Bar
- Daycare
- Mount Pope Greenhouse
- Nak'al Koh Logging
- Tl'oh Forest Products

- Jaboon Investment
- Ranchery Holdings Inc.

Other sources of income include impact benefit agreements such as the Forest and Range Operations Agreement, Mount Milligan, and potentially the LNG pipelines. Nak'azdli Band is also involved in a Comprehensive Claim involving the 1913 Barricade Treaty.

## Organizational Structure

Along with the Administrative and Department staff and Chief & Council, Nak'azdli Band has a number of committees and councils that help guide its programs, policies, and functions. The band businesses are guided by the Nak'azdli Development Committee, which functions as a Board overseeing all economic activity and identifying new opportunities. The Housing Committee, Social Development Committee, and Education Committee all provide program managers with community input and guidance for making decisions on behalf of members' requests and needs.

There are two general Band meetings each year – the Annual General Meeting in the early spring and the Annual General Assembly in the summer. The Audited report of Band finances is provided at the AGA.



## Strategic Plan

Nak'azdli Band Council recognizes the following priorities in its strategic direction:

- 1. Support initiatives that benefit Nak'azdli members' health and well-being**
- 2. Further Nak'azdli Band's governance capacity**
- 3. Foster and advance Nak'azdli's culture and heritage sector including language retention**
- 4. Pursue success in current and future economic development opportunities.**

These four priorities will help guide the different departments in developing and delivering their programs over the next three years.

### Strategic Priority #1 Health

Nak'azdli Band Council recognizes that the well-being of its members, physically, mentally, and emotionally, is needed in order for the overall success of the community. The concept of a *Whole Life Vision* will be promoted whereby individuals will be encouraged to make healthy choices in all areas of their life. This will involve a greater awareness of how a person makes the decisions they do and how they can work toward a “new normal” – that of a healthy and balanced individual.

The Health strategy will also support a “zero tolerance” policy regarding violence at all levels and types including lateral violence in the home and workplace. The ultimate goal is to achieve a community free of the social ills brought about by alcohol and drug abuse.

The Health strategy will work to incorporate Dakelh culture and language in its programs and activities, as appropriate.

## **Strategic Priority #2 Governance**

Nak'azdli Band Council is committed to working towards resolution of its roles and responsibilities involving staff, Chief & Council, reserve lands, and traditional territories. In this period, the Band will draft a constitution for consideration by its members. It will also finalize policies and procedures and look to initiatives such as:

- Core competencies for staff
- Systems of inter-departmental meeting / brain storming sessions
- Elected boards for health, education etc. in order to free chief and council to concentrate on big picture activities
- Creating opportunities to work more closely with band members (conferences / forums / gatherings etc.)

The Band will also develop and implement its Communications Plan in order to provide, in a timely manner, more information to its members both on and off reserve. This will support its commitment to transparency and to enable members to participate fully in its activities and programs. Communication venues such as an increased web presence, a re-formatted *Dustlus*, social media, and radio broadcasts will be absorbed into the communications efforts.

## **Strategic Priority #3 Culture / Education Center**

Nak'azdli Band recognizes the opportunity and desire to have a cultural education centre where Dakelh culture, heritage and language can be celebrated and taught. The Band will investigate ways to address all areas of youth engagement, making room for Elders to teach and participate in the cultural heritage sector, where the language can be taught and promoted, where significant individuals can be celebrated (Hall of Fame), and where Dakelh culture and history can be presented to the world. There is also potential for this centre to serve as a place for fitness programs and various types of mental health counselling. Incorporating Dakelh language and culture into as many Nak'azdli programs as possible is a key priority for the Band Council.

The Cultural Education Centre would also work to promote formal education so that Nak'azdli children complete high school and get the education or training they need to become successful, hard-working adults. There is a general understanding that a population deeply connected to their culture will have the confidence to achieve success in life.

Alongside this work, the Band will seek funding for and build a war memorial for Nak'azdli veterans.

