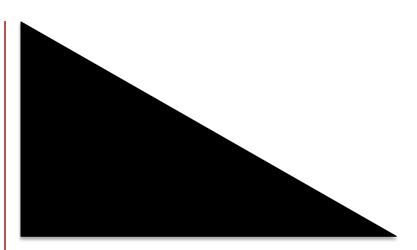


LTN STRATEGIC PLAN (2021-2025)





Lheidli T'enneh Nation (LTN) Strategic Plan, outlines the nation's Vision, Mission, Values and Priorities. This version includes the way forward for the nation in next five years.



Message from Chief and Council

Current Chief and Council of the Lheidli T'enneh Nation were elected in April, 2019. Council strived to ensure substantially improved communication with members in every way possible. All the tools available in this era of digitalization were utilized. Development of a new newsletter that is posted on our Facebook pages and website and mailed to members as well has contributed in that effort. During the year Council also began to post more Notices to

Members from Chief and Council and Administration Information Bulletins on LTN social media platforms and again, members saw this as a positive step. 2019 Annual General Assembly (AGA) provided a great opportunity for members to interact with Council and Staff.

In July 2019, Council made the bold move to acquire the former Prince George Citizen building at 150 Brunswick Street and continue the initiative to reassert LTN presence in downtown Prince George and manage the nations resources throughout its traditional territory in a more aggressive fashion. As the new fiscal year began, covid-19 pandemic started, Council and Administration met on a weekly basis to monitor the situation and ensure that LTN members were kept safe and continued to receive essential services. Council established a Covid-19 Committee to deal with the pandemic as it impacted LTN members. With Council's direction, an Emergency Response Plan was developed.

Council has entered into new initiatives under MOU's with UNBC in order to plan, support and provide ongoing educational opportunities to membership. Facilitating ongoing projects to be completed in a timely manner, identifying new projects to support community needs and infrastructure. Another priority, Council updated policies for Lheidli T'enneh to ensure better practices of operations and governance. Council initiated the process of getting certified by the "I worked closely with our Education staff during 2019/2020 as education has always been a key priority for me. I had several meetings during 2019/2020 with Ministers of both the BC and federal governments on key issue of interest to our nation".

> -Dayi Clayton Pountney

Financial Management Board and in consequence of that decision, the Financial Administration Law, policies and procedures have been developed through administration to ensure the best administrative and financial practices at Lheidli T'enneh are implemented. Preparation of a strategic plan is part of Councils initiative which essentially reflects the approval of the community and serves as a guideline for the Council and Administration for the next five years.

Overall, Council continues to work toward building Stronger Relationships with FNs, Governments, Community, and Industry; which in turn ensure all the benefit and prosperity to the Lheidli T'enneh Nation.



Message from the Administration

Greetings to all Lheidli T'enneh members, in accordance with Council's directive, this Strategic Plan of Lheidli T'enneh Nation 2021-2025 has been developed. The structure of this plan captures the community's voice. We were unable to host an Annual General Assembly in 2020 physically due to Covid-19 restrictions and hence, a survey was planned and conducted prior to the development of this plan. Administration have taken this challenge with our team, to follow all the policy and procedure which are in place. This ensures fore sense of responsibility, accountability and at the end of the day better results. This strategic plan is going to be the blueprint for administration to formulate the workplan for each department. The document illustrates how each department is going to prioritize their work in the next five years to meet the expectations of the community members. Within our own capacity, administration under the guidance and leadership of Council will continue planned growth and progress in terms of managing Lheidli T'enneh resources.

"CHANGE IS THE LAW OF LIFE AND THOSE WHO LOOK ONLY TO THE PAST OR PRESENT ARE CERTAIN TO MISS THE FUTURE"



- JOHN F. KENNEDY



Vision

The Lheidli T'enneh Nation envisions members enjoying an excellent quality of life enriched by traditions, culture, excellent stewardship of the territory, and access to education supported by effective, transparent, and accountable government and administration.





of the community members participating in the survey agreed to the vision statement.



Mission

To advance the sovereign authority of the Lheidli T'enneh Nation (LTN) and to safeguard the reputation, identity and resources of the Nation and its citizens, the LTN will:

- (a) maintain effective, transparent and accountable government and an efficient administration;
- (b) practice excellent financial and resource management and ensure accountability for sustainability and self-sufficiency;

(c) ensure community services that meet the needs of members, achieve a higher quality of life for members, and proactively uphold the traditions and culture; and,

(d) ensure meaningful, two-way communication with members and engagement of members to strengthen our administrative capacity. community spirit, and our nation.



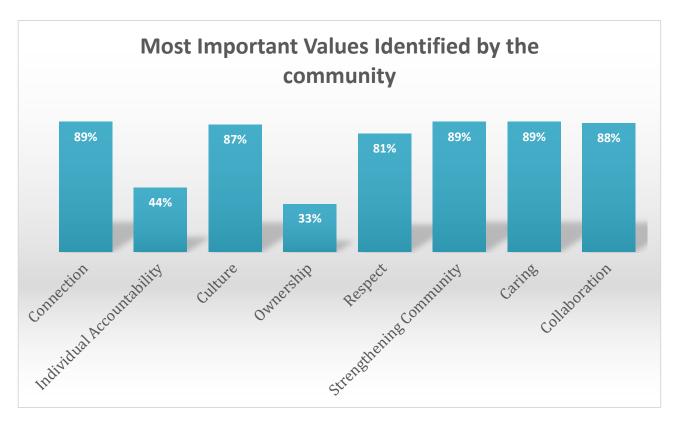


Community Engagement

Developing a strategic plan is an important act of self-determination. It is a plan for the future that is reflective of the needs and vision of Lheidli T'enneh. Most importantly, it is not developed by Federal or Provincial government but is developed by and for the Lheidli T'enneh First Nation. This plan reaffirms the mission and vision of the community, prioritizes strategies and reconfirms values to maintain while working towards achieving the vision.



