

LHEIDLI T'ENNEH NATION STRATEGIC PLAN 2012-2017

OUR DREAMS, OUR VISION, OUR FUTURE

Contents

Declaration of Lheidli T'enneh..... 4

Who We Are..... 5

 Community Vision 6

 Purpose of Strategic Planning..... 7

 Statement of Intention 7

 Specific Outcomes 7

Governance..... 8

 Fundamental Values..... 8

 Social and Economic Goals..... 8

 Self- Government 9

Chief and Council..... 11

Programs and Services 12

 Administrative Vision 12

 Administrative Values 12

Administration 13

 Economic Development 14

 Education..... 15

 Employment 16

 Finance 17

 Fisheries and Wildlife..... 18

 Forestry..... 19

 Health 20

 Lands..... 21

 Social Development..... 23

 Treaty 24

Appendix A: Governance Summary Table 25

Appendix B: Chief and Council Summary Table..... 26

Appendix C: Administration Summary Table 27

Appendix D: Economic Development Summary Table 28

Appendix E: Education Summary Table 29

<i>Appendix F: Employment Summary Table</i>	<i>30</i>
<i>Appendix G: Finance Summary Table.....</i>	<i>31</i>
<i>Appendix H: Fisheries and Wildlife Summary Table.....</i>	<i>32</i>
<i>Appendix I: Forestry Summary Table</i>	<i>33</i>
<i>Appendix J: Health Summary Table.....</i>	<i>34</i>
<i>Appendix L: Social Development Summary Table</i>	<i>36</i>
<i>Appendix M: Treaty Summary Table.....</i>	<i>37</i>

Declaration of Lheidli T'enneh

We are Lheidli T'enneh – the people from where the two rivers flow together.

Like the rivers, we aspire to move ahead as an organized, highly-motivated, determined, and self-reliant Nation.

We are a proud, united people whose purpose is to ensure a future that will provide a better quality of life while flourishing with our environment.

Our traditions and cultural beliefs are the driving force of our success and destiny.

Who We Are

We are the Lheidli T'enneh. Our name translates as “people from where the rivers flow together”. The rivers spoken of are the *Nee Incha Koh* which means “river with strong undercurrents” and the *Ltha Koh*, the “Big Mouth River”. These rivers are also known as the Nechako and the Fraser. We were often called the *Tanoten* which means “people a little to the North”.

We travelled throughout our territory, a territory that was once separated into *Keyohs*. Each *Keyoh* was the responsibility of an extended family. We hunted and gathered throughout our Traditional Territory. We traded with neighbouring communities. There were no permanent settlements as we think of them today. Instead, there were seasonal villages and camps along the lakes and rivers throughout our territory. *Lheidli*, the site of present-day Prince George, was one of these villages. It is clear to us that our ancestors occupied and used all of what we now know as our Traditional Territory. This is still true today.

Our Traditional Territory falls within the regions covered by the federal government’s Cariboo and Nechako Development Regions, and within the regional districts of Fraser Fort George, Cariboo, and Bulkley Valley. The Traditional Territory of the Lheidli T'enneh covers a total of 45,957 square kilometres.

Demographic Information

	Male	Female	Total
Lheidli T'enneh Band Registry	177	183	360
	Lheidli T'enneh Citizens	Other Bands	Total
On-Reserve	96	4	100

Note: Under Bill C-3, there is no process to determine how many new Band Registered Members. We can estimate by March 31, 2013 that our total Band Registered population will be 400. All applications for status registry are the responsibility of the Department of Aboriginal Affairs & Northern Development Canada.

Community Vision

Lheidli T'enneh Nation is a self-sufficient, sustainable, independent community with an educated and professional workforce able to compete in local, regional, national and international markets. Our people have excellent spiritual, emotional, mental and physical wellness and the traditional family unit is a source of strength. Our Nation is protected from external government intervention and all citizens are active members of the community.

Background - The Story

Early work on a strategic plan for the Lheidli T'enneh Nation began long before the creation of this document. Discussions go back several years and a number of projects have been completed that provide much of the information required to begin to create a detailed plan for the Nation. In particular, the Currie report (2003), the Native Nations Institute report (Cornell, 2001), economic development report (Toth, 2010), the Lheidli T'enneh Comprehensive Community Plan (Krebs, 2010), the report From Administration to Governance: Institutional Mapping (Stuart, 2010), and the Lheidli T'enneh Economic Diversification Plan (Toth, 2011) are included.

The recommendations contained within the previous reports, ongoing knowledge and skill building by Chief and Council, and increasing levels of expertise within the Nation's administration were integrated into the first stage of the strategic plan. In the initial stage Chief and Council and the Executive Director of Programs and Services spent a total of 5 days together to identify strategic priorities and develop preliminary plans.

The plans outlined here are meant to outline 3-5 year priorities which will be reviewed and updated annually. The planning process is not an end point but a beginning for the Nation.

The second stage involved taking the document to the staff team for their input and the creation of detailed departmental program logic models. The process behind a program logic model is to assist with the following:

- To develop a road map to assist each department to highlight key goals and actions required to meet department goals.
- To serve as a tool to address - Where are you going? How will you get there? What will tell you that you have arrived?
- A tool used to describe the effectiveness of programs and services.
- To provide an efficient tool for monthly or quarterly reporting to management.
- The ability of the program logic model to flow from and into your agency Strategic Plan and/or Community Scorecard.

The third stage will involve an outline process for community review / input.

Purpose of Strategic Planning

Strategic planning can serve many functions, but the most commonly held reasons for initiating the process are;

- to enhance the ability to make informed decision and to think and act strategically
- to increase effectiveness and support the organization to respond to change
- to build the organization's capacity and efficiency through improved understanding of their work and better learning for staff

In the first planning session for the Nation, Chief and Council were asked a series of questions to begin to outline their vision of the planning process along with what they hoped the process would achieve. The following is an overall statement of their intention for the planning work.

Statement of Intention

In order for the Lheidli T'enneh Nation to advance and prosper we need to have clarity and a greater vision for our people. We must build relationships and share our accomplishments and help offer tools to teach other Nations. Our plans will help us to harness the potential of our people and to revitalize our culture. We will ensure our progress as a Nation and as Leadership through establishing clear guidelines and policies for our programs and services and continuing our learning as a Council.

Specific Outcomes

Chief and Council identified four specific outcomes for the planning process:

- a) To be able to connect the work of Chief and Council to broader strategies through the development of clear goals, targets, and identified priorities;
- b) To have the ability to mobilize community capacity and to assess progress and change;
- c) To have clearly defined processes for working through implementation challenges; and
- d) To have improved communication on three levels – within Council, within the administration, and with the community.

Governance

Mission

To advance the sovereign authority of the Lheidli T'enneh Nation and to safeguard the reputation, assets and identity of the Nation and its citizens.

Vision

The Lheidli T'enneh Government and officials will be accountable to their citizens through adherence to the Constitution of Lheidli T'enneh. Leadership will promote the unity and well-being of the people through providing effective and accountable government. Leadership will cooperate with one another in mutual trust and good faith, consult and inform one another, and coordinate their actions with one another.

Fundamental Values

- a) equality of all peoples under the law;
- b) fairness;
- c) trust; and
- d) respect for individual dignity and independence within the collectivity.

Social and Economic Goals

The Lheidli T'enneh Government will govern in a manner that, to the extent reasonably possible in the circumstances, advances achievement of the following goals:

- a) that Lheidli T'enneh Citizens have access to pre-school to grade 12 education, post-secondary education, adult education and continuing education, at least comparable to those prevailing in British Columbia;
- b) that Lheidli T'enneh Citizens have access to nutrition and health care at standards at least comparable to those prevailing in Canada;
- c) that Lheidli T'enneh Citizens have access to social services at standards at least comparable to those prevailing in British Columbia;
- d) that Lheidli T'enneh Citizens have access to housing at standards at least comparable to those prevailing in the Prince George region;

- e) that every Lheidli T'enneh child:
 - i. has a home with family care, parental care, extended family care or, if removed from such family care, appropriate alternative care; and
 - ii. is protected from maltreatment, neglect, exploitive labour practices or abuse; and
- f) that every Lheidli T'enneh Citizen is free to pursue employment, investment, and income and business opportunities to the same extent as others in the Prince George region.

Self- Government

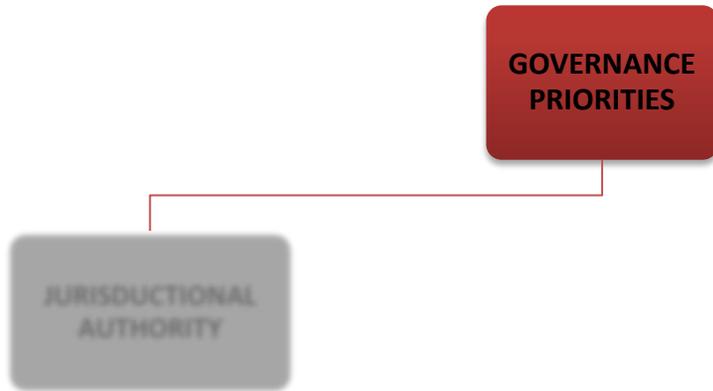
The Lheidli T'enneh Nation has made several significant decisions with regards to self-government. The Lheidli T'enneh Nation was one of the first in the province to enter into treaty negotiations and in 2001 was the first Aboriginal community in BC to successfully ratify their Land Code. As a signatory to the First Nations Land Management Act, the Lheidli T'enneh have opted to take over the management and control of their land and resources, coming out from under the land and resource sections of the *Indian Act*. This includes the protection and management of the Reserve land environment.