## **Strategic Priority #4 Economic Development**

The key to successful economic development for the Nak'azdli Band is an independent Board that has the expertise to make the right decisions. The focus of the next three years will be to identify criteria for Board members and to initiate the necessary training to bring the Board up to full functional capacity.

A number of initiatives will be addressed by Nak'azdli Band Economic Development Board such as:

- Undertaking audits/ evaluations of Band businesses to ensure/ safeguard profitability;
- Creating a trust office to address trust monies;
- Identifying mechanisms for small, independent business support;
- Contracting a feasibility study for a mixed use office building /mall;
- Developing a strategy to permit Nak'azdli members to develop rental properties.

In conjunction with these activities, the Economic Development Board will be involved in drafting a land management code under the Land Management Act. This code will guide the Band in future economic development and systemize the jurisdiction and authority over reserve lands.

## Program strategies

Alongside Nak'azdli Band's strategic priorities for the coming three years, all Band departments have identified priorities specific to their areas.

### Capital Lands and Housing

Several years of minimal activity in this department has resulted in a backlog of work. The department is determined to address both immediate and long-term actions regarding infrastructure, housing, land management, and training. Over the next three years, the department will:

- Support economic activities and diversification of land use;
- Implement a housing strategy in order to build new houses, address and rectify all housing payment arrears, and promote pride in home ownership;
- Explore opportunities to expand reserve land by purchasing land as it comes available;
- Determine infrastructure needs and begin construction on buildings already approved such as the Youth Centre and Administration office expansions.
- Research sources of green energy suitable to Nak'azdli needs (i.e. bio-energy).

### Education

Nak'azdli has been a leader in promoting education and supporting education initiatives. The Nursery School, Daycare, and Nak'al Bun Elementary School all work toward providing a solid scholastic foundation for Nak'azdli children. High school graduation is up and many Nak'azdli students achieve honour roll status in high school. Nak'azdli is committed to the ongoing push to create academic and training success for its population but also stresses the need to ensure culture and language remain an important component of everyone's education. In order to increase success, the Education department is dedicated to undertaking the following:

- Providing tutoring support for students;

- Career fairs and assessments;
- Incentive programs such as family support, scholarships and grants;
- Increasing awareness amongst students of various level of schooling (i.e. high school, college, university, trades, apprenticeship programs, etc.);
- Develop culturally specific curriculum to promote Dakelhne awareness and use of language.

## **Social Development**

The Social Development department dedicates itself to helping individuals and families in need of social assistance and programs. Given the relatively high employment rate of Nak'azdli Band members, this Band is fortunate that we do not have a lot of people on social assistance. However, historical wrongs and current drug and alcohol problems continue to impact our community in a negative fashion.

Over the next three years, this department plans to make progress in the area of child welfare and protecting women and children. This includes activities such as:

- Developing culturally appropriate programming to deal with social issues such as drug and alcohol abuse, gambling, family violence, and children and elder neglect;
- Creating a safe house for women and children;
- Greater integration between ministries and agencies to ensure Nak'azdli children in care maintain strong ties to the community with the ultimate goal of complete control of child welfare actions;
- Dynamic and effective programs targeted at a variety of audiences and clients to promote life skills, healthy living, and strengthening family bonds

## **Natural Resource & Greenhouse**

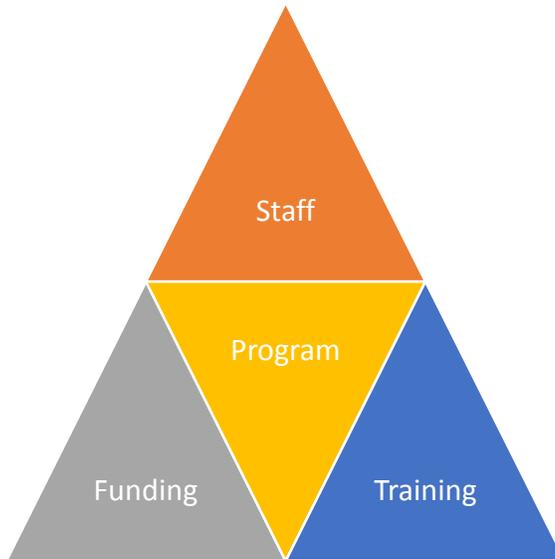
The Natural Resources department will continue its efforts to develop land management protocols and procedures. Of primary concern is the finalization, adoption, and ratification of the Land Stewardship Policy.