A strategic plan acts like a road map to identify the route to take to get where the LTN wants to go – the vision for a better future. The strategic mission, vision, values and priorities are developed by the community members. Rather than getting this done through general assembly, the complete process was developed by the administration through survey among the community members because of ongoing pandemic.





Infrastructure and	85%	
Equity	63%	
Territorial Stewardship	85%	
Prosperity and Peace	51%	
Citizen Development	85%	
Food security	82%	
Health and Safety	88%	
Quality Based	85%	
Language and Culture	86%	

Based on Community member's opinion, six priorities are adopted by the Council and administration as six pillars to build on the workplan for the next five years. Those are:

Infrastructure and Community Resources Territorial Stewardship

Health and Safety

Citizen Development

Quality Based Management (QBM)

Language and Culture

The departments developed their plan consists of their goal, priority actions and Key Performance Indicator (KPI) to drive the administration toward the achievement of these priorities identified by the community. According to that plan, a multi-year financial plan is hence developed, to better forecast the economic requirements and overall achieve excellence in administration.





Meet the Core Team



Executive Director

Lead Executive Assistant

Chief Financial Officer

Economic Development Manager





Natural **Resources** Manager

Capacity **Development & Training Officer**



Housing Manager

Manager, Capital **Projects & Asset** Management

Health Manager

Education Manager



Lands Manager

Community **Maintenance** Technician, **Public Works**



ADMINISTRATION, FINANCE AND HR

To facilitate and ensure excellence in governance while meeting the best employee and employer standard.





- 1. Plan, implement and manage LTN strategy and planning.
- 2. To ensure continuous improvement of governance and financial administration.
- 3. Optimization of utilization of resources to better serve the community.
- 4. To ensure best practice of human resource management.





- 1. To ensure all policy and procedures are in place and update in regular interval.
- 2. Adherence to FAL and bring that to life fully.
- 3. Monitor and take necessary measures to keep all the departments in track to continue to perform the priority actions.
- 4. Identify areas to control cost and utilize the resources in best way possible.
- 5. Hire and retain best human resources suitable for the organization.
- 6. Lead the organization to practice according to relevant ISO standards.





- 1. Policy and procedures are timely updated.
- 2. Workload-staff ratio and Staff morale (from survey).
- 3. Administrative expenses and financial controls.
- 4. Adherence to LTN calendar.



02/12/2021

CAPITAL PROJECTS AND ASSET MANAGEMENT

To ensure sustainable infrastructure, facilities, appropriate use and maintenance of assets, efficient utilization of resources.



Infrastructure and Community Resources





- 1. To provide safe and adequate infrastructure and facilities.
- 2. To ensure best use of assets through efficient management and maintenance.
- 3. To assist through engineering and technical knowledge support as when necessary for other departments.





Initiate or Support Construction/Renovation/Maintenance Projects for:

- 1. Community Waste Water System.
- 2. Fire Hall.
- 3. Playground (North and Southside)
- 4. Road upgrade.
- 5. Subdivision.
- 6. Water System.
- 7. Existing facilities and assets (Band Administrative building(s), Houses, Health Centre, vehicles etc).

Formulate and/or Maintain:

- 1. Asset Management Policy and Procedure.
- 2. Electronic Asset Management System.
- 3. Operation and Management of existing facilities and appropriate expenditure and reporting of funds received.
- 4. Necessary documents/policies for FMB certification.

Assist in:

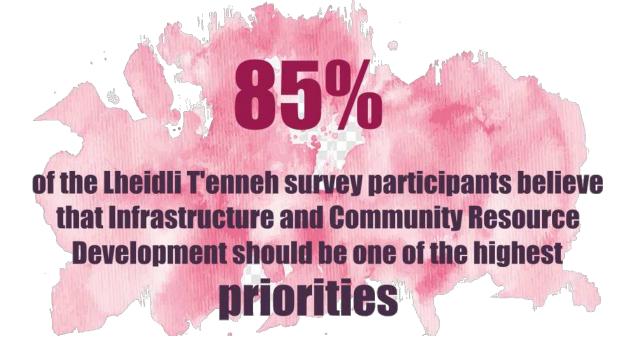
- 1. Development of Comprehensive Community Plan (CCP).
- 2. Any other requirements as arise to facilitate Cross-functional teamwork.







- 1. Project Management and Cost Control on current projects and timely completion.
- 2. Appropriate coordination and communication with consultants and contractors, evidence of effort to save cost at all time.
- 3. Ensuring funding requirements are met and all paperwork completion for new projects identified through Multi Year Capital Plan.
- 4. Integration of Capital plan with Land use plan and multiyear financial plan.
- 5. Formulation of budget and keep track of estimated costs for projects, O&M and any other items as identified in budget.
- 6. Formulation and continuous maintenance of Asset Management System, policy and procedure.
- 7. Assistance to other departments (e.g., Housing, Health, Economic Development etc.) as necessary, and reporting back to the Executive Director.





