COMPREHENSIVE COMMUNITY PLAN 2022/2023

Submitted by:

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February 28, 2024

Contents

Acknowledgements

Executive Summary

Declaration Statement

Project Approach

Demographics

Leadership Priorities

Staff Priorities

Land Code 2000

Land Use Plan 2017

DRAFT Zoning Law

DRAFT Working Procedures Manual

DRAFT Soil Transport, Deposit and Removal Regulations

Acknowledgement

Thank you to the community members and the staff for your contributions to this document. Your comments provide the Chief and Council, the Executive Director and the Managers of the Administration and other people the information to make informed decisions. Also, thank you to Chief and Council for including the Lheidli T'enneh members in this process. Thank you to Lisa Arora from Getthepicture Ltd. for your excellent listening skills and you unique ability to present information in a concise and simple manner through your artwork. Thank you to Indigenous Services Canada for the provision of funding and your patience.

Executive Summary

The journey for Lheidli T'enneh is one of abound possibilities. Previous work by past leaders has set the foundation for a prosperous future. There are ample opportunities in all sectors of the regional economy. Effective participation will take unity and teamwork and some good fortune. The community members have provided input to assist the Community leaders to develop a solid CCP.

Solid governance and improving the quality of life is a high priority. The current election system under the Indian Act has caused instability, fragmentation and divisiveness. In short, it has set the Nation up for failure. Members want that changed to a more stable system that supports wellness, cultural revitalization, economic prosperity for the Nation and the individual members.

People want events that bring us together not push us apart. The community member care and are willing to do the work to make the Lheidli T'enneh successful. There is 22% of the population under the age of 20 years old and 22% 65 years and older. 56% are between 21 years and 64years of age. Our community is young and will continue to grow.

Culture and Identity is extremely important to the members. The Indian Act committed genocide and attempted to kill the language and traditional way of life. People want revitalization to occur both in traditional practices an language learning.

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.

The Declaration is laying the foundation for a guiding vision. Principles of sovereignty, community inclusion, environmental stewardship, cultural revitalization, and sustainability are all captured as focus areas that could support the realization of the declaration.

It is not necessary for each of the Nation's branches to have separate visions to guide their work. They would instead use the vision as a guide and each department would look at how their plans and program mandates support the overall Vision and become a spoke in the wheel.

As a planning tool the guiding vision becomes the core that dictates the direction of goal and priority setting this creates consistency through out the organization. All initiatives are measured against the core principles.

Socio-economic wellness is central to Lheidli T'enneh. This can be achieved through their connection to the land, meaningful jurisdiction, collaborative relationship building and effective planning practices.

The members provide their input to create focus areas and priorities. Collaborative planning processes can occur at events such as the Annual General Assembly. The information can support other priority setting exercises for the leadership and Administration as well as other Nation owned entities.

Project Approach:

The intent is to develop a document that will provide current and future leadership, management and future developers with an overview of where we are today and where the members believe where we should be going.

Community members provided input at the 2022 Annual General Assembly; they were asked seven questions:

1. What does governance look like to you moving forward?
2. What services should be delivered to the membership?
3. How should Lheidli enhance our identity??

4. How can Lheidli improve your quality of life?
5. What is your greatest need today?
6. What should Lheidli do about food security?
7. What are you willing to do to contribute to the future of Lheidli T'enneh?

The results were approximately 1000 comments over (attached) These comments were then grouped into five major themes. The themes are: Enhance identity; Provide more services and programs; continue towards self-Governance; Cultivate self-sufficiency and pursue Food Sovereignty. Each of the themes has goals and aims. (visual summary attached)

Based on the membership's comments and the summarized themes the administration staff met for a two-day session and looked at where we are now and what's in the way of realizing the Communities vision. The exercises included answering questions like what's already underway that we can build upon. (visual summary attached)

The content review of past and current documents such as the Land Code, Land Use Plans, Strategic plans, former CCP's and Implementation plans were helpful in creating this document.

Demographics:

The total population of members is 807. There are 108 on reserve of which 55 are women and 58 are male. There are 701 off reserve members, 424 live in the Prince George area and 277 live out of the Prince George area. There are 350 females and 351 males. There are 634 voting age members.

The 807 members population in the age categories are: *215* - 20 years of age and younger, *229* between the ages of 21 and 40, *259* between the ages of 41 and 64 and *103* that are 65 years old and older. There are 406 females and 401 males.

There are currently 377 members that are Elders under the current definition, which is fifty years of age and older.

The population growth has been significant. The numbers are as follows; **1986** – 111, **2000** – 266,
2005 – 309, **2018** – 442, **2024** – 807. The increase is predominantly caused by Bill C-31 and recent additions caused by court challenges such as the McIvor case. Lheidli has experienced a 5.5 percent average growth rate in its membership over the last thirty-eight years.

The population of the members will continue to grow over the next five years at a high rate before leveling off. It is difficult to figure out a precise final number. For planning purposes, the number of 5.5% can be used for the next 10 to 20 years. That means the population could be as follows:
2024 - 807
2029 – 1053
2034 – 1374

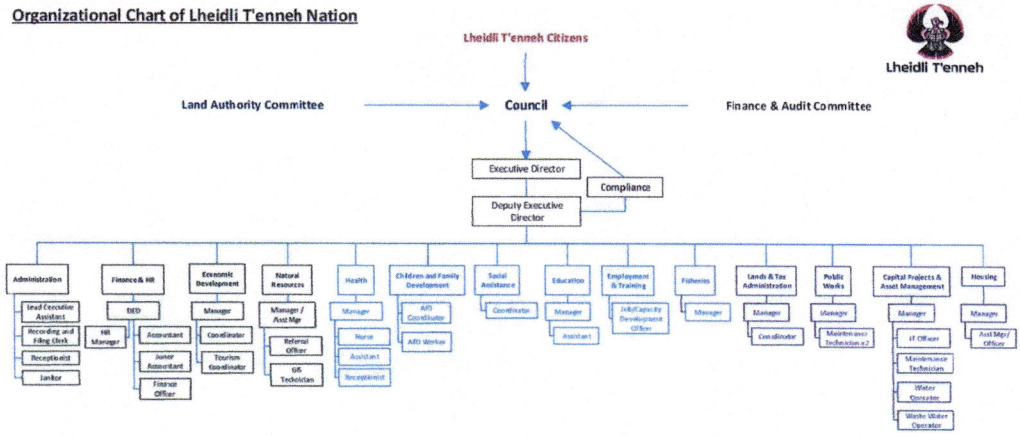
2039 – 1797
2044 - 2348

There are currently sixty-five elderly people that are 65 years old and older, that will put them individuals at a minimum of 85 years of age and older. Also, there are 151 members between the ages of 50 and 64 years of age. In 20 years, they will be a minimum of 70 years of age.

Other variables the require consideration are:

- Bill C31. Bill C3 and McIvor running its course sooner and the percentage changes.
- The mortality rate will potentially increase.

Organizational Chart of Lheidli T'enneh Nation



This Organization chart is approved by Council on the 28th March, 2023

Chief Dolleen Logan

Councillor Crystal Gibbs

Councillor Dominic Frederick

Councillor Helen Buzas

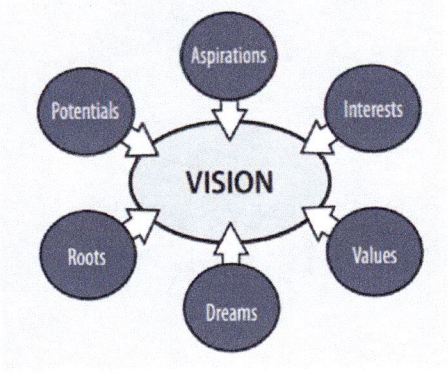
Councillor Joshua Seymour

Councillor Marcel Gagnon

Lheidli T'enneh
Whenl Lheidli T'enneh ts'inli

August 3rd, 2022

ANNUAL GENERAL ASSEMBLY 2022
Comprehensive Community Plan (CCP)
Session
August 21, 2022



Holistic, community-driven planning that covers all aspects of the community and lays out a vision and goals for the long term.

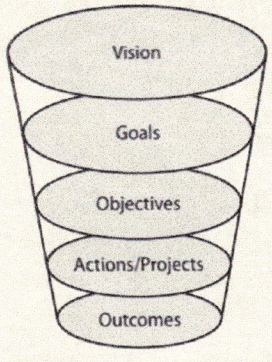
The CCP process is a type of planning that is designed to be very inclusive, culture-and-community-specific, and long term. CCPs range from 25–100-year plans, with high-level goals and a vision that represents the overarching dreams for the community.

- Undertaking long term planning helps communities to address current needs and build on existing strengths while preparing for the future.

- A community plan strengthens governance, focuses decision-making, aligns priorities with funding and ensures more cost-effective use of resources.

- A CCP gives framework and a process to examine its values, create a vision for the future and work toward achieving it with strategies, objectives, and implementation plans.

- A CCP enhances the probability and capacity for success.



The planning process is like a funnel: you work down from the BIG picture (vision) to very specific actions and outcomes.

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www.lheidli.ca

BENEFITS OF COMPREHENSIVE COMMUNITY PLANNING:

- Enables community to define their vision for the future
- Reinforces community values
- Provides opportunity for community healing
- Exemplifies transparent governance
- Improves communication
- Improves decision making
- Aligns priorities and resources
- Provides for program and administrative efficiencies
- Creates economic opportunities
- Helps build capacity and facilitates investments
- Improves and protects land, environment, and resources

Over a couple of working sessions, you will be able to provide comments on the following seven questions:

1. What does governance look like moving forward?
2. What services should Lheidli T'enneh be providing to the membership?
3. How should Lheidli T'enneh enhance our identity?
4. How can Lheidli T'enneh improve your quality of life?
5. What is your greatest need today?
6. What should Lheidli T'enneh do regarding food security?
7. What are you willing to contribute to the future of Lheidli T'enneh?

After accumulation of the comments there will be questions created and a survey of the members will be conducted through an electronic survey tool. This tool will be attached to our website. Results will be shared with the membership. All the information will be of great assistance in the development of our CCP.