Mount Pope Greenhouse, as a new Nak'azdli venture, will be working to determine the best utilization of land and resources for long term sustainable food production. For the next three years, this facility will:

- Identify employment potential for greenhouse, gardening and landscaping activities and determine training/education needs;
- Develop a food production strategy that considers tradition food harvesting and production as well as current dietary need;

## Action Plan

From this strategic direction, each department will now develop three year work plans and budgets in order to achieve their proposed actions. These plans will consider staff, training needs, program obligations, and funding.



Currently the Band has too few staff for all the work it wishes to complete. As additional funding is not coming from AANDC, it is up to the Band to find external funds to assist in creating and delivering its programs. Band Administration is seeking funding in the form of grants, has examined cost-cutting measures, and is tightening up its functioning budget<sup>1</sup>. The Band is also committed to ensure staff receive the necessary training and guidance to work efficiently and effectively in their job.

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<sup>1</sup> There is also a concerted effort to deal with the hundreds of thousands of dollars owed by mortgage holders and renters on the Reserve. This deficit is the result of a few Band Members who refuse to pay their housing costs and the net result is financial issues for the entire Band. This will be rectified with more strident efforts and legal recourse in the coming year.



This approach to developing multi-year work plans will enable the Band Council and Staff remain on target for its obligations and initiate actions in the best interest of Nak'azdli Band membership.

## Annual Priorities – Moving Forward in 2014-15

Nak'azdli Band is committed to implementing some aspects of its three-year strategic plan this year. Some activities may be hindered by lack of funding but as much as possible, the Band Administration and Health Department are committed to moving forward strategically.

### Strategic Priority #1 Health

Action/Activity
Wellness Recovery Centre Inventory of what exists, meeting of inter-agency to determine interest Survey / Needs Analysis
Whole Life Vision Poster campaign of "New Norm", role model posters focused on adults, families
Zero Violence Policy / Understanding Review / promotion of existing policy; Community campaign for "caught being good" Nak'azdli wide
Less Dependency, More Ownership Accountability, responsibility; acknowledge the "do – gooders", praise
Review our Health Plan

### Strategic Priority #2 Governance

Action/Activity
Draft Constitution (Haida Gwaii model?) Success=Band approval of new constitution by 2016
Define Core Competencies Success=all JD have core competencies assigned and staff understand; job evaluation
Communications Plan New <i>Dustlus</i> , Radio programming in place, Website revisions / updating
Land Management Code Hire Contractor; draft Code to AGM, info sessions and Band approval by 2016
Trust Fund Office development Engage Deloitte; Creation of NTO and disbursement of funds

### Strategic Priority #3 Culture / Education

Action/Activity
Language classes, increased language use in Band Administration and businesses
Research proposals, budgets, feasibility studies for cultural centre
Promote Post-Secondary / Secondary Awareness and Orientation
Gatherings (at least 2) to teach cultural activities and celebrate our traditional knowledge

### Strategic Priority #4 Economic Development

Action/Activity
Architectural planning for business building
Greenhouse / agricultural development
Centralized administration functions for all Nak'azdli businesses
Evaluations of Band businesses to improve financial viabilities
Examine potential venture projects with proposed LNG lines

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*Any questions about the 2014-17 Strategic Plan may be directed to Nicholette Prince, COO, at 250-996-7171 or [coo@nakazdli.ca](mailto:coo@nakazdli.ca)*

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