NATURAL RESOURCES

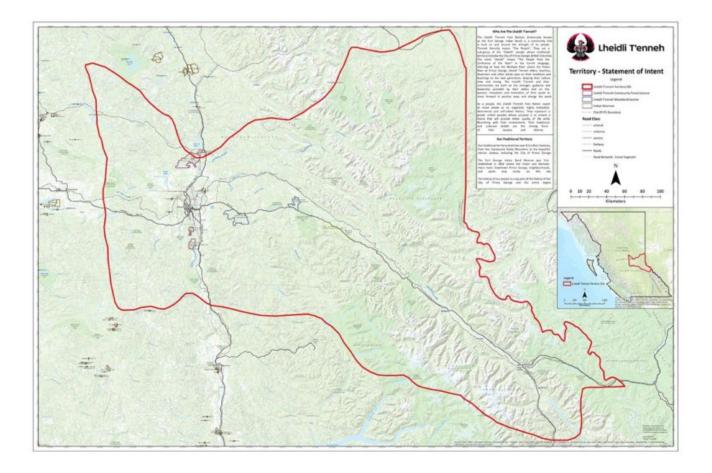
Assertion of aboriginal title, rights, and interests by upholding the respect of the land to protect its resources for future generations.





Territorial Stewardship

To ensure planning & engagement, capacity & financial development and implementation of tools to achieve overall excellence.











Planning and Engagement

- 1. Assess a web-based referrals system.
- 2. Develop a land use plan that reflects the assertion of aboriginal title, rights, and interests.
- 3. Develop strategy to protect Lheidli T'enneh membership and the title, rights, and interests.
- 4. Develop membership engagement systems.
- 5. Update the Lheidli T'enneh Archaeology Policy.
- 6. Develop Cultural Heritage Resources (CHR) Assessment and Field Procedures.
- 7. Conduct a Strength of Claim (SOC) report for specific areas and the territory.
- 8. Engage with appropriate Provincial Ministries to secure partnership to develop an emergency response plan to industrial or environmental events.
- 9. Continued IBA approach with major Licensees.
- 10. Develop enhanced Best Management Practices for LT licences and Territory.
- 11. Conduct analysis on purported crown land grants sales and applications.
- 12. Conduct analysis on Treaty Selected Lands (TSL).
- 13. Conduct analysis on Ability to Meaningfully Exercise (AME) rights within the Territory.
- 14. Develop system for employment opportunities related to projects.
- 15. Engage and develop capacity agreements with Ministry of Forest, Lands, Natural Resource Operations, and Rural Development and Branches; C&E, Conservation Office, MEMPR, MoTI, MOE, MOF, BC OGC, CER.
- 16. Develop watershed plans for culturally sensitive areas (CSA) within the Territory.
- 17. Develop a system for Natural Resources and the Fisheries Department to collaborate.
- 18. Develop a strategy to ensure rights to hunt moose is secured.
- 19. Meet deliverables of government and industry agreements.

Capacity and Financial Development

- 1. Archivist.
- 2. Referrals Assistant.
- 3. Forester.
- 4. Biologist.
- 5. Project employment for membership.
- 6. Acquire capacity funding from Stewardship fees and Province of BC.

Implementation

- 1. Implement web-based referrals system.
- 2. Implement Archaeology Policy.
- 3. Implement Cultural Heritage Policy.
- 4. Implement current negotiations

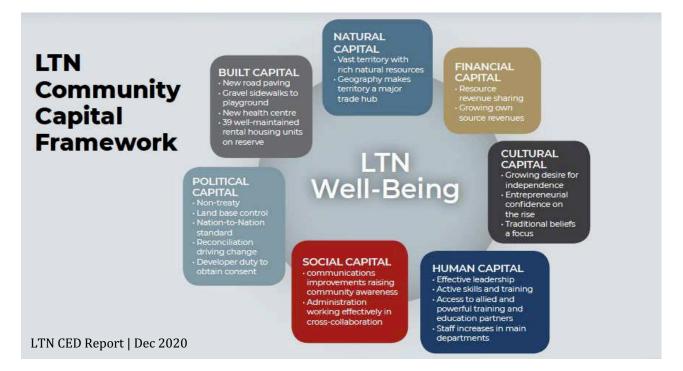
i.Government to Government negotiations (Forestry and Land Dispositions).



LTN STRATEGIC PLAN (2021-2025)



- 1. Implementation of web-based referrals system.
- 2. Completion of Territory Land Use Plan.
- 3. Completion of strategy to protect Lheidli T'enneh membership.
- 4. Complete engagement systems.
- 5. Finalize Archaeology Policy.
- 6. Complete CHR assessment and Field Procedures.
- 7. Complete SOC report.
- 8. Secure partnership and complete emergency response plan.
- 9. Secure IBA's with Licensees.
- 10. Complete Lheidli T'enneh's enhanced Forestry Best Management Practices.
- 11. Complete analysis for purported crown grants.
- 12. Complete analysis on Treaty Selected Lands.
- 13. Complete analysis on TSL.
- 14. Complete analysis on AME.
- 15. Secure on-going project employment.
- 16. Secure capacity agreements with Province of BC Ministries and Branches.
- 17. Complete strategy to ensure sections 35 rights to hunt moose.
- 18. Complete watershed plans for CSA.
- 19. Complete system for engagement.
- 20. Meet deliverables for Natural Resources related agreements.