In 2007 the Nation also drafted the *Constitution of Lheidli T'enneh* which was later ratified at the community level and serves as a governing document for the Nation. The Nation is currently undertaking a governance review which will include amending governing codes and will include a constitutional review as well as working with the community to undertake the drafting of a Custom Election Code to be completed by March 2013.

Treaty negotiations are ongoing and the Nation is currently in stage 5 of the British Columbia treaty process with the second ratification vote expected to occur in 2013-2014.

In addition to the negotiation of land transfers under the treaty process, the Lheidli T'enneh government is also pursuing a Specific Claim with regards to Fort George Indian Reserve #1 (Lheidli). In 1892 the Fort George Indian Reserve #1 was established at the confluence of the Nechako and Fraser Rivers, the current site of the City of Prince George's downtown core. Fort George IR #1 remained the main residential site for the Lheidli T'enneh Nation until their removal in 1913. For the years between May 1908 and November 1911, IR #1 was the subject of a vicious land dispute between the Lheidli T'enneh Band, the Grand Trunk Pacific Railway Company (GTPR), the Natural Resources Security Company (NRS), and provincial and federal

government officials. The resulting transaction, including surrender of the reserve land, is now subject to a Specific Claim in the Federal Court of Canada.

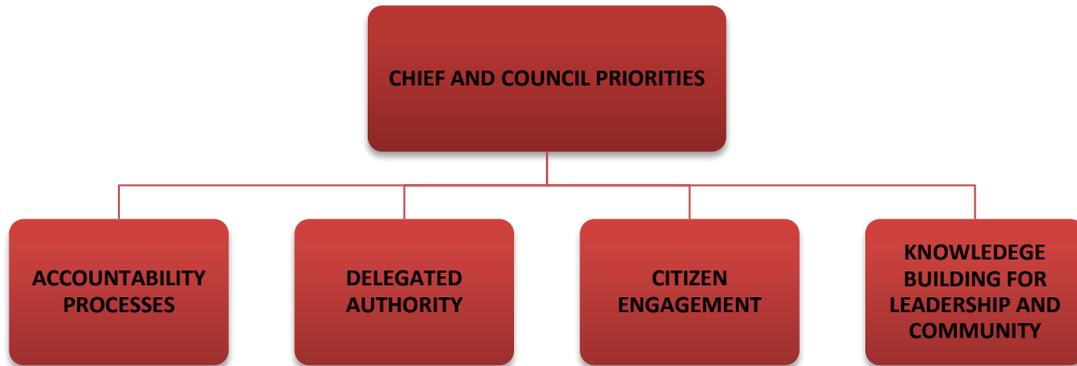


[1. planning tables in Appendix A](#)

Benchmarks:

- Continuation of Specific Claim
- Completion of stage 5 of treaty
- Development and endorsement of custom election code
- Creation of formalized dispute resolution processes for use by community and business partners

Chief and Council



[2. planning tables in Appendix B](#)

Benchmarks:

- Implementation of public record and tracking mechanisms for council
- Creation of policies and procedures to support clearly articulated administrative boundaries
- Development of Citizen Engagement and Cultural Revitalization Strategies
- Governance Training process for Chief and Council and community

Programs and Services

The leadership of the Lheidli T'enneh Nation recognizes that their future rests on the skills, knowledge and health of their people. In order to ensure a strong and prosperous future, the Nation has identified education as their highest priority. The leadership has developed a multi-layered approach that links education, employment and health services together to ensure that citizens of the Nation have the best potential for success.

The central shift inside the new strategy is to view each program and staff members as an agent of change and community development. This requires a shift as services expand beyond what government funding transfers offer as the foundation of service, into using them as the starting point for a wider range of services that move beyond the Indian Act and AANDC policies.

Administrative Vision

Acting as the delegated authority responsible for oversight and delivery of the public programs and services of the Lheidli T'enneh Nation, the administration through the oversight of the Executive Director of Programs and Services will;

Ensure the protection of assets belonging to the Nation, uphold administrative values and principles outlined for the Nation in the Constitution of Lheidli T'enneh, assure the sound management of resources, promote the involvement of citizens, and advance the Nation's social and economic goals.

Administrative Values

The public service of the Lheidli T'enneh to be administered in accordance with the following values and principles:

- a) a high standard of ethics;
- b) efficient and effective use of resources;
- c) impartial and equitable provision of services;
- d) responsiveness to public needs; and
- e) provision of timely, accessible and accurate information.

Furthermore, the financial and administration of the Lheidli T'enneh Nation will:

- a) be responsible, open, transparent and accountable; and
- b) provide for effective and efficient management of the Lheidli T'enneh financial resources.

Administration



Mission

To provide a full range of programs and services that support Lheidli T'enneh Nation citizens to achieve and sustain a standard of living that exceeds provincial standards.

Vision

The administration of the Lheidli T'enneh Nation operates a full range of programs and services in a fiscally responsible manner with a focus on innovation, sustainability, expansion and collaboration with the community. The Nation's public services are managed with a high degree of transparency and accountability with clearly articulated regulations and policies. The administration has a focus on continuous improvement as measured annually through the community scorecard.



[3. planning tables in Appendix C](#)

Bench Marks:

- Planning documents by Fall 2012
- Completion of Departmental Logic Models
- Development of Administrative communication plan
- Creation of community scorecard
- Decreased time and cost for audit

Economic Development

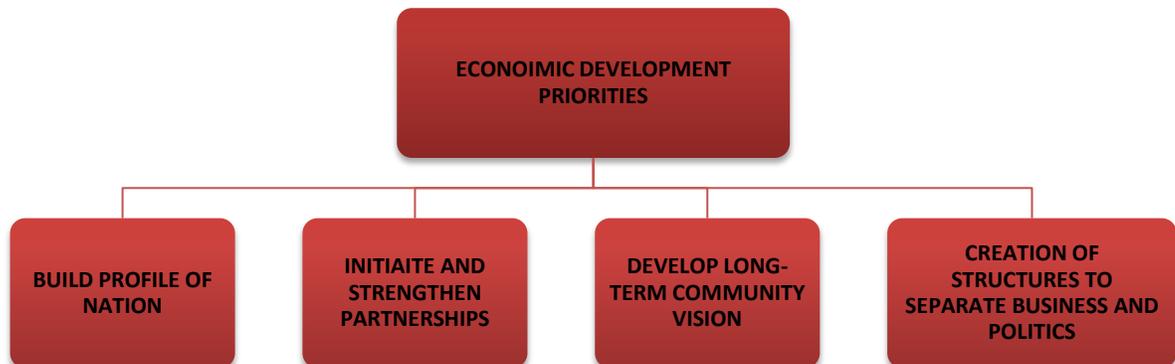


Mission

To continue to generate and expand sources of Nation owned revenue to be used to support long-term financial independence and self-sufficiency for the Nation and its citizens.

Vision

Lheidli T'enneh is a financially self-sufficient Nation with the technical expertise to advance large scale economic ventures, ensure sustainable employment, support the entrepreneurial spirit of its citizens, and sustain a strong, recognizable presence within the Lheidli T'enneh Traditional Territory. Activities undertaken by the Nation will be based in principles of open information sharing and engagement with citizens.



[4. planning tables in Appendix D](#)

Benchmarks:

- Finalization of Economic Diversification Plan
- Creation of Economic Development Officer Office, Economic Development position, and Community Economic Development Committee
- Development of community consultation and engagement strategy
- Creation and revitalization of protocols and partnership agreements with City of Prince George, Regional District and Initiatives Prince George

Education

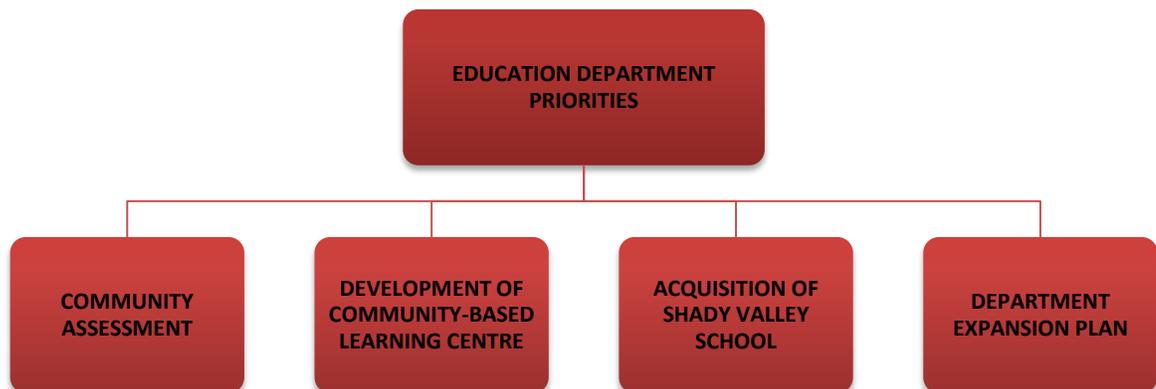


Mission

To support and encourage Lheidli T'enneh citizens to discover and achieve their educational and career goals.