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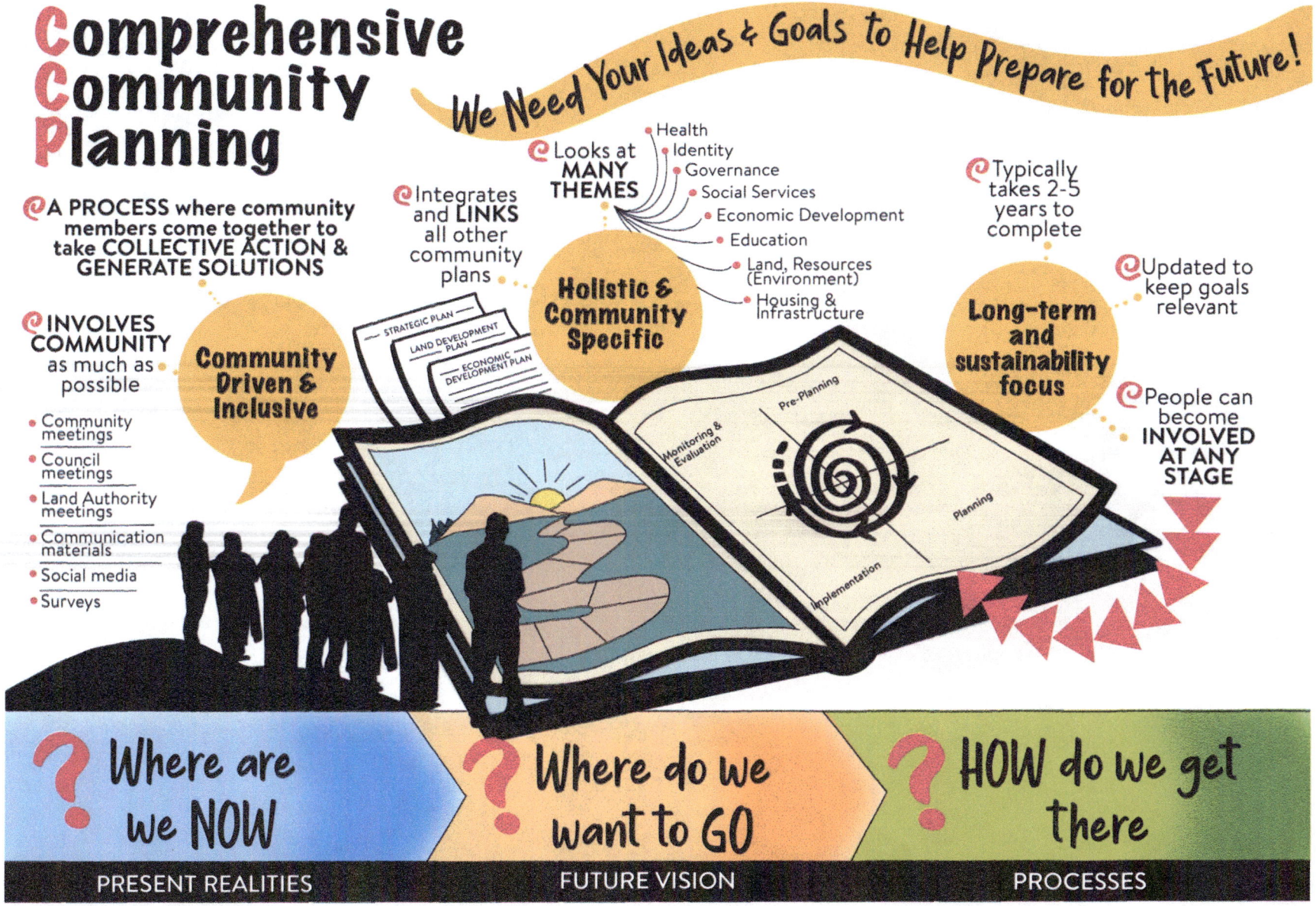
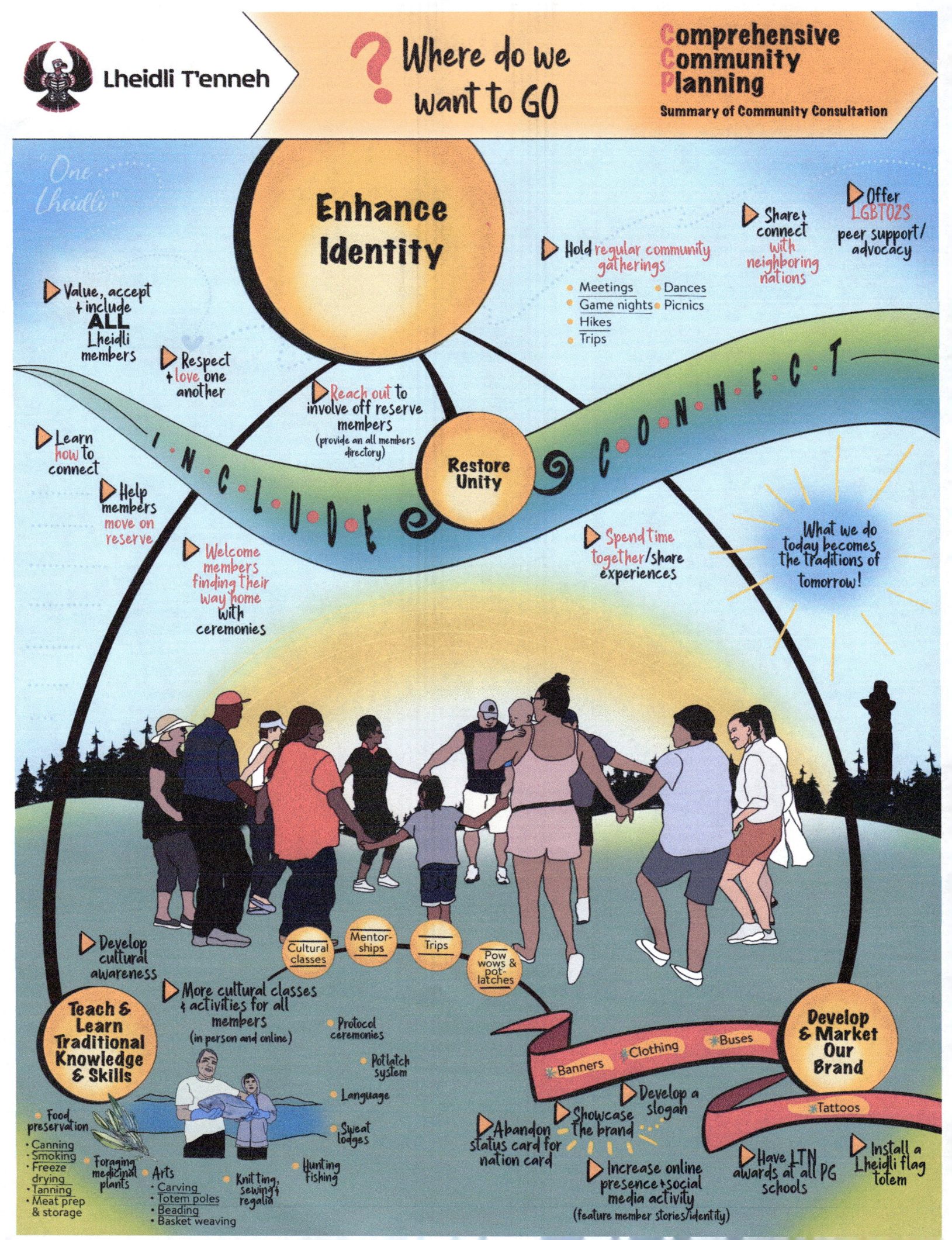
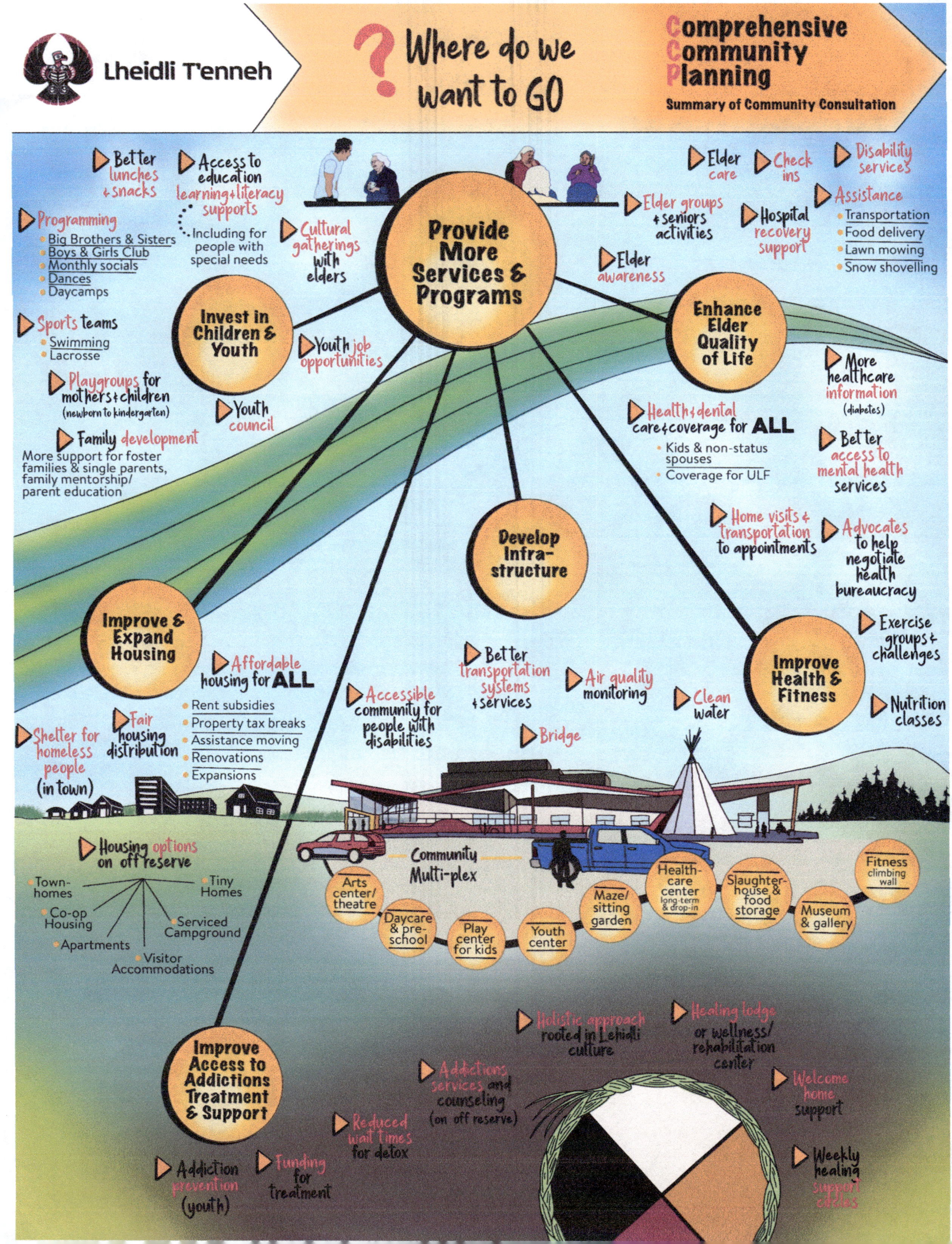

Comprehensive Community Planning
We Need Your Ideas & Goals to Help Prepare for the Future!
A PROCESS where community members come together to take COLLECTIVE ACTION & GENERATE SOLUTIONS
INVOLVES COMMUNITY as much as possible
Community meetings
Council meetings
Land Authority meetings
Communication materials
Social media
Surveys
Community Driven & Inclusive
Integrates and LINKS all other community plans
STRATEGIC PLAN
LAND DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT PLAN
Looks at MANY THEMES
Health
Identity
Governance
Social Services
Economic Development
Education
Land, Resources (Environment)
Housing & Infrastructure
Holistic & Community Specific
Typically takes 2-5 years to complete
Updated to keep goals relevant
Long-term and sustainability focus
People can become INVOLVED AT ANY STAGE
Pre-Planning
Planning
Implementation
Monitoring & Evaluation
Where are we NOW
Where do we want to GO
HOW do we get there
PRESENT REALITIES
FUTURE VISION
PROCESSES


Lheidli T'enneh
Where do we want to GO
Comprehensive Community Planning
Summary of Community Consultation
"One Lheidli"
Enhance Identity
Value, accept & include ALL Lheidli members
Respect & love one another
Hold regular community gatherings
Meetings
Dances
Game nights
Picnics
Hikes
Trips
Share & connect with neighboring nations
Offer LGBTQ2S peer support/ advocacy
Reach out to involve off reserve members (provide an all members directory)
Learn how to connect
Help members move on reserve
Restore Unity
I·N·C·L·U·D·E C·O·N·N·E·C·T
Welcome members finding their way home with ceremonies
Spend time together/share experiences
What we do today becomes the traditions of tomorrow!
Develop cultural awareness
Cultural classes
Mentor-ships
Trips
Pow wows & pot-latches
More cultural classes & activities for all members (in person and online)
Teach & Learn Traditional Knowledge & Skills
Protocol ceremonies
Potlatch system
Language
Sweat lodges
Food preservation
Canning
Smoking
Freeze drying
Tanning
Meat prep & storage
Foraging medicinal plants
Arts
Carving
Totem poles
Beading
Basket weaving
Knitting, sewing & regalia
Hunting Fishing
Develop & Market Our Brand
Banners
Clothing
Buses
Tattoos
Develop a slogan
Showcase the brand
Abandon status card for nation card
Increase online presence & social media activity (feature member stories/identity)
Have LTN awards at all PG schools
Install a Lheidli flag totem


Lheidli T'enneh
Where do we want to GO
Comprehensive Community Planning
Summary of Community Consultation
Provide More Services & Programs
Better lunches & snacks
Access to education learning & literacy supports
Including for people with special needs
Programming
Big Brothers & Sisters
Boys & Girls Club
Monthly socials
Dances
Daycamps
Cultural gatherings with elders
Elder care
Check ins
Disability services
Assistance
Transportation
Food delivery
Lawn mowing
Snow shovelling
Elder groups & seniors activities
Hospital recovery support
Elder awareness
Invest in Children & Youth
Sports teams
Swimming
Lacrosse
Youth job opportunities
Playgroups for mothers & children (newborn to kindergarten)
Youth council
Family development
More support for foster families & single parents, family mentorship/ parent education
Enhance Elder Quality of Life
More healthcare information (diabetes)
Health & dental care & coverage for ALL
Kids & non-status spouses
Coverage for ULF
Better access to mental health services
Home visits & transportation to appointments
Advocates to help negotiate health bureaucracy
Develop Infra-structure
Improve & Expand Housing
Affordable housing for ALL
Rent subsidies
Property tax breaks
Assistance moving
Renovations
Expansions
Fair housing distribution
Shelter for homeless people (in town)
Accessible community for people with disabilities
Better transportation systems & services
Air quality monitoring
Clean water
Bridge
Improve Health & Fitness
Exercise groups & challenges
Nutrition classes
Housing options on off reserve
Town-homes
Tiny Homes
Co-op Housing
Serviced Campground
Apartments
Visitor Accommodations
Community Multi-plex
Arts center/ theatre
Daycare & pre-school
Play center for kids
Youth center
Maze/ sitting garden
Health-care center long-term & drop-in
Slaughter-house & food storage
Museum & gallery
Fitness climbing wall
Improve Access to Addictions Treatment & Support
Holistic approach rooted in Lehidli culture
Healing lodge or wellness/ rehabilitation center
Addictions services and counseling (on off reserve)
Welcome home support
Reduced wait Times for detox
Addiction prevention (youth)
Funding for treatment
Weekly healing support circles