HEALTH

To enhance the quality of life with community consensus on achieving physical, mental, emotional, and spiritual health through holistic and culturally appropriate approaches towards a healthy and sustainable future.







- 1. Encourage and promote health and wellness to enhance quality of life for all members including children, youth, adults and elders.
- 2. Deliver culturally appropriate and holistic programs, supports and services equally to the Lheidli T'enneh community in overall health and wellness.
- 3. Provide primary medical care directly in the Lheidli T'enneh community.
- 4. Assist and support in the navigation of the current health care systems and supports within the community of Prince George.
- 5. Education on available medical benefits available through First Nation Health Authority and through the LTN Health Centre.









Health and Wellness - Programs and Services:

- 1. Deliver ongoing programs and services to promote health and wellness for all community members based off the guidelines of the annual funding from First Nation Health Authority:
 - 1.1 Healthy Child Development, Mental Wellness (Brighter Futures, Mental Health Crisis, Suicide Prevention, Solvent Abuse, Alcohol and Drug Abuse Program), Healthy Living (Aboriginal Diabetes Initiative, Health Promotion and Injury/Illness prevention), Communication Disease Control and management (Blood Borne Diseases and Sexually Transmitted Infections HIV/AIDS), Environmental Health (Drinking Water Safety Program), Primary Care Home and Community Care (Home and Community Care- Phase 3 Service Delivery).
- 2. Provide education on prominent health issues to create awareness and support in building a healthy community.
- 3. Support Lheidli T'enneh members on the medical care plans and navigate the medical systems to receive the best available supports.
- 4. Ensure that the teachings of culture and traditions are established within the program plans that are offered by the Health Centre.
- 5. Produce a monthly program calendar that is communication to all Lheidli T'enneh members by social media platforms and hard copies in community.
- 6. Enhance the medical transportation for clients to receive essential medical care.
- 7. Continue and create relationships to support services outside of Lheidli T'enneh and referrals.

First Nation Health Authority (FNHA) Annual Funding/ Grant Funding:

- 1. Improve the health outcomes associated with First Nations by aligning the Lheidli T'enneh Health programs and services to the guideline of First Nation Health Authority Annual Funding.
- 2. Apply for ongoing grant funding opportunities to offer additional programs and services outside the scope of the annual funding.
- 3. Complete an Annual Report according to the guidelines of the fiscal agreement.
- 4. Prepare annual fiscal budgets and closing reports.

Existing Health Centre and Transition of the newly constructed Health Centre:

- 1. Continue utilizing the current clinic that has been established in the existing health centre.
- 2. Develop processes to define the clinic structure and implement staffing to provide services.
- 3. Conduct medical appointments in the fully equipped examination room.
- 4. Establish and train selected health staff on an efficient medical charting system for the operation of the Lheidli T'enneh clinic and confidential data base for client information.



- 5. Transition and develop all programs and services from the existing Health Centre to the new build once completed in 2021.
- 6. Develop and implementation of current and new programming and services.

Health and Wellness Plan:

- 1. Construct a Health and Wellness plan in approaching all necessary audiences which include: Health Staff, Lheidli T'enneh Administration, Leadership and all Lheidli T'enneh Community Members.
- 2. Capture the vision, goals and needs of 'Health and Wellness' from all sectors of audiences through community engagement.
- 3. Develop a strategic plan that aligns with the values of the Lheidli T'enneh Nation.
- 4. Produce a final document 'Lheidli T'enneh Health and Wellness Plan' distribute the final document to all Lheidli T'enneh members.
- 5. Implement the developed plan to align with the structure of the Health Centre in all programs and services.

Develop a new Health Policy and Procedure Manual

- 1. Create a guideline that will easily identify the available funding options through First Nation Health Authority and the Annual Funding allotted to Lheidli T'enneh Health Centre/Department.
- 2. Policies and procedures to access funding avenues.
- 3. Clear communications with supporting documents on all health benefits to guide the Lheidli T'enneh membership on available medical benefits.
- 4. Work towards developing and creating equal health care to all Lheidli T'enneh members, on or off reserve.









- 1. Monitor the health and wellness needs of the community and create easier access to medical care.
- 2. Developing and implement the delivery of programs and services according to the guidelines of First Nation Health Authority (FNHA) Annual Funding Agreement.
- 3. Education and support in navigating the Lheidli T'enneh members on the available funding for medical benefits through the LTN Health Centre and FHNAH.
- 4. Provide Primary Care to clients within the Lheidli T'enneh community.
- 5. Enhance medical transportation to access necessary medical care appointments.
- 6. Incorporate the practises of culture and traditions into the programs and supports.
- 7. Process and attain additional funding through grant opportunities to enhance programs and services on an annual basis.
- 8. Attain additional funding resources to ensure there is available and easy access of equal opportunity for health care benefits to all Lheidli T'enneh members who reside off reserve.





ECONOMIC DEVELOPMENT

To coordinate processes, activities and supporting court decisions/law to better position the Nation's ability to leverage and assert our Title and Rights in order to maximize economic opportunities and benefits.