Vision

Education is the highest priority for the Lheidli T'enneh Nation with a focus on the development of highly skilled and educated citizens. All of the Nation's learners and families are able to access high quality educational and assessment services and supports on par with provincial standards in an environment free of discrimination. The Lheidli T'enneh Nation offers a comprehensive range of easily accessible and supportive education programs and services tailored to the community's needs along with the required financial and social resources.



[5.planning tables in Appendix E](#)

Benchmarks:

- Creation of comprehensive education strategy by 2014
- Sustainable Community Learning Centre launched / open by 2013.
- Programming offered at Shady Valley

Employment

Mission

To provide access to employment opportunities for all Lheidli T'enneh citizens and to ensure access to a sustainable and stable work force required to advance the Nation.

Vision

The Lheidli T'enneh Nation has access to the human resource labour pool required to meet long-term employment needs. The Employment Department works in partnership with its citizens to provide a wide range of employment opportunities and accompanying support services. The Nation works to reduce barriers, achieve and sustain a low unemployment rate, reach an overall reduction in poverty and dependency, and to create an improved quality of life and personal wealth for its citizens.



[6. planning tables in Appendix F](#)

Benchmarks:

- Review of a minimum of 5 agreements in by November 2012
- Preliminary survey of job readiness at the community level completed by March 2013

Finance

Mission

To ensure the sound management of the Lheidli T'enneh Nation's financial resources and to promote long-term financial growth and sustainability.

Vision

The Lheidli T'enneh Finance Department works to ensure sound financial controls are in place to support both daily management and ongoing growth and expansion of the Nation's financial resources. The Finance Department uses appropriate technology and skills to uphold the financial integrity of all the Nation's programs and services. The Nation follows Generally Accepted Accounting Principles and has a focus on training and development for all departments, staff, leadership and the community.



[7. planning tables in Appendix G](#)

Bench Marks:

- Transition to Adagio software by April 1, 2013
- Professional designation plan for finance staff that includes AFOA certification
- Quarterly finance meeting schedule
- Long-term investment and financial growth plan

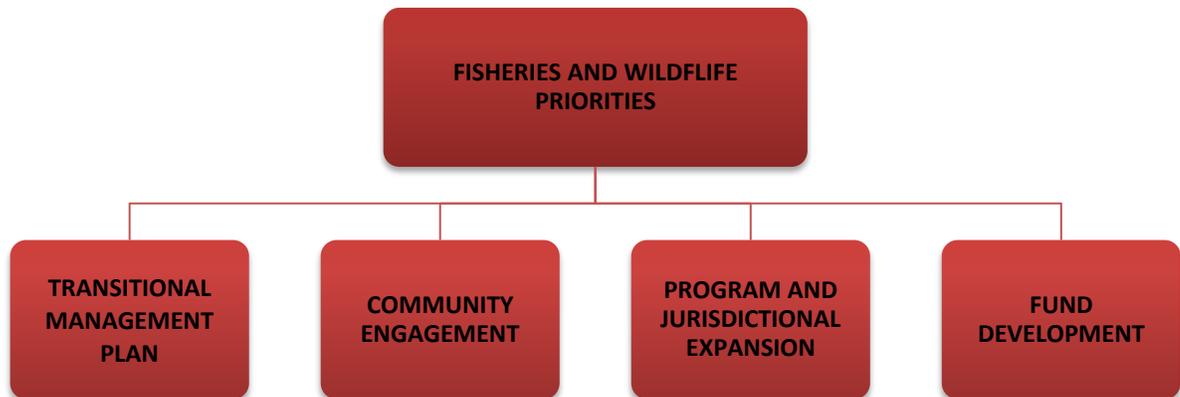
Fisheries and Wildlife

Mission

To uphold the responsibility of being caretakers for rivers, streams, habitat and wellbeing for the fish and wildlife living within the Traditional Territory of the Lheidli T'enneh.

Vision

The Lheidli T'enneh Nation ensures sustainable harvesting practices and supports principles of preservation and stewardship in the management of fish and wildlife. The Nation exerts jurisdictional authority beyond Federal and Provincial Government parameters. The Nation is involved in the creation of legislation and enforcement mechanisms within the Lheidli T'enneh Traditional Territory that ensure sustainable management practices. The Nation's fish and wildlife are viewed as significant economic drivers that provide long-term health, food security, and employment for citizens.



[8. planning tables in Appendix H](#)

Benchmarks:

- Expanded employment opportunities for community
- Training for staff and community
- Transparency, connection and closer involvement with the administration office

Forestry

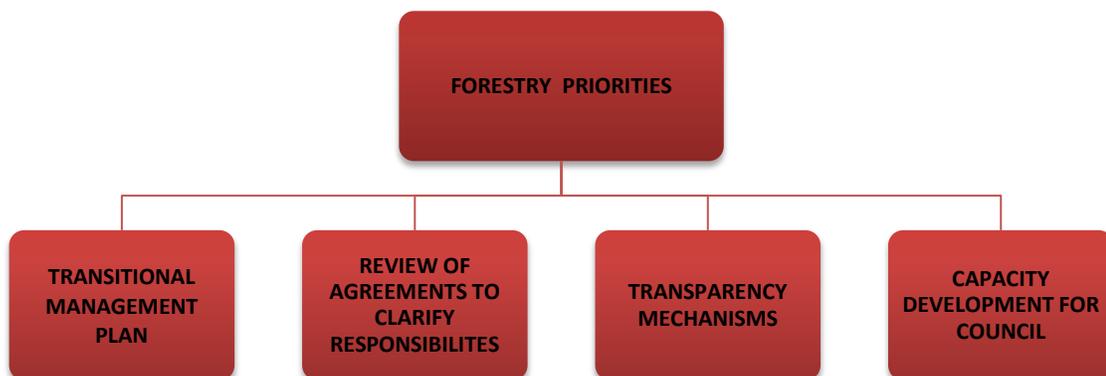


Mission

To capitalize on forest related economic opportunities while also ensuring preservation and sustainable forestry practices within the Lheidli T'enneh Traditional Territory.

Vision

The Lheidli T'enneh Nation holds significant forest related assets that are managed in a sustainable and progressive manner to the benefit of the Nation and health of the forest. The Nation is recognized as an essential partner in the region with a strong local workforce and serves as a model for other nations.



[9. planning tables in Appendix I](#)

Benchmarks:

- Expansion of in-house management responsibilities with decreased reliance on external consultants
- Establishment of co-management agreement

Health

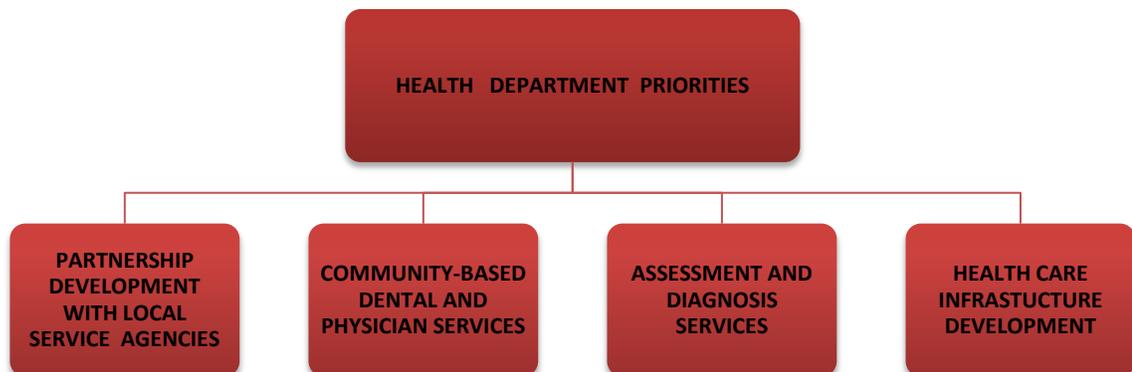
Mission

To promote and sustain a degree of holistic health and wellness for all Nation citizens, future generations, and the collective community that exceeds the current standard of wellness.



Vision

The Lheidli T'enneh Nation has a healthy, vibrant community that supports its citizens with a full range of health services that ensure access to the highest standard of healthcare at the community level. Health programs and services operate under principles of Health Promotion, disease prevention and the promotion of self-care and personal management of wellness. The Lheidli T'enneh Nation has the required infrastructure to support and sustain the long-term health of its citizens.



[10. planning tables is Appendix J](#)

Benchmarks:

- Creation of Memoranda of Understanding (MOU) with Central Interior Native Health Society
- Mobilization of MOU with the Prince George Native Friendship Centre to support service delivery in community
- Partnership development with Northern Health Authority
- Preliminary plan for community health centre

Lands

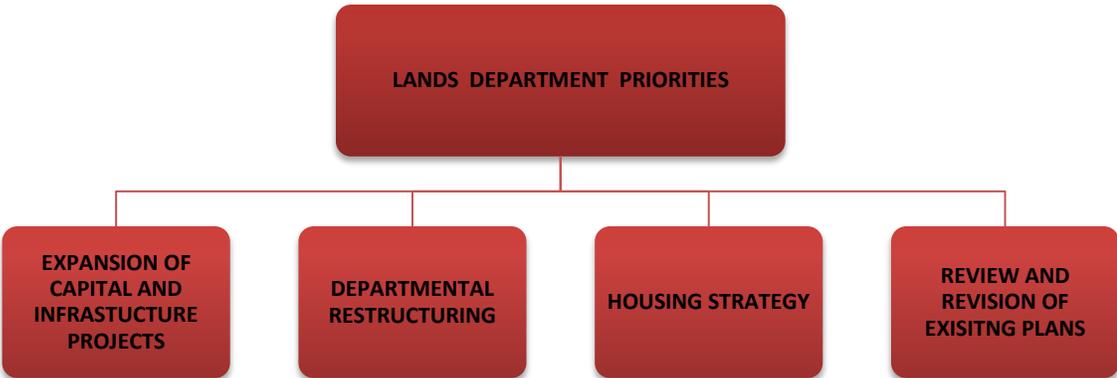


Mission

Working under principles of environmental preservation, stewardship, and respect for the land, the Lheidli T'enneh Nation independently manages their land-based assets and capital infrastructure.