Lheidli T'enneh

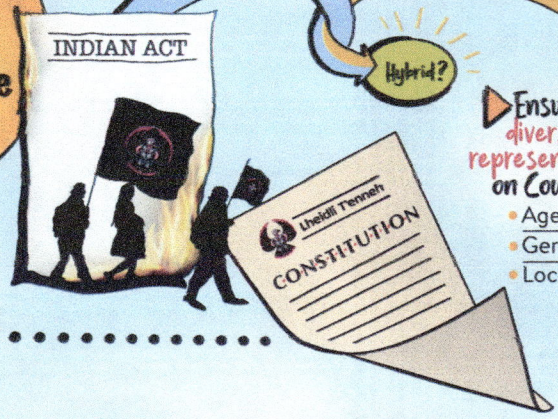
Where do we want to GO

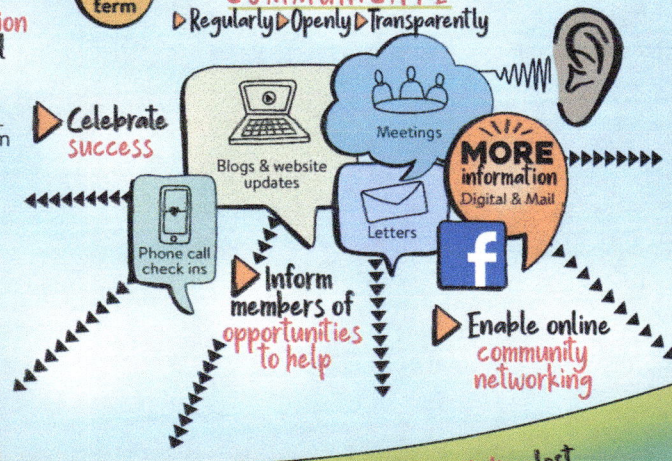
Comprehensive Community Planning

Summary of Community Consultation

Continue Towards Self-Governance

- Consider the governance model
  - Modern?
  - Traditional?
  - Hybrid?
- Educate Council Youth on governance
- Strengthen accountability and follow through
- L·I·S·T·E·N
  - More Council outreach and community consultation
- Ensure diverse representation on Council
  - Age
  - Gender
  - Location
- 4-5 year term
- C·O·M·M·U·N·I·C·A·T·E
  - Regularly
  - Openly
  - Transparently
- Celebrate success
- Get out from under the Indian Act & continue to de-colonize





- Inform members of opportunities to help
- Enable online community networking

Cultivate Self-Sufficiency

- Reclaim land + additions to reserve
- Fund education, trades & small business training
- Create business & quality employment Opportunity on & off-reserve including for people with disabilities & youth
- Hire Lheidli T'enneh members first
- Empower (vs. enable) members
  - Individual ownership
  - Hard work
- Partner with other nations in business
- Promote health, wellness & healing
- Re-vitalize lost teachings
- Develop an emergency response plan
- Shift to renewable energy

Pursue Food Soveriegnty

Produce — Preserve on reserve — Sell food — Market

- Community Gardens
- Green-houses
  - Hydro-ponics
- Orchards
- Livestock
- Teach Foodsafe
- Start relying on traditional foods
- Partner with local settler farmers & food corporations
- Improve food distribution on & off reserve
- Teach hunting, gathering & food preservation
- Medical marijuana
- Research crops & consult with other nations on food security strategies
- Teach & employ members in agriculture (rotate roles)
- Prepare for climate diversity
- Stock & share food
- Buy in bulk & pass on savings

1. **What does governance look like to you moving forward?**
    - Governance should stay as it is for the present time
    - Do away with colonized ways
    - Follow traditional laws
    - Re-build hereditary governance and system
    - Hereditary Chiefs, clan system, elder/youth advisory circle. Focus on revitalizing traditional governance at the core, add what we want from the modern approaches. Decolonize our meeting spaces, balanced Council reps (Ie: age, generation, gender)
    - Traditional governance – bring back love, honor, respect and integrity ASAP
    - Custom code of governance that reflects inclusion of elders, youth, 2SLGBTQQIA+ people
    - Matriarchal all women/non-binary leadership
    - Matriarchy – bring it back!
    - Combination of best practices of non-Indigenous governance practices in collaboration with historical ways of being
    - Having a piece of the past and incorporating the future so we can operate in the world
    - Reclamation and adoption ceremony intro and return to clan system
    - Revive the balhats potlatch system
    - Potlatch system
    - Bring back potlatch
    - Let us work together to come out of Indian Act and bring back potlatch balats
    - No Indian Act
    - To be apart from the Indian Act
    - Help dealing with the Government
    - We don't need the "act" anymore! Once we divest from Canadian regimes, we can fully be able to properly govern ourselves
    - With the usage of technology, have representation from out of community (have the ability to serve on Council)
    - Replicate other nations' ideas
    - Board governance education for members so they understand board process
    - Undecided
    - Develop our own election code (stagger terms)
    - 4 year term for elected Chief and Council
    - Extend the time in office to 4 years
    - Long-term Chief and Council (4-5 year term), self-governance, diversification
    - Long-term Council
    - Longer-terms for Chief and Council (more time to fulfill mandates)
    - Possibly increase the number of Councillors
    - Recruitment and retention of Directors with ongoing education and growth with the nation's members

- Our own Constitution
- Having our own voice
- Consult with members before decisions are made
- More elder input
- Teamwork
- Work with members
- Working with the whole band
- For all members to take part
- Community involvement
- Involvement of all members
- Have more meetings with the community (not once a year)
- To be let known when things happen (phone calls, emails, letters)
- Open and honest communication – more posting on the website
- Include members on more band information
- Open communication
- Communication and keeping everyone as one
- More C&C interaction with members
- More information about business
- Transparency with general membership
- Increased communication out (maybe pre-recorded Townhalls.
- Transparency, openness and inclusion with full membership inclusion of those of LTN ancestry and not necessarily membership alone
- Have band meeting on reaching out to out of town members
- More band meetings and community events
- More get togethers and meetings going forward!
- Coming together as a community
- Bring band members together
- More input, send emails regularly
- Band explaining more
- Transparency, answer questions as soon as you receive if possible
- Listen to what members have to say
- More actions with these suggestions
- Be bold, look at the impossible, conflict resolution, healing camps, counselors to help those in addictions
- Quality leaders with the ability to convey good messages
- Mentorship of future leaders – supporting youth Councils to gain operational/governance knowledge in a healthy manner
- Have elected people take trainings that can help them grow in various ways
- Follow FNLMA
- Have our own tax system for persons LTN, Minister of Hunting and Fishing on LTN Territory (in charge of different portfolios, elder society, youth society who have an input on future decisions to which involve them)

- Ability to collect tax for persons on reserve
- Order for proper leadership and less corruption
- Saying one thing and not doing
- Doing what they say they will
- Respectful dialogue
- Respect
- All levels of inclusion
- Unity
- Stay as one
- Unity and oneness for all band members. Power in unity!
- Unity between both sides of the river
- On and off-reserve members unite
- Bringing all band members together to move forward
- Less discrimination against certain band members
- Working together to achieve goals together
- Help new members learn about all members
- Education for new members
- Equal services for on and off-reserve members
- Helping off reserve band members
- Completely include off rez members in all areas
- Equity for all members
- Working together on/off rez people
- Help off-rez band members
- More members
- "Community Unit"
- Education for all
- Education of our people
- Financial support for education/trades
- Decolonizing teachings
- Bring more awareness of culture
- Reviving our language
- Self-reliance
- To be self-sufficient
- More independence, less governance overall
- Sustainability
- Sustainable growth
- More jobs – want youth jobs
- Future planning
- Planning for the next generations
- Planning for next generation
- Buy the land back!
- Help with our youth

- More coalition with Elder's Society
- More culture with elders
- More cultural teachings
- Develop a dog by-law
- Build a factory or a casino
- Include more women/non-binary/2Spirit leadership programs
- Hire contractors from our band to help build our community and keep us together
- More work!
- Coverage for ULI
- Healthcare
- Community built
- Get road and grading between res and PG
- Community campground with services for Lheidli members
- Provide a youth service centre – a place to meet peers and socialize
- Counselling for drug and alcohol addiction

COMMUNITY CONSULTATION – COMPREHENSIVE COMMUNITY PLANNING

1. **What services should Lheidli deliver to the membership?**

"They are doing a good job. Appreciate all we receive."
"Current services" staff are so well delivered. Thank you."

SELF-SUFFICIENCY

- Programs to grow food, raise cattle and chickens – self-sustainability
- Access to funding for education (scholarships, bursaries)
- Training in trades for band members
- Band owned sawmill to employ members
- More training opportunities
- More opportunity for education outside of territory or even in territory
- Education and wellness
- Schooling
- Community gardens
- Business opportunity

HOUSING

- Affordable housing
- Housing
- Housing for those who can't afford it
- Provide rent
- Housing for street people
- In town shelter and housing

INFRASTRUCTURE

- Clean water
- Self-sufficient water systems
- Rides for band members to appointments
- Better transit service
- Transportation for members and elders to do everyday living
- Elder's care center
- Development of a small, serviced on reserve campground so members can visit and participate in community
- Build an arts center/theatre/studio for dance and music
- Play center for children
- Esso on the Run on the rez
- Community center – play inside games
- Drop in healthcare center (for women and kids)

CHILDREN & YOUTH

- Big Brothers and Sisters program
- Boys and Girls clubs
- Cultural gathering with youth
- Decamps
- Help with our youth
- Better lunches and snacks
- Youth agri programs
- Elder and youth programs
- Youth employment
- Youth job opportunities
- More history for youth
- Tutoring for youth
- More support for foster children and parents
- Community sports teams
- More information to intergenerational people in regards to the Indian residential schools
- Family mentorship
- Playgroup for mothers and children (newborn to kindergarten)
- Parent ed programs
- Provide a youth center to meet monthly to communicate with peers (dance an socialize)

TRADITIONAL KNOWLEDGE/SKILLS

- More awareness of culture
- Development of cultural teachings – even though LTN has lost a lot through colonization – what we do today becomes the traditions of tomorrow
- Culture and language
- Sweat lodges
- Language classes
- Lheidli language training
- More language for the kids
- More culture activities (2)
- Potlatch system
- Pow wow gatherings
- Teaching hunting
- Traditional classes (tanning, smoking, meat prep)
- Teach how to identify edible plants
- Teach healing plants to all members
- Elder teachings to all members
- Elder mentorship – teach protocol
- Cultural ceremonies and potlatch system
- Educate CNC Aboriginal Culture Program

- Language speaking groups, cultural workshop for arts, medicine, music, regalia, costume making
- App for spoke auditory language
- Website for language with updates
- Teach how to identify medicinal plants
- More public meetings, teach/assist in cultural practices (gatherings, food, berries, fish)
- Periodic cultural teachings to Lower Mainland members (Vancouver)
- Traditional school
- Elder workshops to teach young

UNITY/INCLUSION

- Reach out to out-of-town members that don't live here
- Community get togethers(self-driven)
- Community dinners monthly with game nights
- Caring for one another
- Conflict resolution
- More ways for members who aren't local to get involved
- More gatherings and trips to bring everyone together
- Medical and education for both on and off reserve members
- Genealogical awareness of family histories to foster inclusiveness
- Traditional/ceremonial repatriation and acknowledgment of members finding their way home (welcome home ceremonies)
- Respect
- Provide new members with a list of all members
- Help with some members to move back home here
- More services for off-reserve members

ELDERS

- Elder care
- Elder help and transportation
- Recoveries after hospital stays of long duration
- Elder support at home on and off reserve
- Food delivered to elders and poor persons
- More elder groups and activities
- Elder transportation
- Home care
- Check in on elders make sure they have what they need (continuous check ins)
- More elder input
- On and off reserve assistance to elders for disability services
- Seniors activities

- We need better outreach services between the younger members and the elders – maybe a once a month paid lunch and learn?