- 1. To create meaningful and mutually beneficial partnerships that draws upon and aligns with community values and principles.
- 2. To work in cooperation with NR to ensure maximization of economic components are included in all 'agreements'.
- 3. To work with NR and finalize FRA with Canfor. Engage, negotiate and finalize FRA's with all Licensees operating w/i Territory.
- 4. To continue negotiations with MIRR & FLNRORD at G2G Forestry Table.
- 5. To implement LTN's Forestry Business Strategy.
- 6. Expand and develop economic/business opportunities outside of 'resource extraction' sectors.

A Vision for Lheidli T'enneh Economic Development





02/12/2021





- 1.1 Proactively support *Consultant* in their work of 'restructuring' Tano T'enneh. Ec. Dev. Corp. which will create a business environment that provides certainty and consistency and attract investment and successful/reputable business partners.
- 1.2 Strategically engage, develop relationships with potential 'sectoral' business partners that value and respect Lheidli as an equal partner and recognize the privilege that association brings to them.
- 2.1 ED to direct EcDev & NR staff to have bi-weekly meetings thereby supporting in creating the 'space' required to work collaboratively, share information, strategize and formulate unified approach/actions.
- 2.2 Develop in collaboration with NR/Referrals Officer, a standardized 'assessment/ranking' system that will aid in 'fleshing out' potential economic opportunities via our referrals system.
- 3.1 Continue with bi-weekly meetings b/w LTN & Canfor.
- 3.2 Begin engagement process with Sinclar, Dunkley, Carrier with intent to utilize 'stepwise' approach to negotiations.
- 4.1 Continue with weekly table meetings.
- 4.2 Assert/lobby LTN's interests re-apportionment decision.
- 5.1 Provide Chief and Council financial options/considerations and steps/phases associated with implementation and the corresponding financial returns.
- 6.1 Utilize CEDP and Tourism Strategy and develop associated four-year implementation plan including; short/mid/long-terms wins, anticipated staffing needs, financial considerations, funding sources.
- 6.2 Continued management and support of current tourism and AFEP staff.
- 6.3 Develop Ancient Forest Enhancement Project (AFEP) Business Development Strategy.
- 6.4 Support Leadership & Tano BOD in clarification of roles/responsibilities between EcDev within LTN Administration and CEO of Tano Dev. Corp.







- 1.1 Project Profitability; difference between revenue generated by Tano and Consultant & Legal cost of work.
- 1.2 Formalize 'sectoral' business partnerships.
- 2.1 80% adherence to meeting schedule.
- 2.2 Capture ec.opp's via NR referrals process.
- 3.1 Finalize FRA with Canfor by March 31st, 2021.
- 3.2 Sign LOA's with Licensee's by Sept. 1st 2021.
- 4.1 Successfully secure 50% tenures and 100% stumpage fees by 2022.
- 5.1 Revenue forecasting as per strategy/variables.
- 6.1 Successfully access funding sources to support implementation of AFEP BDS.
- 6.2 2024 (timeline) AFEP deliverables (project scope) complete within allocated budget.

Our community will become more independent Youth can live and work closer to home Closes the socio-economic gap Promotes diversity and inclusion Community health and wellness Indigenous values should influence Preserves and strengthens Indigenous culture Helps local entrepreneurs Harmony with the land (if done right) Survey respondents are unanimous in their opinions that these are the benefits of economic development.

Source: LTN Community Economic Development Survey, Sept 2020





EDUCATION

Ensure the physical, emotional, and mental well-being and development of our students, and also making sure that strong supports are in place to guide and empower them through their educational pursuits.







- 1. To improve our students' sense of belonging within their school settings.
- 2. Help connect families with the resources they may need to ensure student success.
- 3. Monitor student progress from school years through to entering the workforce.
- 4. To close the gap between Indigenous and Non-Indigenous graduation rates.









Work in partnership with SD57 to:

- 1. Identify students needing more supports at an earlier age; this includes assessments, evaluation of age/grade levels, etc.
- 2. Improve student attendance rates.
- 3. Review and revise the current Local Education Agreement in place with SD57. Amendments should focus on: improving services provided to our students, creating culturally respectful learning environments, increasing student engagement, increasing graduation rates, and supporting students in achieving their full potential.
- 4. Infuse Indigenous culture throughout all schools on an on-going basis, thereby creating a culturally inclusive learning environment.
- 5. Follow-up with SD57 to monitor progress and keep accountabilities at the forefront.

Relationship Building:

- 1. Work on building contacts, strengthening relationships, and working in partnership with representatives from School District 57, College of New Caledonia, and University of Northern B.C.
- 2. Continue to work collaboratively with the McLeod Lake Indian Band Education Department to achieve common goals.
- 3. Work with families to determine how we can best help them as their children go through the SD57 and post-secondary institutions.
- 4. Connect with high-school and post-secondary students throughout their programs, and as they transition into the workforce; assist/provide guidance to help them reach their goals.





- 1. Monitor attendance rates of students; higher attendance is indicative of greater academic success, feelings of belonging, and improved self-esteem.
- 2. Quarterly LEA meetings with SD57 to determine the level of cultural enhancements, student engagement, and student achievement.
- 3. Measure student assessment completion via data obtained through SD57.
- 4. Track student evaluation based on age/grade level to determine progress.