Vision

The Lheidli T'enneh Nation maintains strong cultural ties to their Traditional Territory and historically significant sites viewing them as a source of pride and economic strength. The Nation is acknowledged as a vital decision-making partner within the region and Nation lands are managed in a fiscally responsible manner with a high level of skill and competency. Lands based development balances both preservation and progress to ensure the Nation is able to assert their competitive advantage while upholding value for environmental stewardship. Nation citizens take pride in their community and support it to be a vibrant source of sustainable, life-long connection for all citizens.



[11. planning tables in Appendix K](#)

Bench Marks:

- Updated land use plan by March 31, 2012
- Review of Comprehensive Community Plan by March 31, 2012
- Completion of rental agreements for all houses including mechanisms for rent collection. Goal is to have rent arrears gone in by 2016
- New housing construction by 2015

Social Development

Mission

To provide short term, time limited financial assistance and support services to employable citizens in need and long-term resources for citizens with disabilities.

Vision

The Social Development program supports Lheidli T'enneh citizens as a short term measure to ensure citizens are not faced with undue financial hardship. The focus of the short-term program is to support citizens to access opportunities for training and advancement that will support them to achieve sustainable financial independence. The focus of the long-term Person with Disability (PWD) program is to provide long-term financial aid and care for citizens who are unable sustain full-time work. The programs are administered under established polices and guidelines with the highest levels of financial accountability.



[12. planning tables in Appendix L](#)

Benchmarks:

- Files updated by the 30th of August 2012
- Clear internal audit review
- All reporting completed on time
- No recoveries

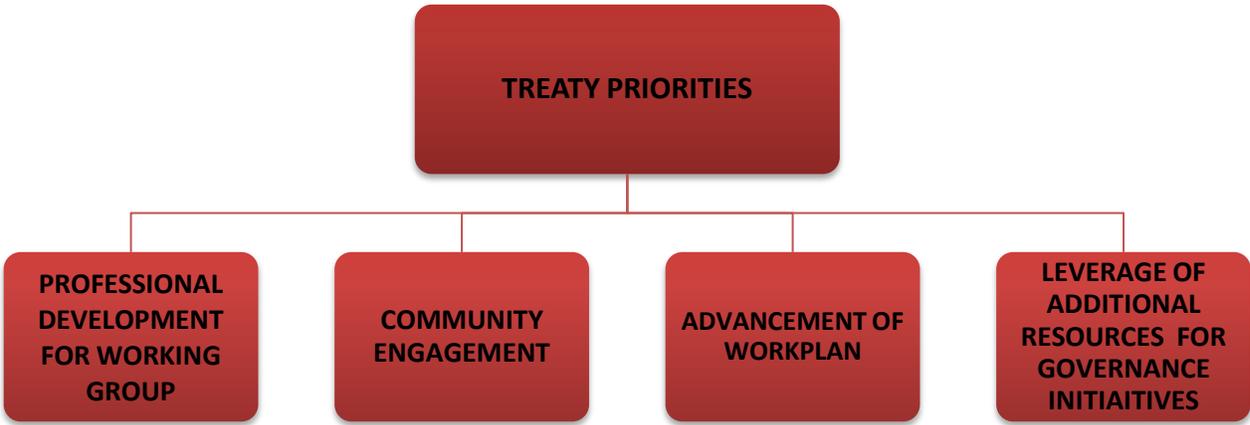
Treaty

Mission

To bring stage 5 of Lheidli T'enneh Treaty to completion.

Vision

Lheidli T'enneh Nation citizens are supported to engage in open dialogue in an unbiased, informed and respectful way that promotes and preserves unity of the Nation and upholds the Declaration of Lheidli T'enneh.

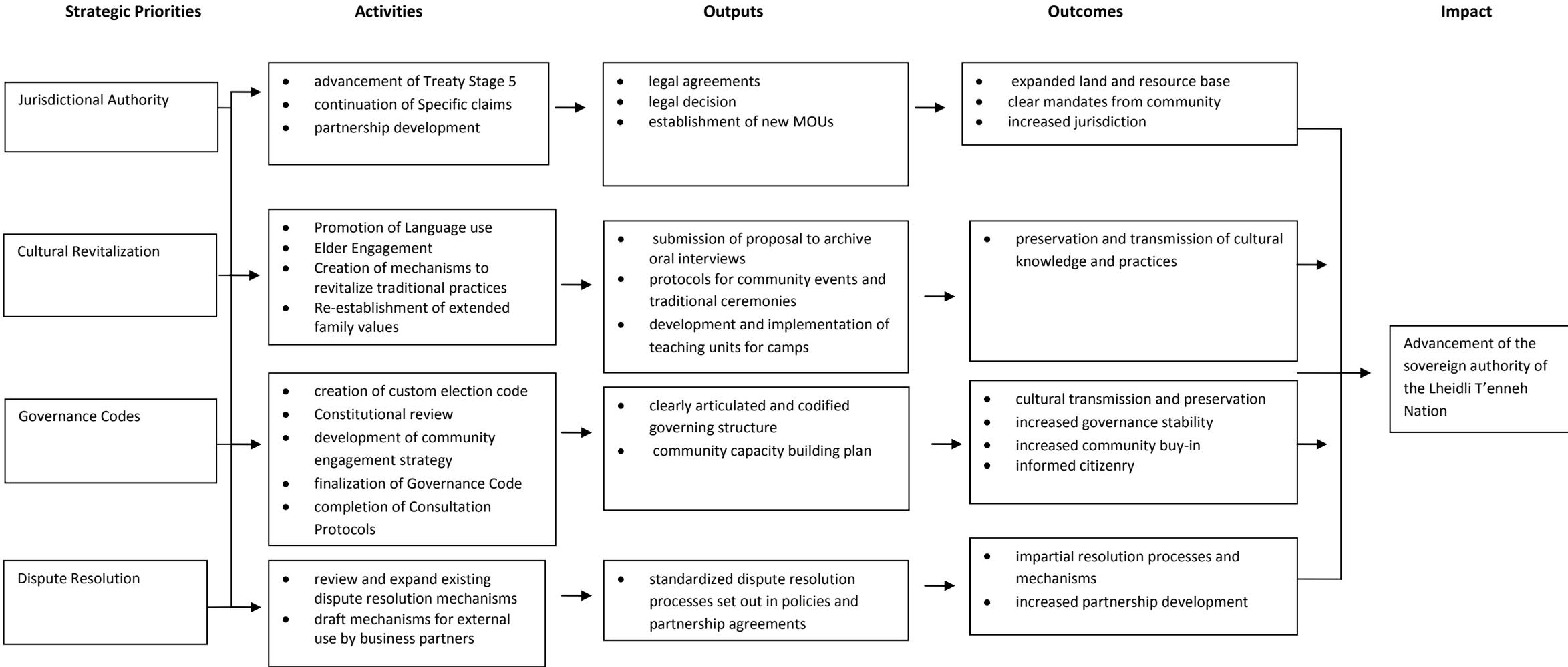


[13. planning tables in Appendix M](#)