HEALTH

- Healthcare (2)
- More healthcare for elders
- More medical
- Better dental
- Dental health (2)
- Dental help
- Dental care
- Medical and dental services for seniors and kids
- Medical health for children and spouses that are non-status
- Better dental for elders
- Full wrap around services (social worker, counsellor, life coaching, parenting classes, tutors for children)
- Mental health services
- Home visits – inventory of who is in the community
- Food delivery to those who need it
- More food support
- Healthcare
- Mental health
- More healthcare info
- Health advocate to help negotiate health bureaucracy
- Giving us info on dental prescription coverage
- Walking groups regularly for members in town as well as on reserve
- Coverage for ULF
- Coverage subsidies

ADDICTIONS TREATMENT & SUPPORT

- Addictions services
- Drug and alcohol counseling
- Addictions counseling (booze, drugs, gambling)
- Treatment center for members
- Treatment for drug and alcohol
- Treatment center
- Drug treatment center
- Treatment funding
- Counseling (4)
- Counseling for drugs and alcohol
- Treatment center
- Programs for people with addictions – gift baskets

- Help with drug addiction and other
- More support for homeless people and those battling addictions
- Healing and wellness circles weekly
- Healing lodge
- Holistic healing – healthy coping mechanisms
- Shorter waiting times for people with addictions to get into detox
- Treatment funding for members in need
- Wellness center – drug rehab
- Long-term rehab facility
- On reserve monthly addictions meetings
- More dental care
- Faster help for drug users who need help ASAP
- Live in 1:1 support to overcome hardships

COMMUNICATION/INFORMATION

- More communication
- Communication access
- Newsletters and more meetings for members
- Call once in a while to check
- Blog
- Training for web+app to manage our own networking online
- More in person gatherings
- Other social media not just Facebook members can be involved who aren't in PG
- Phoning members to check up on them
- Mail to out-of-towners – those without internet
- Facebook page for all
- Inform members of opportunities
- Celebrations for success
- Mail out newsletters
- More info for training

OTHER

- Food Safe
- First aid programs
- Pet/insurance care medical for pet care
- Vet bills
- LGBTQ2S Peer support groups and advocacy

COMMUNITY CONSULTATION – COMPREHENSIVE COMMUNITY PLANNING

3. How should Lheidli enhance our identity?

"Health and family development have hosted fantastic programming towards this goal. Thank you! Continue this great work."

RESTORING UNITY (INCLUSION)

- Value and accept all Lheidli members no matter what family they come from
- Standing as a united peoples – all members equal regardless of where you live. Show a strong front!
- Treat everyone as one regardless of where they live or what their last name is!!
- We are all one!
- Less family against family
- Less discrimination against certain members
- Less discrimination for members
- Respect
- Loving one another
- Access to educational materials for people on and off reserve to better understand the needs of both unity and strength
- Break down barriers – if you are LTN – no longer define by colonial definitions
- Out of towners to be staff members
- More in-town presence
- Involve all band members in activities
- Welcoming ceremonies for members returning/or learning of their lineage
- Program for sharing between new (returning) community and rez OG's and elders
- Virtual program with logo, branding "one Lheidli" for all members to bring everyone together as community and family
- Reach out more to band members that don't live in Prince George
- Listen to your elders
- By learning to listen to the real harsh questions and coming to some kind of solution

GENEOLOGY AND HISTORY

- Have a genealogist to help with registration
- Genealogy
- Genealogy
- Learn where Lheidli blood came from
- Proper ID of blood
- Free Ancestry DNA tests
- By getting to know our ancestral lot
- Family tree construct

- Family tree research
- Family tree in band office
- History finding
- Learning Lheidli history
- Learn who we are
- Talk to family, learn your clan
- Learning how our name became
- Learn our history and values
- Learning about history
- Learn about LTN history
- More info about history and traditions
- Our family history classes
- Re-introduce the clan systems – and adopt new system
- Implement clan system
- Before you can enhance identity, LTN needs to be defined
- You define identity with good value so community outreach is good

TEACHING/LEARNING CULTURE

- Pass culture down to the children
- More cultural teachings focused on youth language and traditions (online access for out of town members)
- Spread more word of our culture to members and others
- Learn the ways to teach our children culture from birth
- Learning more culture
- Teach cultural skills
- More culture identity training
- Learning culture
- Language
- Language
- Language/presentation
- Our language for members
- Language training
- Language classes
- Language classes
- Language starting at pre-school
- Teach everyone the language
- More help learning language
- Bring back the potlatch
- Train dancers
- Teach kids to drum
- Respect for elders – protocol is very important
- Hunting and fishing

- Hunting and fishing
- Teach hunting and fishing skills
- Teach sewing skills to make native clothes
- An area where members could go and learn about herbs and healing through the earth
- Opportunities for men to go fishing and hunting and teach the youth
- Having a camp where people could learn the hide making and fish preparing
- Camps for hunting, fishing and berry picking
- Build your own canoe
- Build totem poles, wood carves, stone carving
- Cultural camps, learning how to harvest off the land and back to the PG community more
- Day camps
- Mentor youth program
- More youth programs
- Set up a wild play area for the kids (wilderness adventure park)
- Elders or members in school storytelling and sharing knowledge
- Elder history recording and sharing
- Elders to do more traditional and cultural teaching to youth and others
- More storytelling by elders
- Storytelling gatherings (in person and streamed)
- More sharing between elders and children
- Mentorship opportunities between elders and on-rez OG's and folks who are reconnecting and coming home
- Elder-youth workshops
- Invite/meet with elders from other nations to help revitalize lost teachings (sharing ceremonies)
- Periodic cultural connections with Lower Mainland members (off-reserve/Vancouver)
- More cultural activities
- Family night one a week (sing lahal, games)
- Centre: dignity, pride, knowledge, art showcases
- Learning about art

GATHERINGS/CONNECTION

- More community events
- More time together
- More gatherings
- Quarterly meetings
- Gatherings
- All nation gathering
- Have more band meetings
- Elder communities
- Youth meetings

- Family activities in town to bring everyone together
- More reunions
- Family/community reunions
- Family
- Baby welcoming ceremonies
- More programs for membership
- Programs to share and connect with neighboring nations
- Contact should be more accessible

BRANDING & MARKETING

- Through tourism and marketing and creating a brand
- Have a good slogan
- Buses, banners
- T-shirts
- Jackets and clothing with brand for everyone
- New coats with Lheidli logo – wear it loud and proud!
- T-shirts and track suits with our logo
- More clothing
- Clothing
- Tattoos for members
- More online presence
- Social media
- Social media
- Social media and knowledge
- More posts on Facebook!
- Facebook posts
- Using social media as a positive platform
- New social media marketing featuring various on/off reserve members stories/identities (LGTBQ2SP)
- LTN radio/TV station to showcase who we are
- Abandon status card and adopt a nation card
- LTN status cards
- Make a flag for a pole representing our nation
- "Mr. PG" gone. Build and install Lheidli flag and totem
- Have LTN awards at all PG schools

INFRASTRUCTURE

- Build a longhouse
- More housing
- Store of our products, native items made by our members
- Museum and gallery (permanent place)
- Grow a lavorant (maze) with new trees and rocks and benches

- Get more cattle and barns
- The church made into a ceremony and recon. and self-healing center for your soul and together community put windows back with steel netting

PROGRAMMING/SERVICES

- Help deal with the more important issues such as drug problems
- Work on addiction services
- Need more help for people on the streets
- Providing funding for health supplies that our status doesn't pay
- Need more in town service (maybe tax exemption in town)

BUSINESS DEVELOPMENT

- Partner with neighboring nations
- More business – branch out
- More business operation
- Our own wood companies
- Partnerships with business and Governments in territory

COMMUNITY CONSULTATION – COMPREHENSIVE COMMUNITY PLANNING

4. How can Lheidli improve your quality of life?

"They are helping me get healthier. Thank you for my scooter."
"Health and family development programs and Lheidli staff have improved our lives. Continued programs please! Thank you!"
"Lheidli already helps with quality of life by helping with physical activity/membership and pool pass."

SELF-SUFFICIENCY

- Membership acknowledging that their quality of life is their responsibility that does not fall solely on LTN – individual ownership
- Empowering membership versus enabling
- By growing with the times while keeping your identity
- We need to eliminate our dependence on the Canadian Government and end the cross colonial violence that affected our own members
- Investment of our own source revenue to support healing from colonialization/residential school trauma/60's scoop and other issues and not depend on the insufficient DIA/ISC funding
- Keep building on the direction we are going
- More business opportunities development on rez
- More control over our lands
- Utilize present land base for small and large businesses to employ LTN band members
- Education (3)
- Better education
- Secure education funding for youth
- More access to education
- Jobs (2)
- Job security
- Better paying jobs
- Jobs for disabled
- More job opportunities
- Better negotiators, better pay
- More hiring of Lheidli members
- More job opportunity
- Help for low income people
- Have band members as contractors on reserve
- Hire contractors from our band to build and expand our living on the reserve
- Employment education
- More opportunities for members and family
- Food security
- Family greenhouse project sovereignty initiative

- Greenhouse all year round
- Garden (2)
- Gardening as much as possible everywhere as well as farming
- Community garden
- Making community gardens where people can learn growing and also provide fruits and veggies for members
- Social and economic development (treatment and jobs)
- Teach more on our past so we are not doomed to repeat the same mistakes
- Work hard
- Land

HOUSING

- Affordable housing
- Housing (2)
- Build townhouses
- Improve housing a more res houses
- More housing
- In town housing for elders
- Co-op housing ideas
- Housing for any member that wants it
- More housing for single occupant members
- Housing for all
- Finish basements
- Extra bathrooms
- Build more houses
- Housing and funding for people off reserve
- Renovating together – helping with painting
- More housing on the south side
- Build more housing, apartments for elders who can no longer support themselves
- More housing for elders toreturn to reserve

INFRASTRUCTURE

- Monitor air quality in the community
- Water improvement
- Fitness center
- Family wellness center
- Greenhouses
- Shuttle bus to casino on pay day
- Build a community building
- Multi-purpose hall
- Build a daycare and preschool
- Build a climbing wall

- Long-term care center for our elders

CHILDREN & YOUTH

- More vents for kids
- More gatherings for our youth to get to know each other
- Have your own swimming team/lacrosse team
- Create opportunities for students to join professional sports (men and women)
- More support for single parents
- Summer camps
- Daycare
- Day camp on reserve for kids
- More school things for kids
- Teaching traditions to youth
- Have daycare for Lheidli children in town
- More community events for the youth
- More help for schooling
- Get young in agriculture to have all food
- Teaching building and making furniture and building together a nice playgroup for the kids
- Get youth and elders together
- Youth on board of directors
- Have a youth council group
- Using our professionals to mentor our youth
- Youth training

TRADITIONAL KNOWLEDGE/SKILLS

- More traditional teachings
- Freeze dry food
- Traditional foods
- Exposure to language
- Access to traditional artistry (beading, fishing, basket weaving)
- Developing my worth for cultural activity
- More cultural activities for members
- Learning to knit or sew with elders
- Dancing, singing and drumming lessons
- Teachings of our language
- Cultural teaching
- More stories from elders
- Teach and run programs that show how to harvest natural medicines
- Dance and song teachings
- Ceremonial teachings

UNITY/INCLUSION/CONNECTION

- Make up a song about our community
- Peace and calm
- Swimming, picnics, dance, Zoomba, tea gathering, fun night (Bannock, berry picking)
- More community gatherings based in sharing experiences
- Form a talking circle for young women and old women + men and young men
- Group walking, hiking and other outdoor activities
- Check in for members out of town
- Respect
- Acceptance with no delineation between families/blood quantum = equality
- Help some members to come back to band land
- Interconnect in and outside of the reserve
- More community connection
- Periodic cultural teachings for our members in the Lower Mainland (Vancouver area)
- Moe community vents to get to know community members
- Community get togethers
- Unity
- More help for off reserve band members
- Equality to everyone
- More involvement with the band

ELDERS

- Elder awareness
- Invest in more elder's connection with business to travel
- Grandparents group
- Young mothers and children's groups with mothers together
- Homecare for elders
- Elder housing
- More help for the elders/off reserve members (able to stay on reserve – ex: cabin stay)
- Elders need help with food for the big gatherings – Veronica needs help making Bannock. She did it herself

HEALTH

- Good healthcare
- Healthcare (2)
- Healthcare for everyone
- Develop a wellness index based on our traditional value, Indigenous health values to gauge in a more accurate context
- Form a walking group
- Exercise program
- More diabetic info
- Health advocate to help negotiate Norther health bureaucracy

- Medical services
- Spousal coverage for medical and dental
- Homecare for disabled people
- We had a fitness challenge started before Covid, I'd like to see it restarted
- Teaching good nutrition
- Better access to mental health services for Lheidli youth
- Health and family development programs
- Home visits to everyone re: needs
- Provie more support for members to assist with medical supplies that are not covered by DIA medical

ADDICTIONS TREATMENT & SUPPORT

- Counsellor
- Construction of a men's, women's and youth treatment facility
- Treatment center (2)
- Treatment center on res
- Develop healing retreats based on culture
- Awareness of trauma
- Awareness of drugs and alcohol
- Treatment camp for sick
- Holistic mind, body, spirit treatment centers for all members needing healing
- After treatment, a group goes to their house cleaning it and putting food in their house, flowers on the table with welcome home
- Have Alanon group meetings
- Provide peer support/support off-reserve membership
- Phone in counseling for persons in need of help
- Counseling venter/treatment facility (long-term)
- Addiction recovery
- Counselor dedicated to deal with addiction

COMMUNICATION/INFORMATION

- Communication
- More information
- Letters to members
- Newsletters sent to all of town people
- Communication
- Check in for members out of town
- Be transparent and specify how I can be of help
- More awareness of activities
- Just listen to our needs
- Value opinions from members
- Would like maps to know our boundaries

- Information sharing
- Better information for outside members

ACCESSIBILITY

- Better accessibility for handicap

OTHER

- Safety emergency plan
- Hemp insulation
- Sticking to your word
- Support advisors to navigate available benefits
- Free love
- Work for members, not for white non-members