Enhance curriculum with Dakelh options for all students. Ensure classrooms have Indigenous perspectives woven in to day-to-day activities, thereby making inclusive learning priority, and improving confidence and cultural pride in our students.





- Ø
- 1. To enhance community involvement in language initiatives.
- 2. To develop fluent Dakelh speakers within community.
- 3. To increase access to language and culture within school settings.





Work in partnership with SD57 to:

Develop and implement Dakelh language and culturally based curriculum for grades K-12; this would include not only Dakelh language classes, but also infusing the language and culture throughout all class offerings.

Projects:

Seek out and submit applications to secure funding for language initiatives. This will allow for continuation and enhancement of current language initiatives (BCLI).

Relationship Building:

To seek guidance, input, and information from Elders and Knowledge Keepers.





LTN STRATEGIC PLAN (2021-2025)





- 1. Increase number of language speakers ranging from beginner level to fluent.
- 2. Increase number of community members participating in language initiatives.





To ensure safe, quality, efficient and affordable Housing is built and maintained, keeping up with demand utilizing all financial and human resources available.





- 1. To provide and support safe and adequate housing, on and off reserve.
- 2. To ensure best use of housing assets through efficient management and maintenance.
- 3. To manage technical designs, inspections, and operations policies.











Initiate or Support Construction/Renovation/Maintenance

Projects for:

- 1. Existing Housing units.
- 2. New Housing Development.

Formulate and/or Maintain:

- 1. Property and Tenant Management Policy and Procedure.
- 2. Digital and paper Asset Management System.
- 3. Operation and Management of existing housing and appropriate expenditure and reporting of funds received.
- 4. Necessary documents/policies for FMB certification.

Assist in:

- 1. Development of Comprehensive Community Plan (CCP).
- 2. Development of Land By-laws regarding housing.
- 3. Any other requirements as arise to facilitate Cross-functional teamwork.





- 1. Project Management and Cost Control on current projects and timely completion.
- 2. Appropriate coordination and communication with consultants and contractors, evidence of effort to save cost at all time.
- 3. Ensuring funding requirements are met and all paperwork completion for new projects identified through Multi Year Housing Plan.
- 4. Integration of Housing Plan with, Capital plan and Land use plan and multi-year financial plan.
- 5. Formulation of budget and keep track of estimated costs for projects, O&M and any other items as identified in budget.
- 6. Formulation and continuous maintenance of Asset Management System.
- 7. Assistance to other departments (e.g., Capital, Lands, Natural Resources, Health, Economic Development etc.) as necessary, and reporting back to the Executive Director.



LANDS

To develop and implement policies, systems and processes that will legislate, plan and manage activities, and appropriately coordinate and allocate resources to support effective and efficient on reserve land management.



Infrastructure and Community Resources

Goals

- 1. To ensure the best and most suitable use of reserve lands.
- 2. Strengthen and promote good on reserve land governance: Improved efficiency and effectiveness of Regulatory Systems.
- 3. Utilise GIS systems in departmental operation.









- 1.1 Identify opportunities for the use development and management of Reserves at Salaquo, Clesbaonecheck.
- 1.2 Coordinate and complete key planning activities for subdivision design in collaboration with Housing.
- 1.3 Source multi-year funding and procure professional services to initiate and support Comprehensive Community Planning Process.
- 2.1 Commence review and development of laws and policies for improved on reserve regulatory systems for the following:
 - 2.1.1 Animal Control Law
 - 2.1.2 On reserve allocations, leases, licenses and taxation
 - 2.1.3 Zoning by-law
 - 2.1.4 Trespass and enforcement law
 - 2.1.5 Building and development law
 - 2.1.6 Lands Authority Election Law as per (Section 25.8 of LTN Land Code)
 - 2.1.7 Expropriation Laws (Section 15.3 LTN land Code)
 - 2.1.8 Land Authority TOR (review)
 - 2.1.9 Land Code (review)
- 3.1 Map unmapped existing reserve infrastructure.
- 3.2 Collate and digitise existing reserve land information.
- 3.3 Develop GIS Data Standards for data input, acquisition and sharing.
- 3.4 Staff Training.







- 1.1 Engagement with community via LA to assess user needs for community development, reserve land use & CCP.
- 1.2 CCP: Funds Sourced, RFP prepared, service procured and contracts issued in accordance with LTN Finance Policy.
- 1.3 Ensure all funding reporting requirements are met.
- 2.1 Land Authority to support initiatives to increase policy development awareness and visibility at least twice per quarter (number of engagement sessions; number of special newsletter issues).
- 2.2 Establishment of improved and more responsive regulatory environment which provides clarity and certainty to potential members and/or investor on access, use, development and protection on reserve.
- 2.3 Develop awareness plans for administration and membership to highlight the benefits of creating laws to enable investment and development opportunities on reserve.
- 3.1 Develop comprehensive digital GIS based repository of on reserve land information.
- 3.2 Use Geographic information to support department decision making and operations.
- 3.3 Staff undertake minimum one GIS training program per year.
- 3.4 Improved access to searchable digital records.





PUBLIC WORKS

To ensure appropriate maintenance of assets, and efficient utilization of resources and levels of services are met.



Infrastructure and Community Resources





- 1. To provide safe and reliable maintenance of infrastructure and buildings in a timely manner.
- 2. To ensure best use of assets through efficient management and maintenance, and energy efficiency improvements.
- 3. To extend the life of components of infrastructure and buildings through planned annual preventative maintenance actions and quick response to immediate repairs.
- 4. To prevent potential fire and wildfire impacts to all assets and buildings.
- 5. To assist in planning, mitigating, responding and recovery from potential hazards and emergencies.