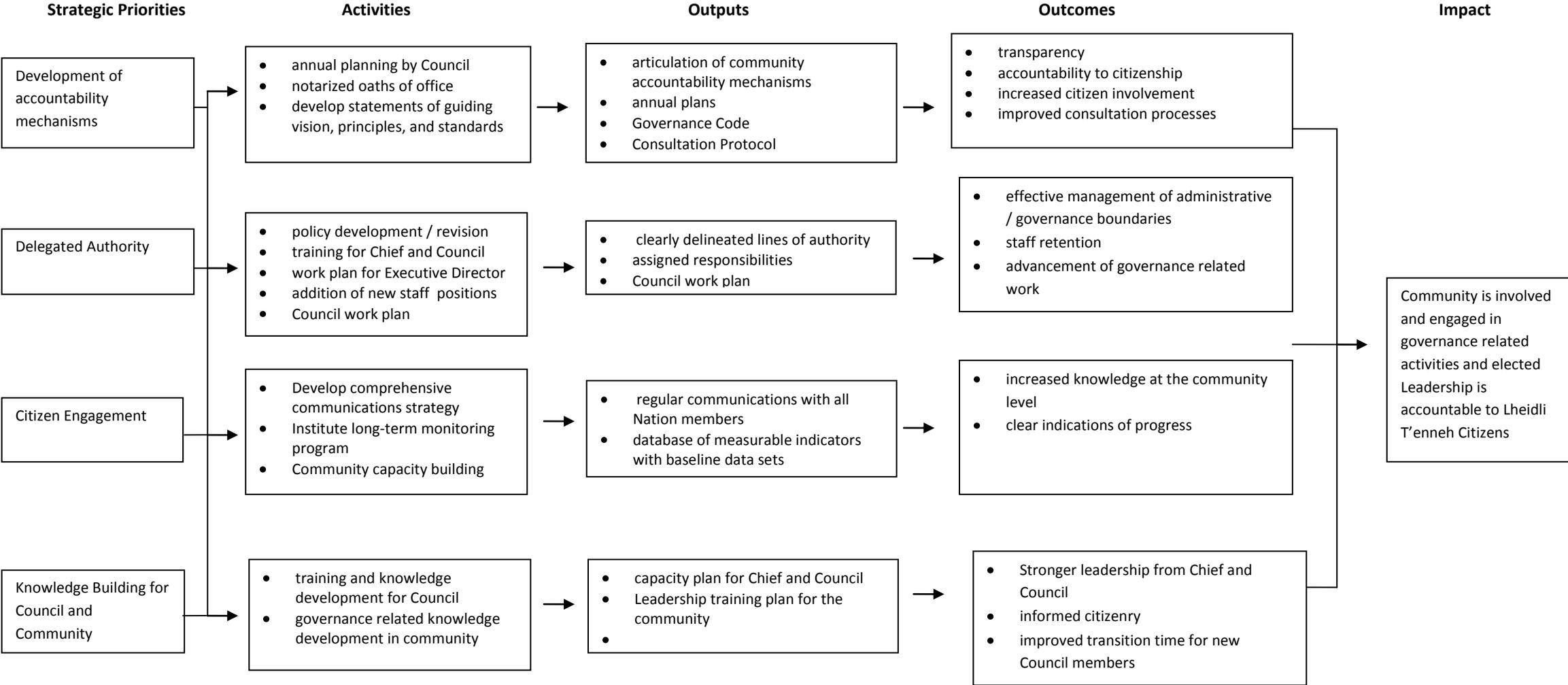
Benchmarks:

- second vote
- additional governance related work

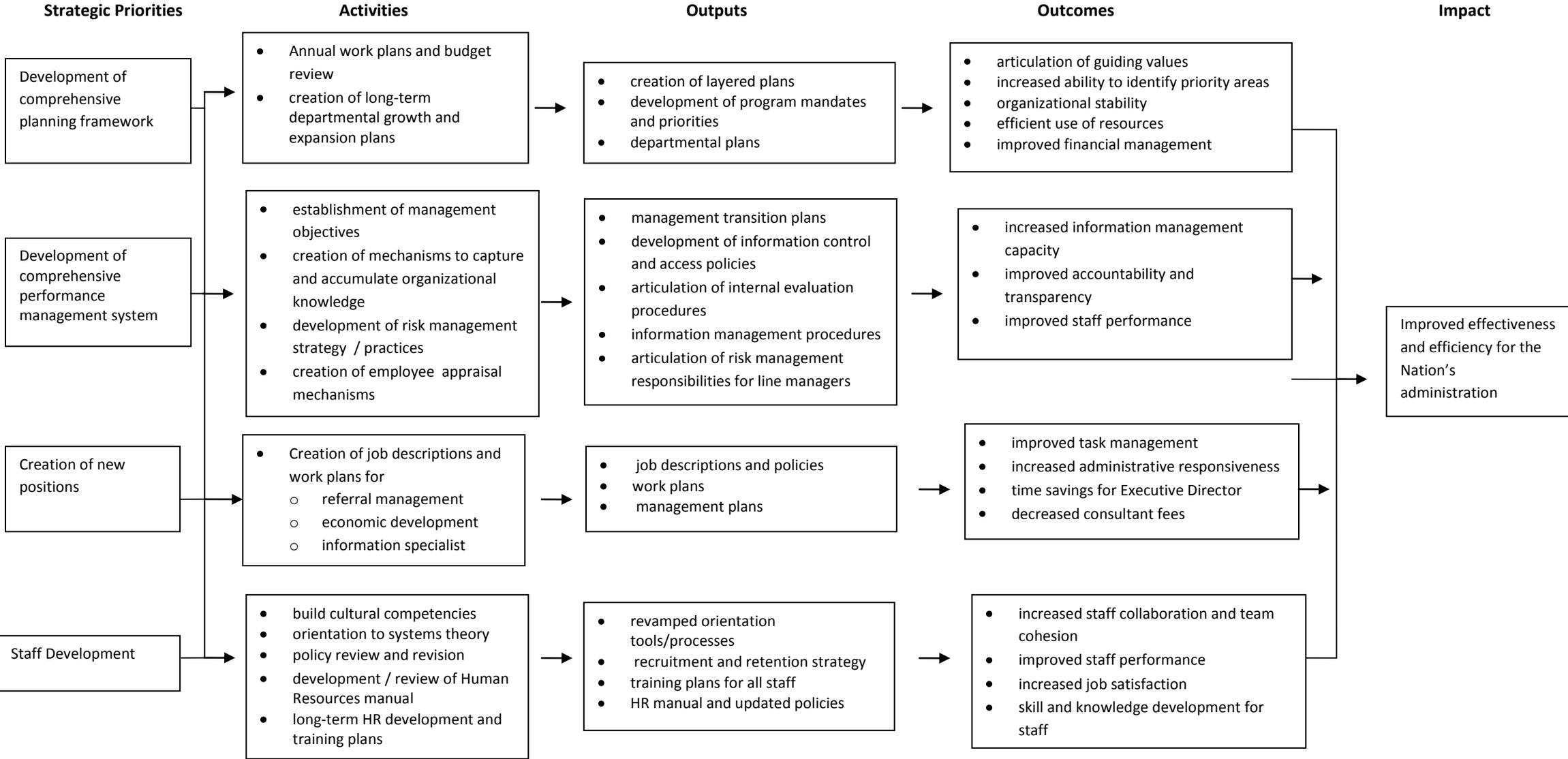
Appendix A: Governance Summary Table



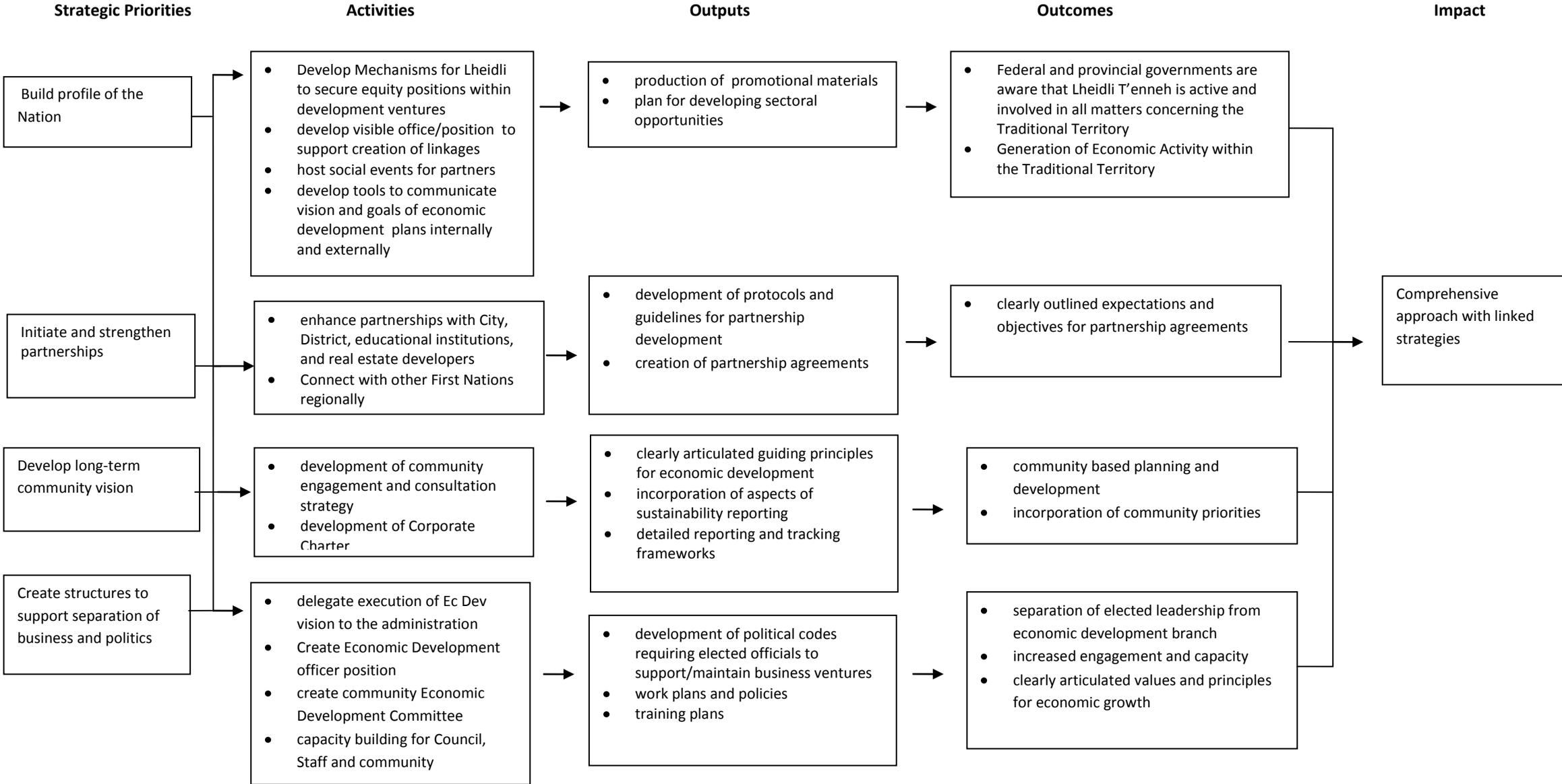
Appendix B: Chief and Council Summary Table