COMMUNITY CONSULTATION – COMPREHENSIVE COMMUNITY PLANNING

5. What is your greatest need today?

HOUSING & LAND OWNERSHIP

- Housing (7)
- A big house
- More rooms in house – big family problems! LOL!
- Two bathrooms
- Need more houses for people on the res
- More rez houses
- More rez housing
- Housing
- More housing for younger families coming up
- More housing for younger generation
- Need more spaces for housing
- Affordable housing
- Housing for anyone in need
- Housing for homeless and food
- Housing for street people
- My greatest need is to not be living on the streets
- Housing for all members
- Housing for all members
- Little, tiny homes
- More single units
- More single occupancy housing for singles
- Need assistance moving off reserve (moving, renovations)
- Finished basements for families
- Being able to stay on reserve overnight with my family to visit from off-reserve
- Fairness in how houses are distributed
- How houses are passed down to family members
- Being able to move back to band land
- Tax breaks – PG is on Lheidli Territory and many members own houses in the City
- Land ownership or long-term lease to help with housing
- Land back – reclaiming spaces in/around PG
- ATR lands to make revenue

INFRASTRUCTURE

- Clean water
- Water
- A (both sides) bridge
- Infrastructure

HEALTH, WELLNESS & HEALING

- Health
- Help for health re-generation
- More assistance for members with medical problems
- Healthcare off rez (in town or out of town)
- Healthcare for BC status to have equal coverage as other Provinces/Territories
- Medical and dental coverage
- Medical and dental for spouses
- Medical
- Mentality, healing, communication, love
- Better mental health
- Vehicle service to get community members who don't have a car to Dr. appointments etc.
- Family health
- Nurses for healthcare
- Healing – decolonizing our relationship within our nation – HARMONY
- Treatment
- Treatment for members (full circle with support)
- Rehab for drug users
- Counseling for drugs
- Rehabilitation
- More services for people with addictions
- Drug and alcohol education starting from young age – prevention services
- Addiction treatment and support for families assisting them
- On reserve addictions counseling – helping the addicts get clean and off the street

EMPLOYMENT

- Employment (5)
- Full-time employment for all members
- Jobs
- Jobs for youth
- More opportunities for employment for members
- Job opportunities for off rez members
- Keep jobs in house
- Job security
- Job security and hire band members to do the local work
- My greatest need is more jobs
- Find more work so I can stay home with my family at night
- Less work so I can stay home
- More use of capable members for building and contracting

CULTURE

- Identity – who we are and what we value
- Reconnect to language, history and culture
- Help learning family/ancestral stories
- Help to learn about our songs and dances
- Learning my language
- Learn about our regalia and making it
- Learning our ceremonies and ways so I can practice them when I'm out of town
- Getting in touch with my culture
- Cultural and traditional knowledge to be taught
- Elders' knowledge
- Get involved – knowledge of LTN
- Offering some of the traditional teachings being offered more often or in town as well
- Learning about my heritage
- Keeping our culture
- Culture, language, fishing, hunting
- Language initiatives
- Learning our culture

EDUCATION

- Education (6)
- Education opportunities
- Education – more involvement
- Education and activities for youth
- Education for all including special needs and access
- More training for youth
- Education and job offers
- Children K-12 need literacy supports to be prioritized. SD #57 supports are not enough. LTN needs to provide additional supports as it is a high priority for their ability to succeed as adults
- Tutoring
- Help with my kid's education
- Schooling my kids
- Educate so we can have employable people to the bank
- More funding for education so more members could go back to school or do courses
- School funding

GATHERINGS/COMMUNITY CONNECTION

- Community gatherings
- Townhall meetings
- More gatherings like this
- More gatherings including cultural activities

- Res fun day!
- More gatherings for youth
- Getting youth and elders together
- More opportunities for community gatherings and relationship building

UNITY/INCLUSION

- Inclusiveness, togetherness
- For all band members to have a similar focus for the band
- Breakdown of diversity within community – no more Bill C-31/Bill C-3. We are all equal
- Equal treatment of on and off res
- Unity
- Community love for each other, if not patience and tolerance
- Everyone to get along
- For the whole world to love one another
- More acceptance of all Lheidli members
- To learn how to connect
- Learn how to connect to the membership
- For out-of-town members to get involved
- I need to know how I can help our membership be a true loving community again – all my relations
- World peace
- Reserve peace
- Respect
- Respect
- Unity from our families/clans
- Introduction to the nation for new members
- I would love to meet and greet all new members from Lheidli
- More help for off-reserve members
- Connection/peer support (LGTBQ2SP Group)

ELDERS

- Elder's jackets for ALL elders
- Elder awareness
- Elder's crafts and hobbies
- More info for elders
- Elder care
- Eldercare (homecare)
- Food sources for elderly
- More help for elders that live off-reserve (lawn mowing, snow shovelling)

COMMUNICATION/INFORMATION

- More communication and information

COMMUNITY CONSULTATION – COMPREHENSIVE COMMUNITY PLANNING

6. What should Lheidli do in regards to food security?

AGRICULTURE & LIVESTOCK

- Have our own agriculture on-site
- Home grown
- Be leaders in growing our food – we live along a river bed
- Community involvement to feed all. Combined efforts in utilizing the land we already have for food source
- CSA Food Farm Program – Family Greenhouse Program
- Huge agro programs (livestock and produce). Make it a department in the nation with dedicated funding
- Agriculture and gardening
- On reserve garden (6)
- Community garden (7)
- Gardens and greenhouse for community
- In-town community garden
- Community garden – veggies, communal farm – veggies and fruit
- Start growing our own vegetables
- Communal livestock and garden shares that everyone takes care of
- Gardens with different kinds of veggies and fruit
- Greenhouses (8)
- Greenhouses and green thumbs willing to work them
- Everyone take part in community garden/greenhouse and good exercise as well as frame of mind
- Greenhousing
- Have greenhouses and food available to all
- Youth garden
- Year round greenhouses
- Have on reserve hydroponics to grow food year round
- Grow own supply in greenhouses
- Grow our own
- Use more rez lands to grow food
- Farm on reserve – consult with other bands on what they have done on food security
- Start a gardening program and get some animals and learn how to harvest wild foods
- Work with UNBC to see what grows best in our climate
- Connect with people who do know what grows well here already for seeds
- Learn what vegetables are going to be our future and get the fields ready
- Invest in orchards
- Crops
- Planning gardens

- Communication
- More band information
- Help with government programs and liaison

OTHER RESOURCES/SKILLS

- More money
- Money
- Money for disabilities
- Funding for ULF
- Owning a portable sawmill
- Driver's license
- Driver's license
- Vehicle
- A wife
- How to effectively plan for my future as I enter as an aged worker

FOOD & AGRICULTURE

- Dealing with the rising cost of food
- More sustainability for our people like growing our own food and raising farm animals
- Farming opportunities
- Agriculture
- Own agriculture on-site for food
- Possible cow-calf operation for food security
- Use of fish net
- Salmon to eat year round (smoked, jarred)
- More natural products
- Hemp
- Food

GOVERNANCE/ADMINISTRATION

- Certified members in certain departments
- Accountability with the staff to follow through
- Lheidli Whuten should be at the table elders and not staff
- Traditional governance - love, total involvement

OTHER

- Getting out of fossil fuels and promoting renewables
- Soccer
- Summer camp for kids/families

- Grow gardens taking advantage of land
- Buy farmland and invest in livestock (cows, chickens, garden)
- Home grown garden, chicken coop, haying our own fields so we can learn farming
- Animals for community
- Community ranch (rotate jobs to learn every role)
- Partner with local settler farmers – give them opportunity for reciprocity and us opportunity to learn more/access farms
- Raised garden beds for each house (if wanted)
- Every house has its own greenhouse
- Grow our own medical marijuana
- Hemp farm
- Cannabis farm to generate $$

FOOD DISTRIBUTION

- Create a band food bank
- Community food banks
- Food banks
- Food boxes
- Weekly fresh vegetables
- Volunteers for monthly food hampers
- Co-op food group
- Build a grocery store
- Build our own food stores
- Food markets
- Fish market
- Buy wheat products when on sale and sell to members
- Bulk buying and sharing with each other
- Have household members elect persons to gather and hunt for the band
- Food marketing
- Share what we can. Eat less. Eat what plate (?)
- Share what you have with the less fortunate
- Share any extra you may have
- Stock pile non-perishable food
- Invest in storage freezers for wild meat and berries. Give away to community
- Food services for elders
- Food bank and meals on wheels for elders unable to get out of the house

HUNTING & GATHERING

- More hunting and fishing
- Hunting and fishing
- Learn how to hunt
- Fishing and hunting on rez

- More fish camps and hunting groups
- Fishery
- Hunting and fishing equipment for all members
- Slaughter moose for the region
- More activities for youth (hunting, fishing, dry meats, canning, gardens, trades with other bands)
- History of salmon on Shelley Reserve
- Wild game frozen for members
- Communal hunting and gathering parties to support the most vulnerable in our communities
- Community hunting, meat locker, butchering and meat distribution
- Start depending on traditional foods

FOOD PRESERVATION SKILLS

- Better skills programs
- Youth summer camp training
- Teachings of the land re: hunting, animals, plants in our area
- Teach the younger generation how to fish and hunt
- Educate younger generation on hunting
- Learn how to live off the land (ex: berries, wildlife, plants)
- Teaching life skills
- Teach native foods
- Promote hunting and fishing
- Teaching hunting and farming
- Hunting classes
- Fishing and hunting (canning)
- Freeze drying lessons
- Berry picking lessons
- Berry picking outings
- Learning to dry meat
- Learn how to cut wild meat
- Hunting and fishing lessons
- Teaching salmon smoking lessons
- Smokehouses
- Have smoke fish for out of town relatives
- Teach to make root cellars
- Cellars
- Canning classes (4)
- Canning team/food storage
- New kitchen
- Greenhouse training in this area
- Teach gardening together

- Practical – teach gardening
- Teaching of gardening
- Agriculture cooking experience
- A raised garden bed where the elders can teach youth about foods
- Education on herbal and medicinal remedies and healing properties
- Teach Food Safe courses
- Funding for Food Safe courses
- Meet drying room and canning room on rez
- Community cutting room to share with community
- Community cooler for moose
- Back up deep freeze
- Drying lessons for meat and veg
- Teach children about growing sprouts
- Outdoor survival course, hunting and how to clean deer and make buy out bags
- Circle program for elders to share stories on our traditional sustainability methods
- Education got us into this and education can get us out of this mess we are currently in
- Get back to the land. Teach people how to survive and support themselves and the community
- More wild food with teachings of future uses with elders attending

FOOD SOVERIGNTY

- Self-sufficient food resources
- Produce our own food and create more jobs
- Teach and promote agriculture
- Fund people to go back to school to get the knowledge
- Hire individuals to travel/be educated on sustainable food sovereignty
- Hire educators to teach us how we can do the food security thing
- Share knowledge on gardening and experience
- Explore best practices used by other First Nations as a means of guiding our endeavours
- Becoming self-sufficient for the long-term
- Incorporate climate change strategies for advancement of non-historical food practices in preparation for climate diversity
- We need to revitalize the Indigenous ability and land stewardship knowledge – pay a student's way to teach us about it!