LTN STRATEGIC PLAN (2021-2025)





Operations and Maintenance for:

- 1. Community Water Systems (North and South Side).
- 2. Playgrounds and lighting (North side).
- 3. Roads snow removal and crack seal.
- 4. Community Waste Water Systems (When built).
- 5. Garbage and Recycling (North and South Side and Downtown Office).
- 6. Production and delivery of firewood to Elders.
- 7. Existing facilities and assets (Pumphouses, Reservoirs, Barn and Storage Facilities, Band Administrative building(s), Houses, Health Centre, Heavy Equipment, Tools, and vehicles etc.).

Maintain:

- 1. Asset Management Policy and Procedure.
- 2. Electronic Asset Management System.
- 3. Operation and Management of existing facilities and appropriate expenditure and reporting of funds received.
- 4. Necessary documents/policies for FMB certification.

Assist in:

- 1. Development of Comprehensive Community Plan (CCP).
- 2. Emergency planning and responses.
- 3. Health and Safety Policy and Procedures (JHSC).
- 4. Any other requirements as arise to facilitate Cross-functional teamwork.







- 1. Maintenance Management Operating Budget and Cost Control on all maintenance activities and budgets.
- 2. Timely and regular Communication with consultants and contractors, Circuit Rider, other LTN Staff with evidence of effort to save costs at all time.
- 3. Ensuring all paperwork is completed for time sheets, purchase orders, annual reporting, and other administrative duties and responsibilities.
- 4. Integration of Maintenance Plans with Capital Plan and Infrastructure Development.
- 5. Formulation and continuous maintenance of Asset Management System.
- 6. Certification of all Community Maintenance Technicians and Building Maintenance Workers, Janitors, and Casual Labourers for Safety and equipment operation.
- 7. Reduced maintenance costs through preventative measures.
- 8. Quality safe water for all households and facilities.
- 9. Clean roads with minimal damage and potholes.
- 10. Grass and underbrush cleared and maintained.
- 11. Garbage and recycling kept clean and removed and disposed appropriately and within environmental guidelines.
- 12. Equipment and Tools maintained and serviced on a regular basis to extend their service life.
- 13. Improved air quality in the community buildings.
- 14. Reduced utility costs and GHG reduction through efficiencies measures.





EMPLOYMENT AND TRAINING

Conduct Labour Market Research (LMR) for training programs, in order to align training initiatives / skill sets with employment opportunities.





Citizen

Development

- 1. Maintain resources to implement LTN Employment/training strategy.
- 2. Build on existing Skill Sets using an inventory as a basis for moving forward in training.
- 3. Capacity Development.





- 1.1 Utilizing the Employment Assisted Services (EAS) program to:
 - 1.1.1 Maintain, manage and support members and their respective files.
 - 1.1.2 Maintain all aspects of communication for employment and training initiatives newsletters, social media, job boards.
 - 1.1.3 Quarterly and Annual ASETS reporting to membership and funding organizations;
 - 1.1.4 Data entry into the ARMs database system, for results.
 - 1.1.5 Create individual Action Plans for Un-employed band members in all areas of education and training.
- 2.1 Examine employment gaps for on/off reserve community members:
 - 2.1.1 Current skill
 - 2.1.2 Work experience
 - 2.1.3 Recertification (expired certificates)
 - 2.1.4 Industry requirements for training requirements
 - 2.1.5 Demographic statistics
 - 2.1.6 Obtain work experience with Industry Partners
- 3.1 Develop and implement key personnel positions critical to moving the Nation forward with Partnerships and Industry; Job Placement and Casual Labour Pool.





LTN STRATEGIC PLAN (2021-2025)





- 1. LTN community members Access employment Opportunities.
- 2. By utilizing all aspects of employment via communication strategy for employment and training initiatives.
- 3. Create and implement a skill inventory of membership.
- 4. A minimum of fifty (50) members gain employment with industry.
- 5. Fill employment and training initiatives with skilled workers.





EMPLOYMENT AND TRAINING (CONTD.)

Provide access to training programs and initiatives and to explore Capacity Development opportunities in the Traditional Environmental Knowledge Sector, Environmental Monitor Technician Sector and the Wildlife Monitor Technician Sector in order to develop and maintain Stewardship Protocols.





Capacity Development and promote training/ workforce.









- 1. Programs & Initiatives.
- 2. Capacity Building.
- 3. Reduce barriers to employment by offering community members access to resources
- 4. Transferable skills.
- 5. Develop online services/resources.
- 6. Systems and procedures align training initiatives with employment opportunities
- 7. Increase community participation.
- 8. Secure funding.
- 9. Develop work readiness program.
- 10. Offer access to the TEK Traditional Environmental Knowledge- target specialized training program for community members.
- 11. Offer access to the Environmental Monitoring Training Program for community members.
- 12. Offer access to the Wildlife Monitor Training Program for community members.

KPIs

- 1. Case File Assessments.
- 2. Database Entry ARMs.
- 3. Community Engagement Sessions.
- 4. Virtual / Digital Communication Work Plan.
- 5. Communication Strategy.
- 6. Target employment and training for LTN Band Members.