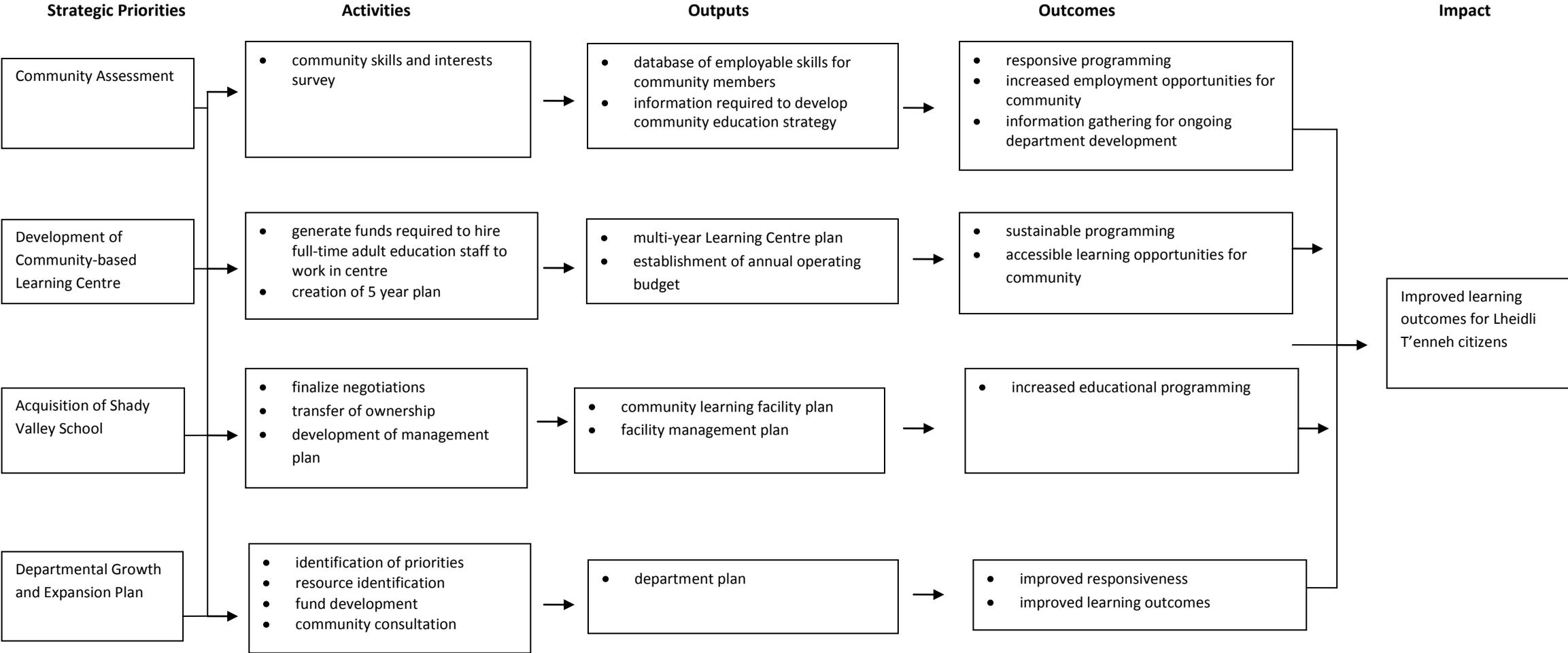
Appendix C: Administration Summary Table



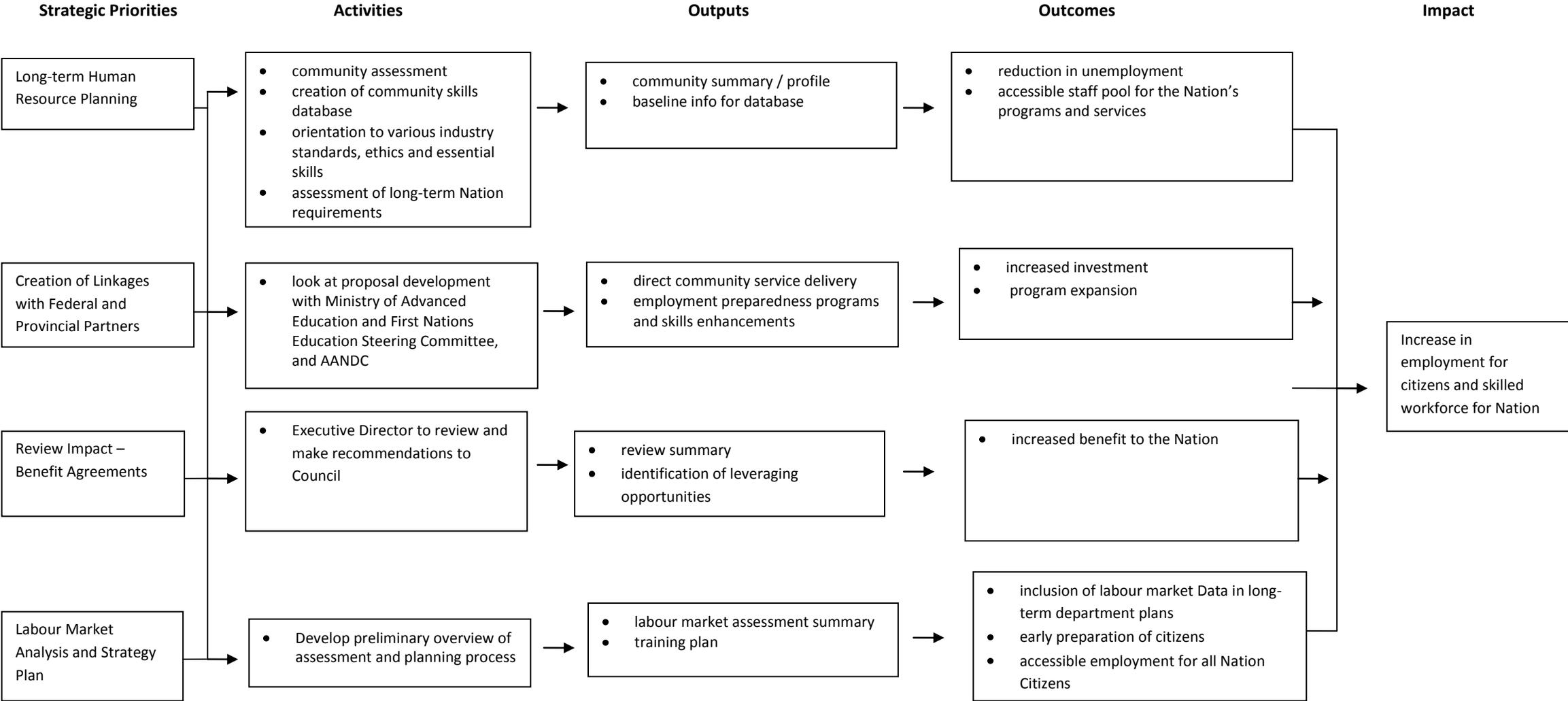
Appendix D: Economic Development Summary Table