OTHER

- Help off-reserve members
- Off-grid living (solar sources)
- Start looking into living off the grid (aka solar power, hydro power)
- Security cams
- MacDonalds on reserve
- Have traditional foods at every gathering

- Corporate relations (Save-On, Kraft, Dairyland)
- Treatment
- Respect

7. What are you willing to do to contribute to the future of Lheidli T'enneh?

WILLINGNESS TO PARTICIPATE IN COMMUNITY EVENTS/COMMITEES/PROGRAMS

- Participate in activities provided
- Being a part of the community and more events
- Participation in events like this and sitting on committees
- Willingness to participate in more programs/workshops
- Facilitate programs/start LGBTQ2SPIRIT peer support and leadership initiatives
- Facilitate circles on growing Indigenous identity as someone coming home later in life
- Discussions on being Indig-queer
- Instruction for programs like anger solutions
- Helping to coordinate cultural teachings to members in the Lower Mainland (Vancouver area)
- Movement and meditation and music sessions
- Help compile a Lheidli musician/artist showcase/compilation record/album
- Create a Lheidli artist showcase

VOLUNTEER CONTRIBUTIONS (time, knowledge, skills, experience, ideas and equipment)

- I would move to the reserve and dedicate my life to band work if it was possible to manage money, life etc.
- If opportunity arises, share my work experience to benefit my own community
- More volunteering
- Willing to participate when aware of what I can do
- Volunteering when able to help with ideas and work!
- Time and involvement
- Time
- I'm willing to do anything I can to help with anything I can
- Volunteering when possible
- Working more on the res
- Volunteer for community events and participate in all events
- To be called upon when different types of help is needed
- Anything I can do to help let me know (778.580.6117
- Give more time to the band
- Whatever it takes: showing up to meetings, sharing knowledge, going into schools to help children
- Coming out to help out
- Volunteer work and help build a better community
- Will give of my time and knowledge
- Willing to help wherever possible
- Work and knowledge to help the nation move forward
- Any help we can give in all areas

- To help build a stronger community
- Time, labour (clerical and physical)
- Time, effort, physical labour
- Hard work
- Respect
- My time and my knowledge
- Knowledge and ideas
- Suggestions
- Hope work
- Time to follow up on all ideas
- Knowledge and friends
- Whatever I can to help nation or individuals
- Outside the box ideas that will help innovate and Lheidli can streamline
- Attend information gatherings, then act on them
- Collaborate to build relationships in the community
- Volunteering to clean the side of the road
- Help anywhere that is needed for people living on the streets
- Inventory of trucks, quads, sleds etc. to assist when needed
- Provide meat pack yearly
- Weed seeds
- To be here to cut wood, to assist where needed and help out
- Apprentice with original OG community members/Council to support work currently happening
- Work for the band

SKILLS AVAILABLE (legal, administration, childcare, construction, advocacy, grant writing, healing, addictions treatment, artistry):

- Provide legal advice
- Help with administration work
- For me to be more involved (I love drumming)
- Be a logger
- Being bondable and a positive role model
- Being more involved with our band, more time spent educating others, I am willing to become an advocate for our 2Spirit family members, I'll be our voice!
- Canvas government to pave the road
- Construction contractor
- Offer my services to apprentice carpenters to help move Lheidli forward
- Be a contract worker and build things!!
- Provide daycare
- Help write grants for funding
- Grants for off rez and out of town relatives

- My knowledge I've learned from life experience, my time to help with what I can to help people heal themselves
- Will take part in discussions to help the youth stay away from drugs
- I have my training to work in a treatment center
- My knowledge and experiences to help healing
- Willing to give advice on some social issues such as drug and alcohol problems
- Share experience as native social worker
- My experience navigating healthcare, experience with chronic illness, lead/offer workshops on chronic illness and disability, music therapy, drums, song, vocals, music recording, mentoring in the music industry
- Provide knowledge, daycare licensing, MMIWG safety, alcohol and drug prevention, drumming circles, leadership coordinator
- My artistry as a storyteller and musician. Dedication to reclaim our voices in mainstream media/Hollywood as an actor and filmmaker
- Collaboration with other music artists

WILLINGNESS TO LEARN

- Open to learning about culture
- Learning to speak our language
- Learning culture from elders
- Education
- Educate myself
- Take education opportunities
- Learn about tradition to keep it alive
- Everything I can do to learn and grow
- Become a trained fisheries worker
- Come home to our homelands and build relationships with our elders
- Come home to our traditions
- Come home to our language

WILLINGNESS TO TEACH TRADITIONAL KNOWLEDGE & SKILLS

- Everything helpful to parent/student mentorship
- Knowledge from the elders
- Learning from elders
- Share family history
- Genealogy and record keeping available to all members. Divert losing any more history
- Keeping our tradition alive
- Traditional knowledge
- Willing to share cultural knowledge
- Sharing of traditional knowledge passed from our elders no longer with us regarding historical family lineage and practices
- Learning respect, teaching young people manners, healthy recipes

- Teach youth about their identity
- Youth meetings
- Membership to youth
- Share time as an elder
- Teaching our young about the past
- Teach our youth our culture and language
- Culture, language, teaching fishing and hunting, young ones learning to respect elders
- Our traditional dancing
- Sacred teachings of pipe ceremonies and gatherings
- Wilderness skills
- Hunting with elders
- Volunteer my time. Provide cultural products – bear grease, foraged medicine, hair for tufting
- Fishing camp
- Fishing stuff
- Fishing skills on and in our territory
- Fishing camps for youth/overnight trips
- Participate in fish camps, join hunting groups, prep land for band housing
- Help teach off-grid living to find food sources on the land
- Freeze dry food
- Land-based teachings for as a group (Ages? Interests? Abilities?)
- Garden and greenhouses
- Ideas of a food co-op
- Educated members – more of them
- Educate and hire band members

SOCIAL/PEER SUPPORT

- A listening ear for women to talk to
- Lend an ear to any who need it
- Willing to speak to members re: anything they would like without retribution

CHILDREN

- Making babies
- Funding for ULF to have more kids!!

HEALTHCARE

- Healthcare for elders and disabled people
- Healthcare for elders

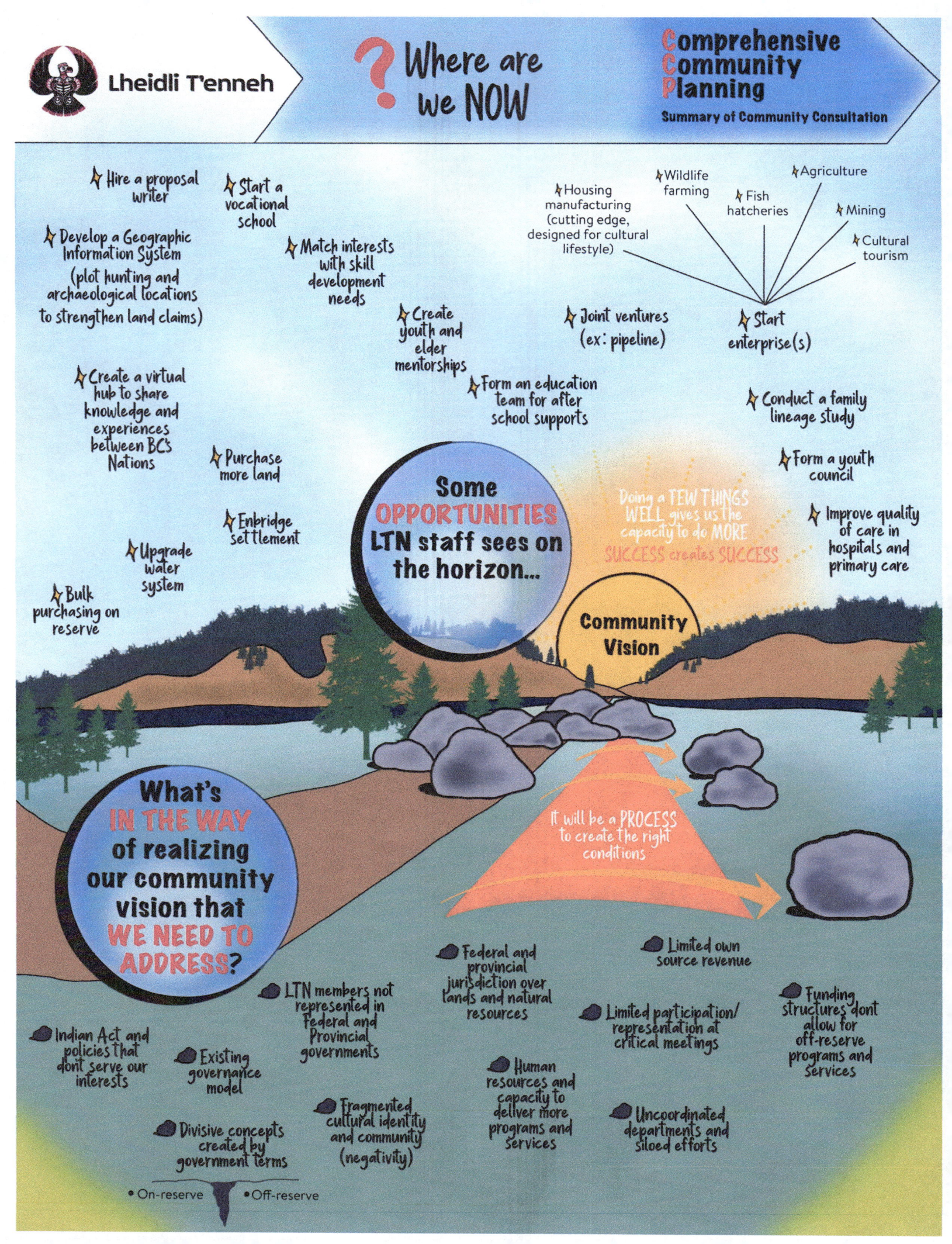
BUSINESS

- Promote small business with training for all
- Help promote business

- Operate businesses

OTHER

- More of unity. In unity there is strength
- Better communication between outside members
- More meetings
- Zoom links sent to members
- Engage with all of the people (too much disconnection)
- Involve the membership, the traditional Chief, title holders, the Quaws


Lheidli T'enneh
Where are we NOW
Comprehensive Community Planning
Summary of Community Consultation
Hire a proposal writer
Start a vocational school
Develop a Geographic Information System (plot hunting and archaeological locations to strengthen land claims)
Match interests with skill development needs
Housing manufacturing (cutting edge, designed for cultural lifestyle)
Wildlife farming
Fish hatcheries
Agriculture
Mining
Cultural tourism
Create youth and elder mentorships
Joint ventures (ex: pipeline)
Start enterprise(s)
Create a virtual hub to share knowledge and experiences between BC's Nations
Form an education team for after school supports
Conduct a family lineage study
Purchase more land
Form a youth council
Some OPPORTUNITIES LTN staff sees on the horizon...
Doing a FEW THINGS WELL gives us the capacity to do MORE
SUCCESS creates SUCCESS
Enbridge settlement
Improve quality of care in hospitals and primary care
Upgrade water system
Bulk purchasing on reserve
Community Vision
What's IN THE WAY of realizing our community vision that WE NEED TO ADDRESS?
It will be a PROCESS to create the right conditions
Federal and provincial jurisdiction over lands and natural resources
Limited own source revenue
LTN members not represented in Federal and Provincial governments
Limited participation/ representation at critical meetings
Funding structures dont allow for off-reserve programs and services
Indian Act and policies that dont serve our interests
Existing governance model
Human resources and capacity to deliver more programs and services
Fragmented cultural identity and community (negativity)
Uncoordinated departments and siloed efforts
Divisive concepts created by government terms
• On-reserve
• Off-reserve

Lheidli T'enneh

Where are we NOW

Comprehensive Community Planning

Summary of Community Consultation

What's ALREADY UNDERWAY that we can build upon?

We ALL CARE DEEPLY about our nation's FUTURE

We have momentum already, a strong foundation and a positive reputation to build on!

Self-Government

- Gov't-to-Gov't negotiations
  - Sovereignty
- Self-governance (land code, financial management board certification)
  - Moves closer to self-governance, control, sovereignty
- Peace Officers Project
  - Community enforcement
- Declaration
  - Political statement

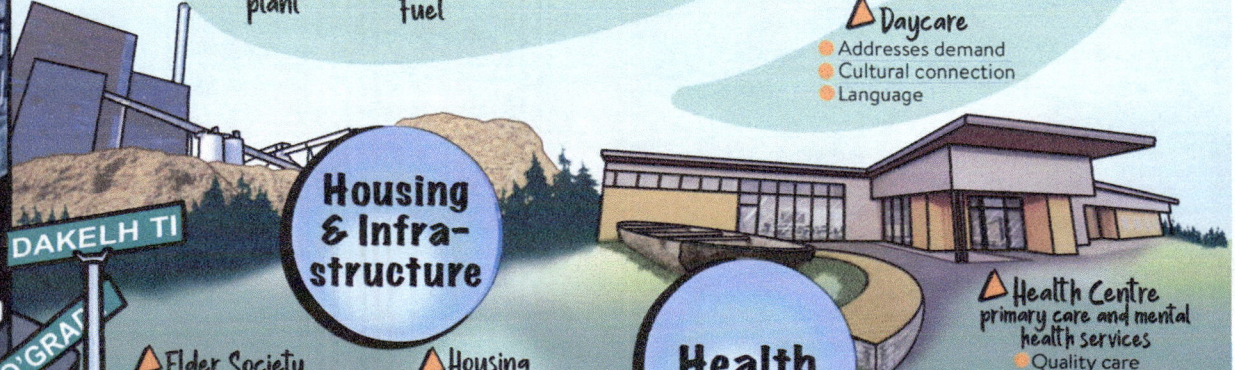
Education

- Online presence
  - Window to the world
  - Enables dialogue and community engagement
- Indigenous Education Leadership Table
  - Gov't-to-gov't partnership with school district
  - Control over indigenous education
- Northern Partnership Program (UNBC) and Chancellor representation
  - Access to and support for post-secondary education
  - Encourages staying here
  - Economic benefit
- Local Education Agreement
  - Ensures focus on our students

Business

- Economic benefit
- Community jobs

- House of Ancestors
- Hydroponics program
- New transit building
- LTN Contracting
  - $40M+ own source revenue
- Land ownership
  - Tax revenue base
- Truck stop
- Biofuel plant
- Tano Fuel
- Daycare
  - Addresses demand
  - Cultural connection
  - Language