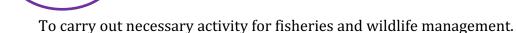


- 7. Targeted LTN Band Members complete specialized training for industry requirements.
- 8. 10 Laptop(s) for training and certification.
- 9. Driving Programs for obtaining drivers licensing levels – 7L, 7N, Class 5- target 20 community members trained.
- 10. 1-2 Community members (TEK) trained.
- 11. 8 Community members (EM) trained.
- 12. 24 Community members (WM) trained.



FISHERIES

To manage and protect LTN resources for current and future generations.





Goals



Research, Planning and Ongoing Needs

- 1. Undertake planning process (building off this process) to scope near-term fish and wildlife interests and related actions, and align funding/OSR to support implementations, assign associated responsibilities, etc.
- 2. Undertake Lheidli management planning for priority wildlife species (moose, elk/deer, caribou, grizzly, furbearers) linked to forest stewardship plan.
- 3. Continue developing and implementing Lheidli management planning for priority fish species (chinook, sockeye, coho, pink, white sturgeon, burbot, etc.)
- 4. Integrate cultural components into planning.
- 5. Research fish farm/aquaculture opportunities.
- 6. Undertake feasibility studies re hatchery development.
- 7. Develop food fish access strategy.
- 8. Research options to integrate fisheries and referrals capacity.
- 9. Conduct ongoing research into surveys, partnership opportunities and economic opportunities (guiding/ecotourism, moose hide collection, canning and processing).
- 10. Develop Bowron/Willow River Watershed Management Plan.
- 11. Develop policies and licensing for sustenance hunting and fishing.
- 12. Maintain good standing with existing funders and related agreements.

Human Resource Requirements and Capacity Building

- 1. Biologists (fish and wildlife).
- 2. Technicians (field/GIS).





- 3. FSC fishery manager.
- 4. Guides.
- 5. Conservation Officer/Guadrians/Monitors.
- 6. Seasonal technician positions.
- 7. Develop mentoring and hiring strategy.
- 8. Develop training for tourism and experiential cultural learning.

Infrastructure

- 1. Maintain/secure property for Lheidli fish camp(s).
- 2. Manage boat/river access.
- 3. Maintain/improve warehouse building.
- 4. Develop fish hatchery infrastructure.

KPIs

- 1. Management plans for wildlife and fish developed and implemented.
- 2. Lheidli roles within existing management initiatives maintained, expanded or created (sockeye/chinook/sturgeon recovery, caribou recovery, grizzly management, fishery management, wildlife harvest opportunity allocation, etc.).
- 3. Mentoring and hiring strategy completed; key technical positions in place.
- 4. Food fish access strategy completed and implemented.
- 5. Ongoing research into surveys, partnership opportunities and economic opportunities (moose hide collection, canning and processing).



- 6. Bowron/Willow River Watershed Management Plans completed.
- 7. Own fish camp in place and river access secured/managed.
- 8. Tourism and Cultural training programs developed and coordinated.
- 9. Integration of cultural components ongoing.
- 10. Integration of fisheries and referrals refined and implemented.
- 11. Policies and licensing for sustenance hunting and fishing developed and implemented.
- 12. Wildlife Promotion Program implemented.
- 13. Human Resource requirements filled.





EMERGENCY MANAGEMENT, HEALTH AND SAFETY



To ensure the health and safety of all community members, staff, guests, visitors and customers through planning and mitigation





- 1. To plan, prepare, respond, and recover from all hazard emergencies using standard Emergency Management Practices.
- 2. To prevent potential fire and wildfire impacts to people and all assets and buildings.
- 3. To build the capacity of the LTN community in emergency planning, mitigating, responding and recovery from potential hazards and emergencies.



Emergency Management Planning:

- 1. Pandemic.
- 2. Flood and Freshet.
- 3. Wildfire and fire.
- 4. Rail cargo and crossings.
- 5. Pipelines.
- 6. Utility right of ways.
- 7. Evacuation Planning.
- 8. Emergency Support Service paperwork and forms.
- 9. Emergency Operations Center and Incident Command Systems.

Formulate and/or Maintain:

- 1. Annual Drills for North and South side.
- 2. Monthly Joint Health and Safety Committee meetings.
- 3. Annual EMP review and adjust.
- 4. Necessary documents/policies for FMB certification.





Assist in:

- 1. Development of Comprehensive Community Plan (CCP).
- 2. Emergency planning and responses.
- 3. Health and Safety Policy and Procedures (JHSC).
- 4. Any other requirements as arise to facilitate Cross-functional teamwork.

KPIs

- 1. EMP Complete.
- 2. EMP App in place.
- 3. Joint Health and Safety Committee operating on a monthly basis.
- 4. Ensuring all paperwork is completed for time sheets, purchase orders, annual reporting, and other administrative duties and responsibilities.
- 5. Certification of all JHSC members and on-going training.
- 6. Annual tabletop exercises and drills.

- 7. Evacuation signage and muster locations posted.
- 8. Emergency Kits for each household.
- 9. LTN Web Page with Emergency Plan and contact information to community.
- 10. EOC set up at Brunswick Street.
- 11. Regular meetings with EMBC, City of PG, FFGRD emergency management personnel.
- 12. Annual inspection of all homes and community buildings.
- 13. Organized and prepared for all emergencies.







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