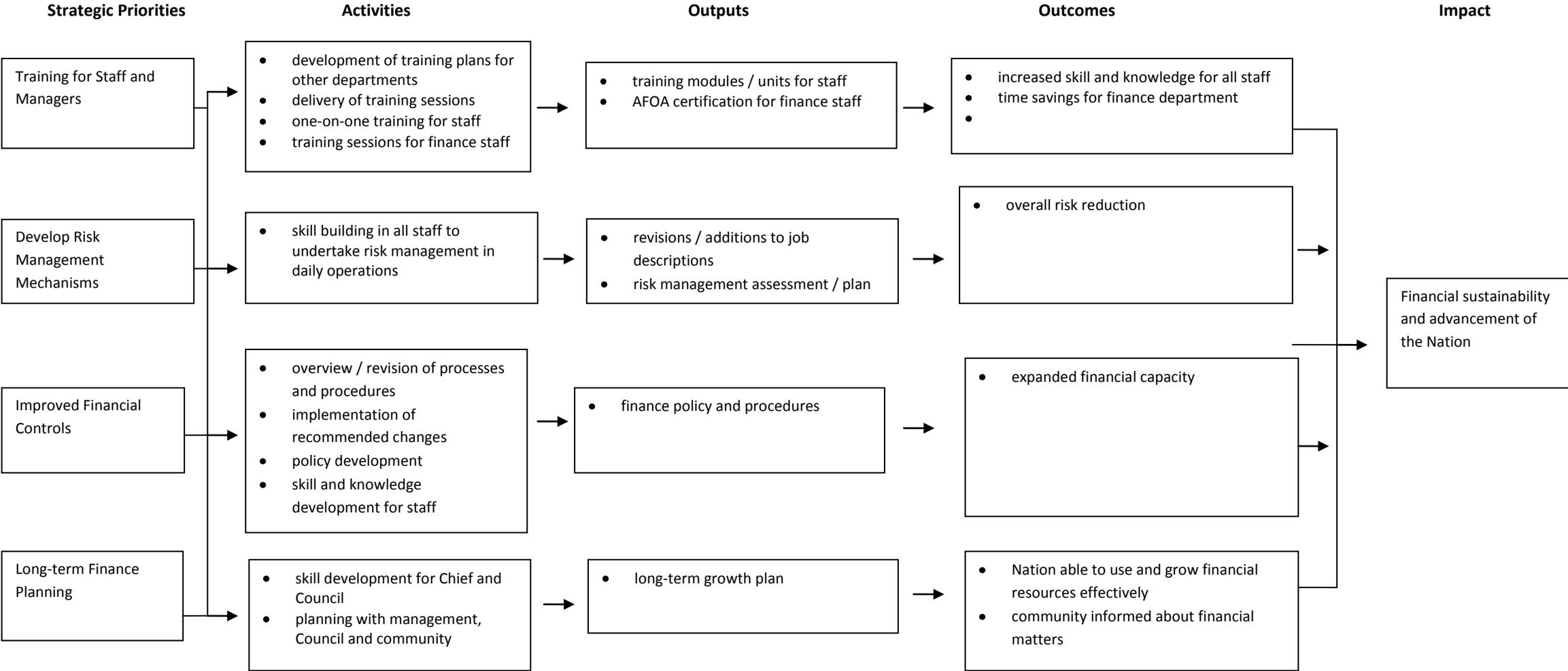
Appendix E: Education Summary Table



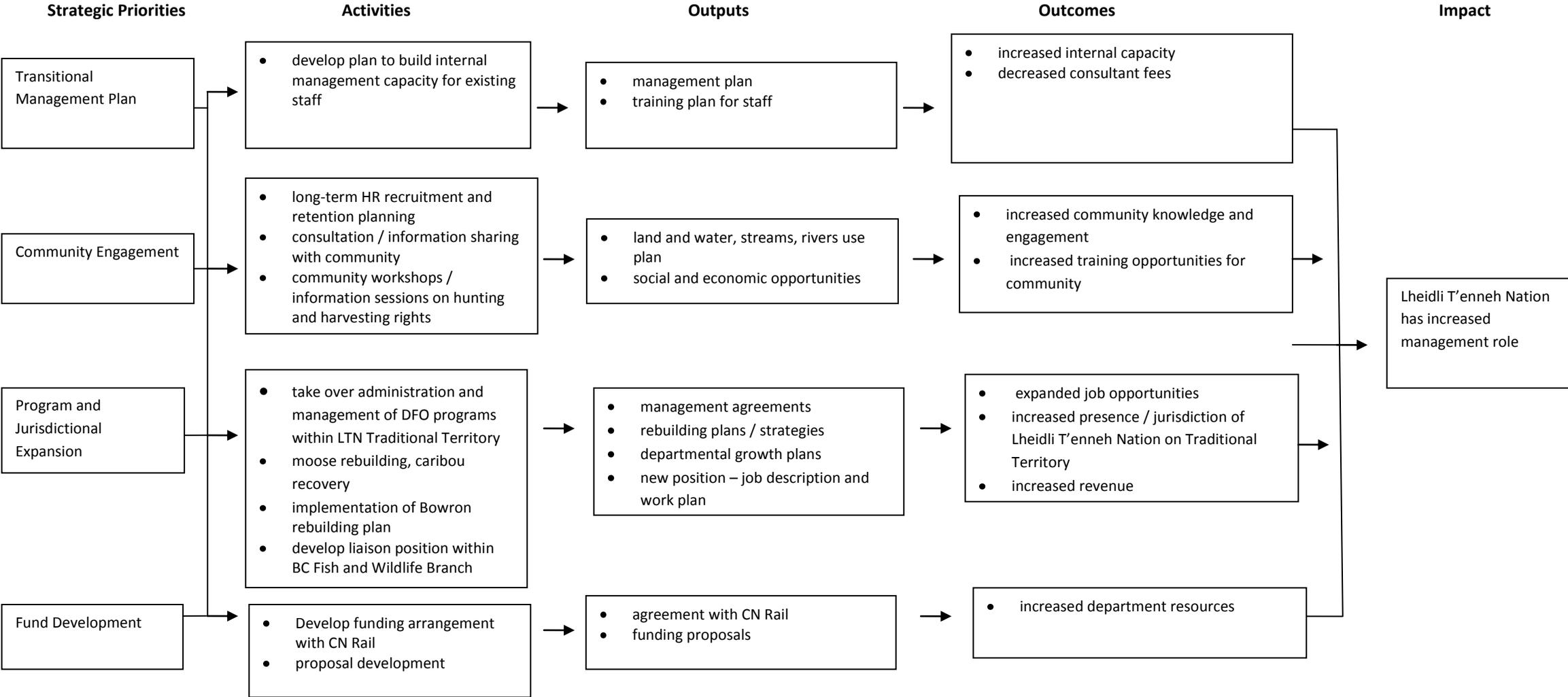
Appendix F: Employment Summary Table



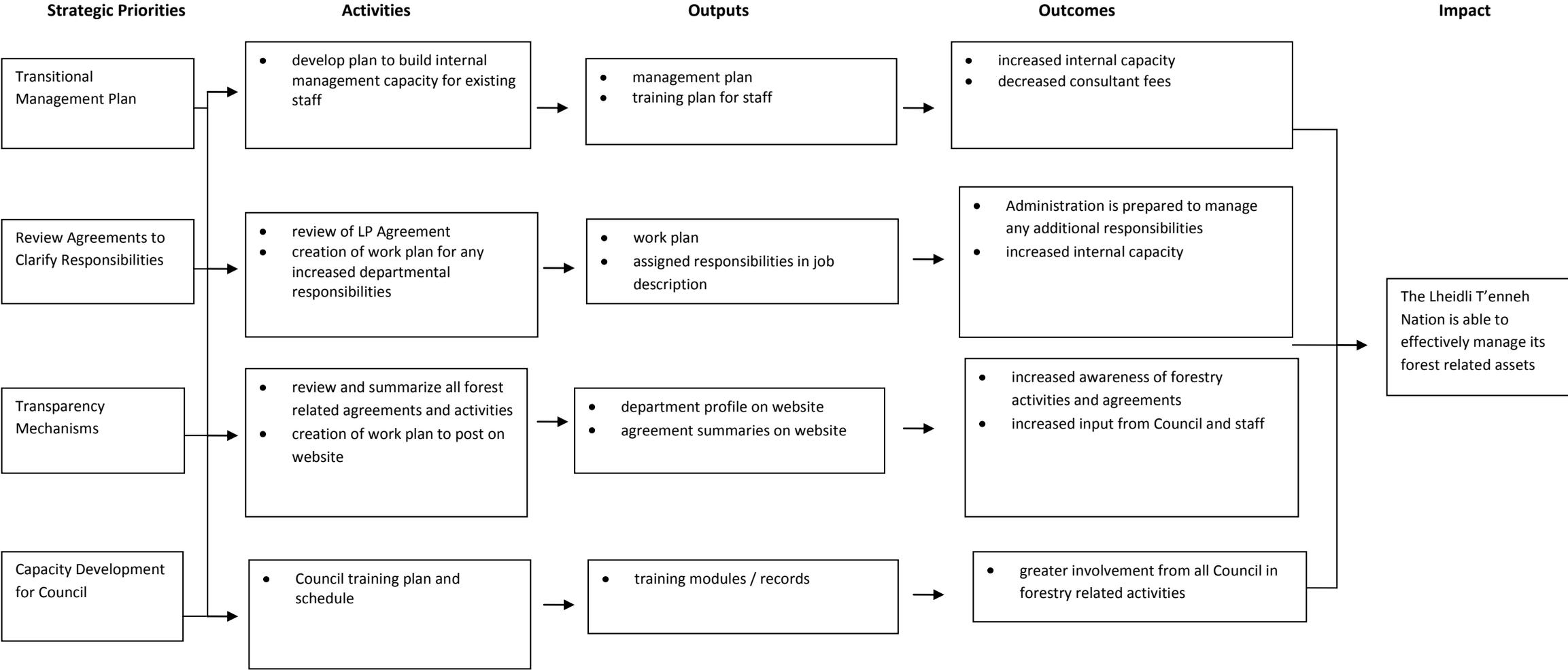
Appendix G: Finance Summary Table



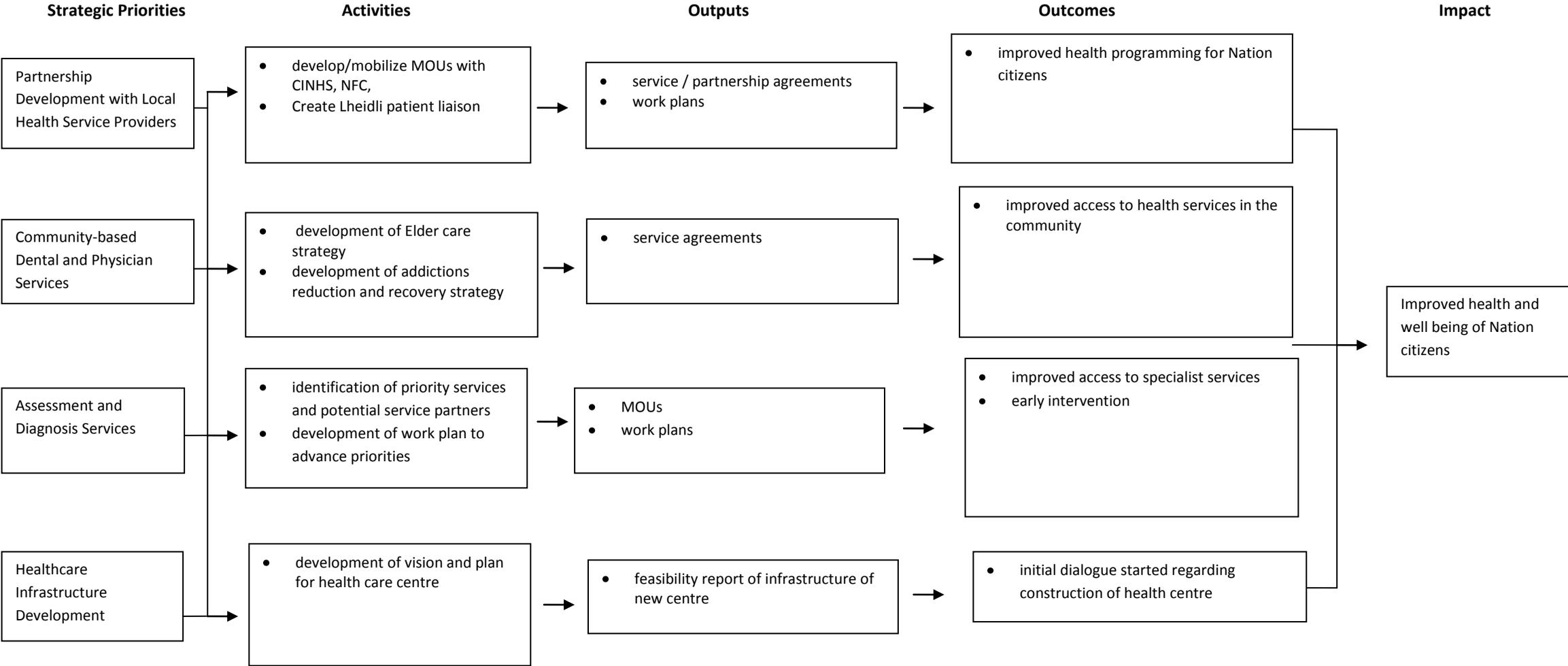