Housing & Infrastructure

- Elder Society
  - Cultural identity
  - Community leadership
- Housing Renovation/ Retrofit Plan
- Bridge
  - Improves safety and access
  - Allows community connections
  - Transportation to services
  - Shared utilities

Health

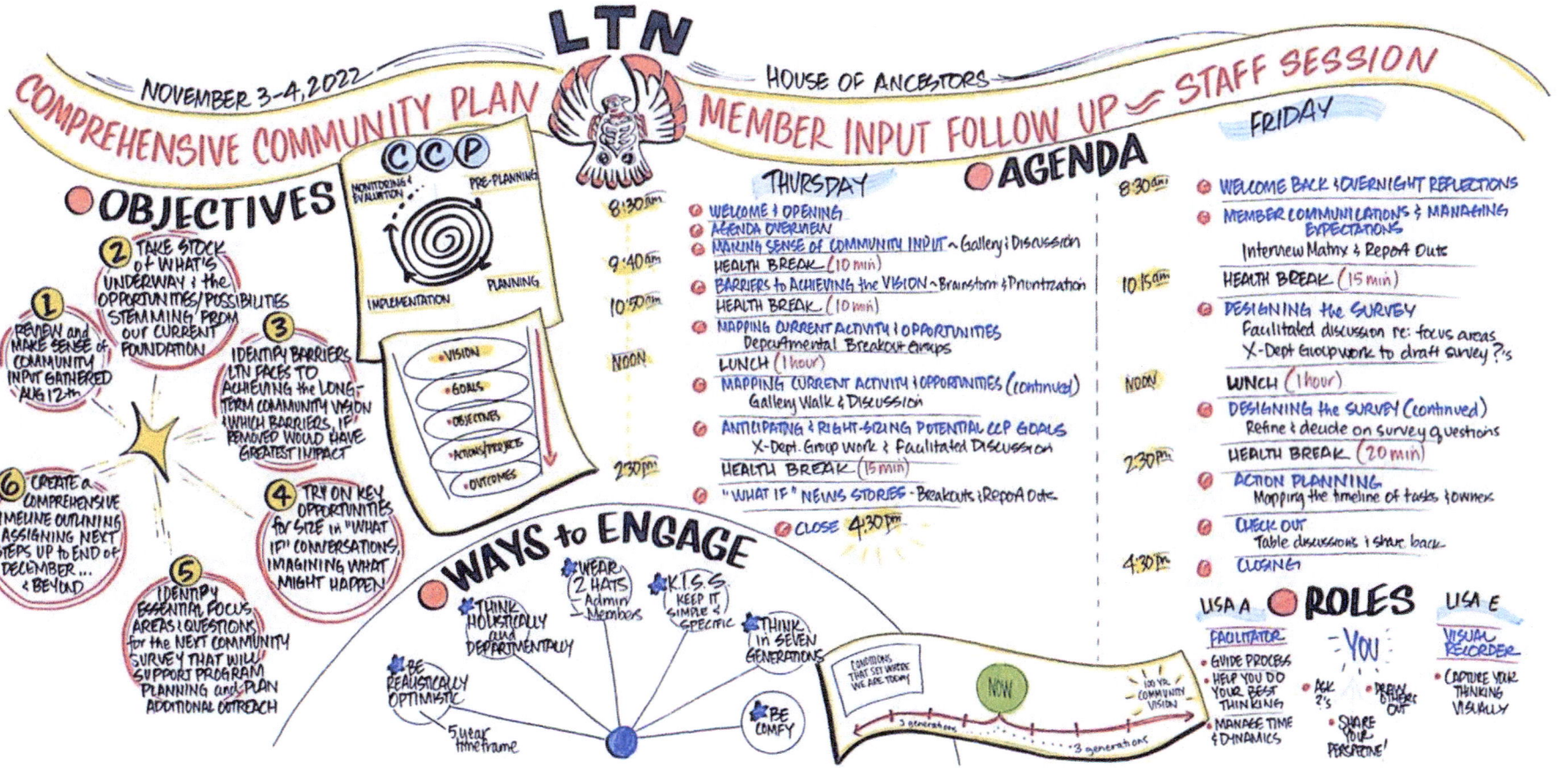
- Health Centre primary care and mental health services
  - Quality care
  - Cultural safety
- Health and wellness
  - Community driven programs/services
- Pool and fitness passes
  - Unifies families
  - Contributes to health
  - Offers daycare

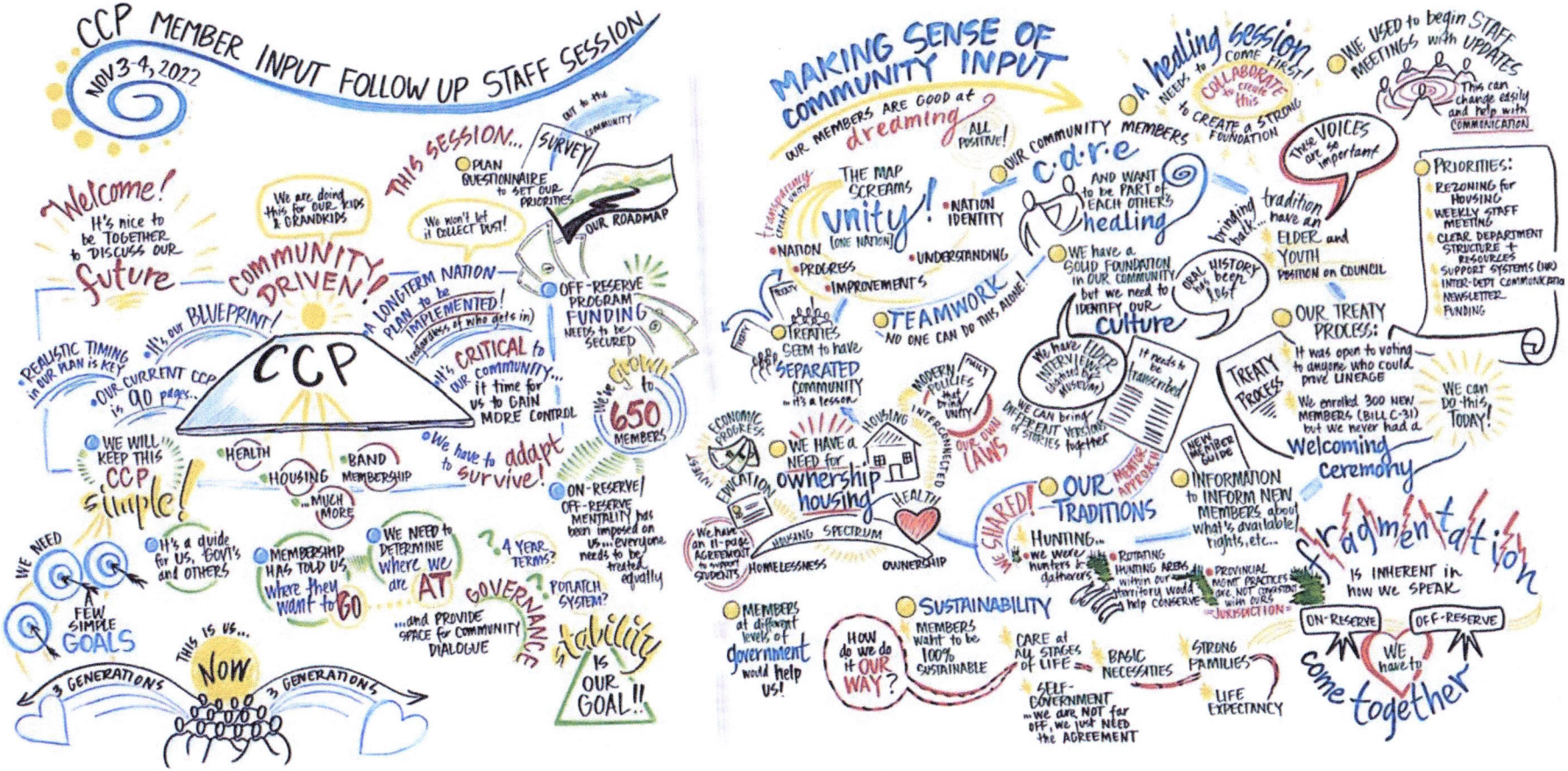
Cultural Identity

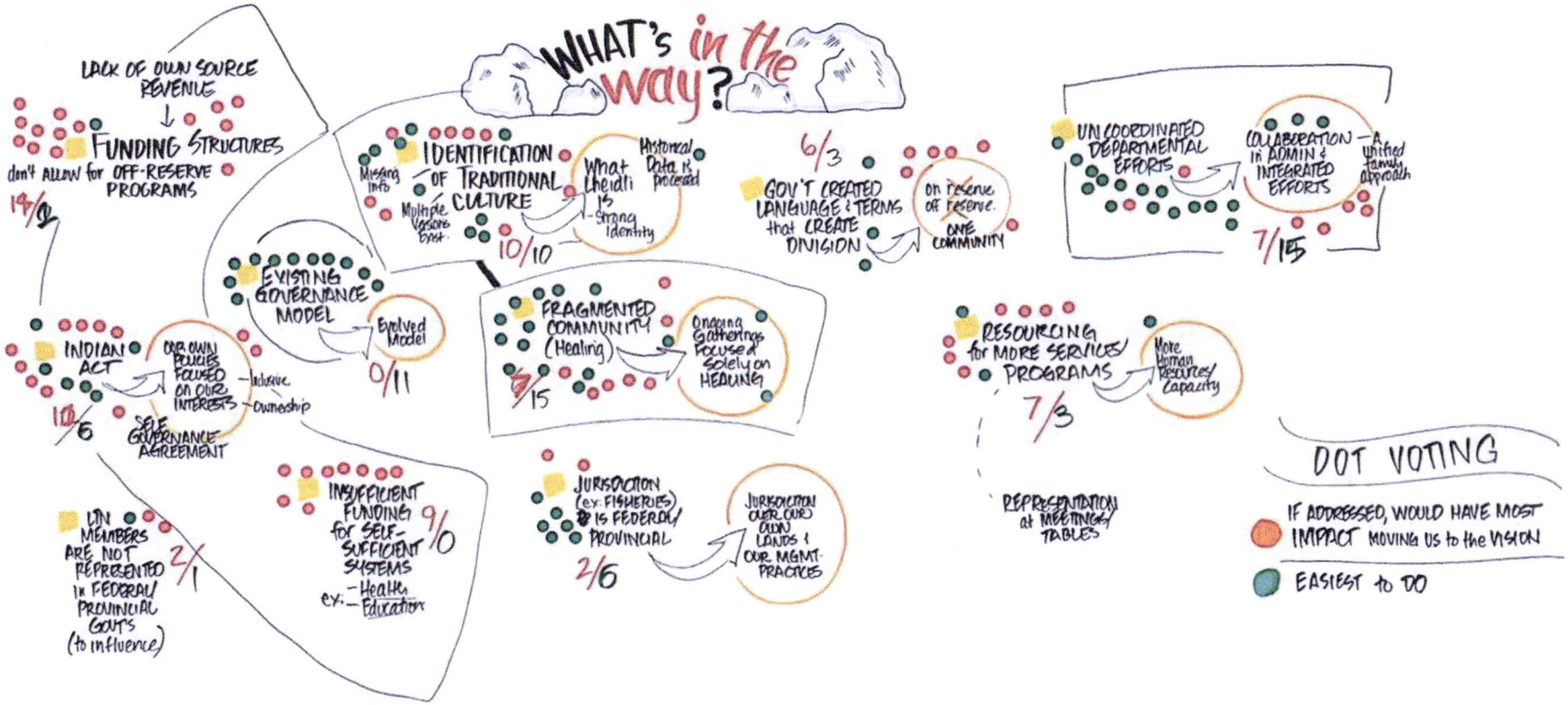
- Language revitalization program
  - Cultural preservation
- Museum partnership
  - Shares history
  - Repository for artifacts
  - Cultural preservation
- Naming in the community
  - Cultural sharing
  - Rejuvenates language
  - Connects to land
  - Facilitates reconciliation
- Ancient Forests land based healing
  - Cultural preservation
  - Global awareness
- Cultural events
  - Encourages unity & self-sufficiency

Land

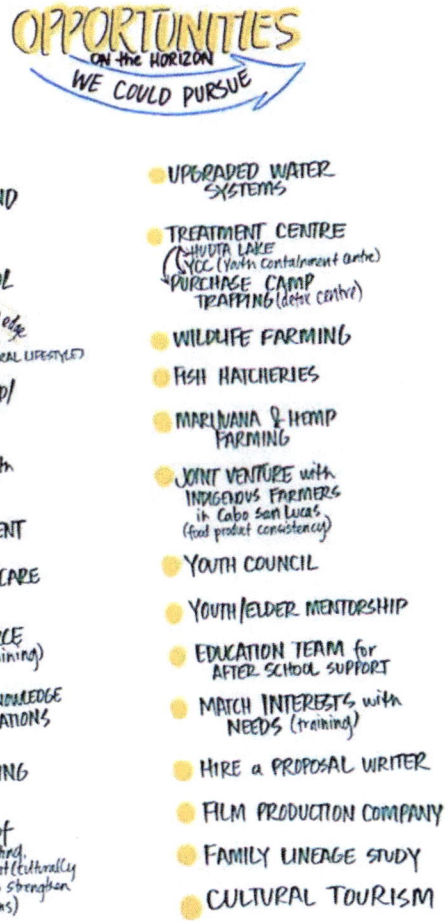
- Forest license
  - Economic benefit
  - Sustainable management
- Claim Tribunal settlement coming
  - Capital to invest
  - Strengthens our financial position
- Cumulative effects land study
  - See how to address environmental damage
  - Negotiation tool
- Nazko nation building
  - Shared territory
  - Knowledge sharing