Appendix H: Fisheries and Wildlife Summary Table



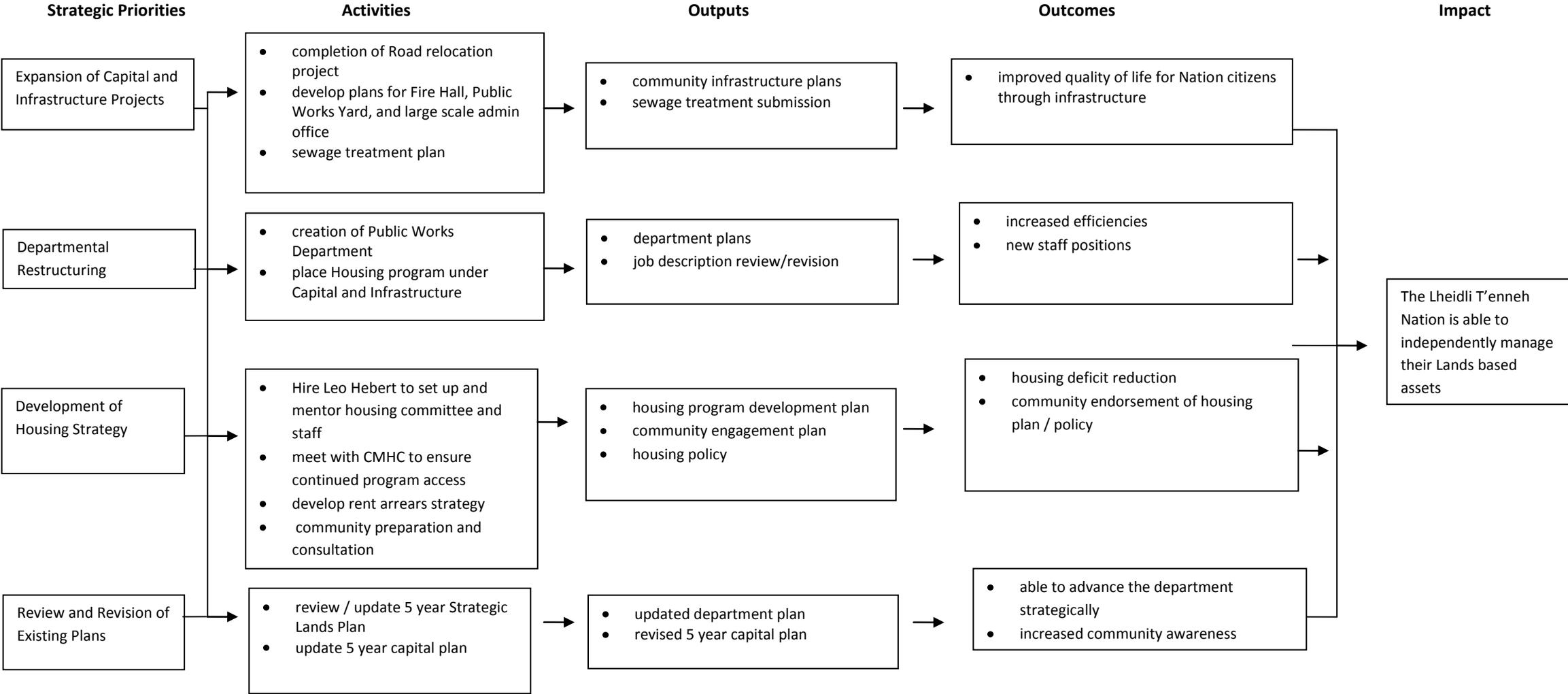
Appendix I: Forestry Summary Table



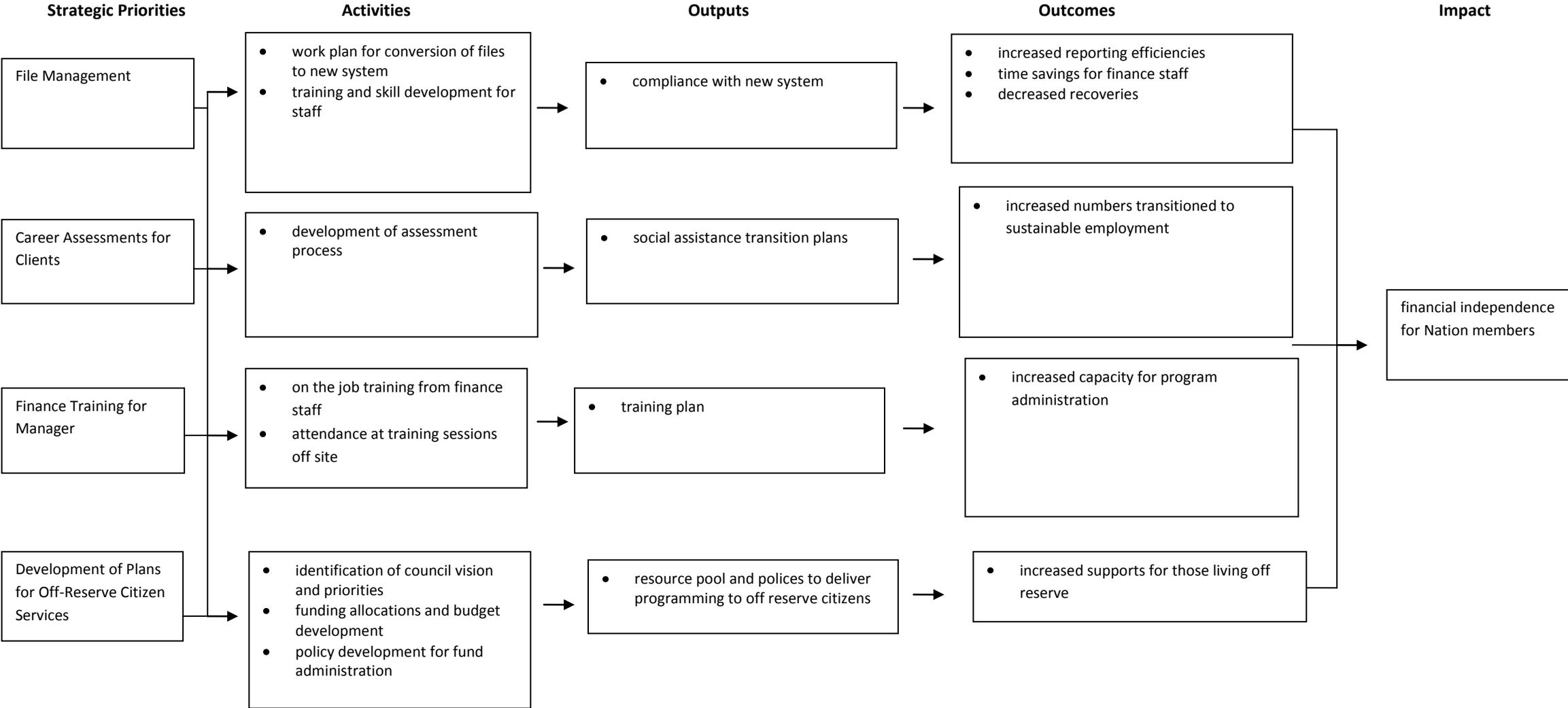
Appendix J: Health Summary Table



Appendix K: Lands Summary Table



Appendix L: Social Development Summary Table



Appendix M: Treaty Summary Table