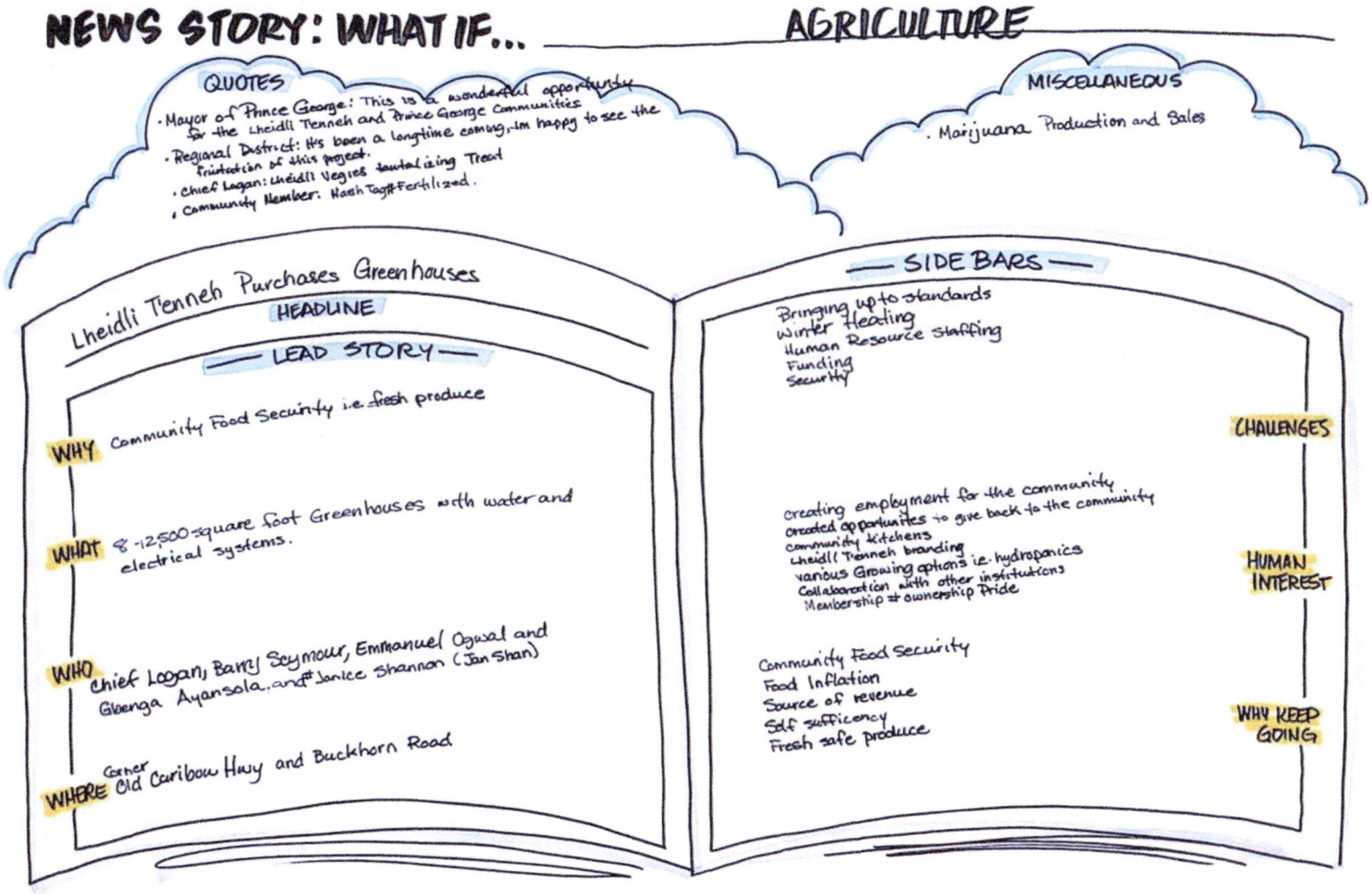

LTN
NOVEMBER 3-4, 2022
COMPREHENSIVE COMMUNITY PLAN
HOUSE OF ANCESTORS
MEMBER INPUT FOLLOW UP ~ STAFF SESSION
OBJECTIVES
1 REVIEW and MAKE SENSE of COMMUNITY INPUT GATHERED AUG 12th
2 TAKE STOCK of WHAT'S UNDERWAY & the OPPORTUNITIES/POSSIBILITIES STEMMING FROM our CURRENT FOUNDATION
3 IDENTIFY BARRIERS LTN FACES TO ACHIEVING the LONG-TERM COMMUNITY VISION & WHICH BARRIERS, IF REMOVED WOULD HAVE GREATEST IMPACT
4 TRY ON KEY OPPORTUNITIES for SIZE in "WHAT IF" CONVERSATIONS, IMAGINING WHAT MIGHT HAPPEN
5 IDENTIFY ESSENTIAL FOCUS AREAS & QUESTIONS for the NEXT COMMUNITY SURVEY THAT WILL SUPPORT PROGRAM PLANNING and PLAN ADDITIONAL OUTREACH
6 CREATE a COMPREHENSIVE TIMELINE OUTLINING & ASSIGNING NEXT STEPS UP to END of DECEMBER... & BEYOND
CCP
MONITORING & EVALUATION
PRE-PLANNING
PLANNING
IMPLEMENTATION
VISION
GOALS
OBJECTIVES
ACTIONS/PROJECTS
OUTCOMES
AGENDA
THURSDAY
8:30am WELCOME & OPENING
AGENDA OVERVIEW
MAKING SENSE OF COMMUNITY INPUT ~ Gallery & Discussion
9:40am HEALTH BREAK (10 min)
BARRIERS to ACHIEVING the VISION ~ Brainstorm & Prioritization
10:50am HEALTH BREAK (10 min)
MAPPING CURRENT ACTIVITY & OPPORTUNITIES Departmental Breakout Groups
NOON LUNCH (1 hour)
MAPPING CURRENT ACTIVITY & OPPORTUNITIES (continued) Gallery Walk & Discussion
ANTICIPATING & RIGHT-SIZING POTENTIAL CCP GOALS X-Dept. Group Work & Facilitated Discussion
2:30pm HEALTH BREAK (15 min)
"WHAT IF" NEWS STORIES - Breakouts & Report Outs
CLOSE 4:30pm
FRIDAY
8:30am WELCOME BACK & OVERNIGHT REFLECTIONS
MEMBER COMMUNICATIONS & MANAGING EXPECTATIONS Interview Matrix & Report Outs
10:15am HEALTH BREAK (15 min)
DESIGNING the SURVEY Facilitated discussion re: focus areas X-Dept Group work to draft survey ?'s
NOON LUNCH (1 hour)
DESIGNING the SURVEY (continued) Refine & decide on survey questions
2:30pm HEALTH BREAK (20 min)
ACTION PLANNING Mapping the timeline of tasks & owners
CHECK OUT Table discussions & share back
4:30pm CLOSING
WAYS to ENGAGE
WEAR 2 HATS Admin Members
K.I.S.S. KEEP IT SIMPLE & SPECIFIC
THINK HOLISTICALLY and DEPARTMENTALLY
THINK in SEVEN GENERATIONS
BE REALISTICALLY OPTIMISTIC
5 year timeframe
BE COMFY
CONDITIONS THAT SET WHERE WE ARE TODAY
NOW
100 YR COMMUNITY VISION
3 generations
3 generations
ROLES
LISA A
FACILITATOR
GUIDE PROCESS
HELP YOU DO YOUR BEST THINKING
MANAGE TIME & DYNAMICS
YOU
ASK Q's
SHARE YOUR PERSPECTIVE!
PARK & REFLECT OUT
LISA E
VISUAL RECORDER
CAPTURE YOUR THINKING VISUALLY


CCP MEMBER INPUT FOLLOW UP STAFF SESSION
NOV 3-4, 2022
Welcome!
It's nice to be TOGETHER to DISCUSS OUR future
COMMUNITY DRIVEN!
CCP
It's our BLUEPRINT!
REALISTIC TIMING in our PLAN is KEY
OUR CURRENT CCP is 90 pages...
WE WILL KEEP THIS CCP simple!
WE NEED FEW SIMPLE GOALS
It's a guide for us, Gov't's and others
HEALTH
HOUSING
BAND MEMBERSHIP
...MUCH MORE
THIS SESSION...
SURVEY
PLAN QUESTIONNAIRE to SET OUR PRIORITIES
OUR ROADMAP
We are doing this for OUR KIDS & GRANDKIDS
We won't let it COLLECT DUST!
A LONGTERM NATION PLAN to be IMPLEMENTED! (regardless of who gets in)
It's CRITICAL to OUR COMMUNITY... it time for us to GAIN MORE CONTROL
OFF-RESERVE PROGRAM FUNDING needs to be SECURED
We have to adapt to survive!
We grown to 650 MEMBERS
ON-RESERVE/OFF-RESERVE MENTALITY has been imposed on us... everyone needs to be treated equally
MEMBERSHIP HAS TOLD US Where they WANT to GO
We NEED to DETERMINE where we are AT
...and PROVIDE SPACE for COMMUNITY DIALOGUE
4 YEAR TERMS?
POTLATCH SYSTEM?
GOVERNANCE
stability is OUR GOAL!!
THIS is us... NOW
3 GENERATIONS
3 GENERATIONS
MAKING SENSE OF COMMUNITY INPUT
OUR MEMBERS ARE GOOD at dreaming
ALL POSITIVE!
A healing session NEEDS to COME FIRST!
COLLABORATE to create this
to CREATE a STRONG FOUNDATION
WE USED to begin STAFF MEETINGS with UPDATES
This can change easily and help with COMMUNICATION
OUR COMMUNITY MEMBERS c·d·r·e AND WANT to be PART of EACH OTHER'S healing
THE MAP SCREAMS unity!
NATION IDENTITY
NATION (ONE NATION)
UNDERSTANDING
PROGRESS
IMPROVEMENTS
TRANSPARENCY creates UNITY
TREATIES SEEM to have SEPARATED COMMUNITY ...it's a lesson
TEAMWORK ~NO ONE can do this ALONE!
WE have a SOLID FOUNDATION in OUR COMMUNITY but we need to IDENTIFY OUR culture
bringing back... tradition have an ELDER and YOUTH position on COUNCIL
These VOICES are so important
ORAL HISTORY has been 1867
PRIORITIES:
REZONING for HOUSING
WEEKLY STAFF MEETING
CLEAR DEPARTMENT STRUCTURE + RESOURCES
SUPPORT SYSTEMS (HR)
INTER-DEPT COMMUNICATION
NEWSLETTER
FUNDING
OUR TREATY PROCESS:
It was open to voting to anyone who could prove LINEAGE
We enrolled 300 NEW MEMBERS (BILL C-31) but we never had a Welcoming Ceremony
TREATY PROCESS
We have INTERVIEWS (videos) for the MUSEUM
It needs to be TRANSCRIBED
We can bring DIFFERENT VERSIONS of STORIES together
WE CAN DO THIS TODAY!
WE HAVE a NEED for ownership HOUSING
HOUSING SPECTRUM
HOMELESSNESS
OWNERSHIP
MODERN POLICIES that DIVIDE UNITY
INTERCONNECTED
OUR OWN LAWS
ECONOMIC PROGRESS
INVEST
EDUCATION
We have an 11-page AGREEMENT to support STUDENTS
HEALTH
WE SHARED! OUR TRADITIONS
HEALING APPROACH
NEW MEMBER GUIDE
INFORMATION to INFORM NEW MEMBERS about what's available, rights, etc...
Hunting...
we were hunters & gatherers
ROTATING HUNTING AREAS within our territory would help CONSERVE
PROVINCIAL MGMT PRACTICES are NOT CONSISTENT with OUR JURISDICTION
fragmentation IS INHERENT in how we SPEAK
ON-RESERVE
OFF-RESERVE
WE have to come together
MEMBERS at different levels of government would help US!
How do we do it OUR WAY?
SUSTAINABILITY
MEMBERS want to be 100% SUSTAINABLE
CARE at ALL STAGES of LIFE
BASIC NECESSITIES
STRONG FAMILIES
LIFE EXPECTANCY
SELF-GOVERNMENT ...we are NOT far off, we just NEED the AGREEMENT

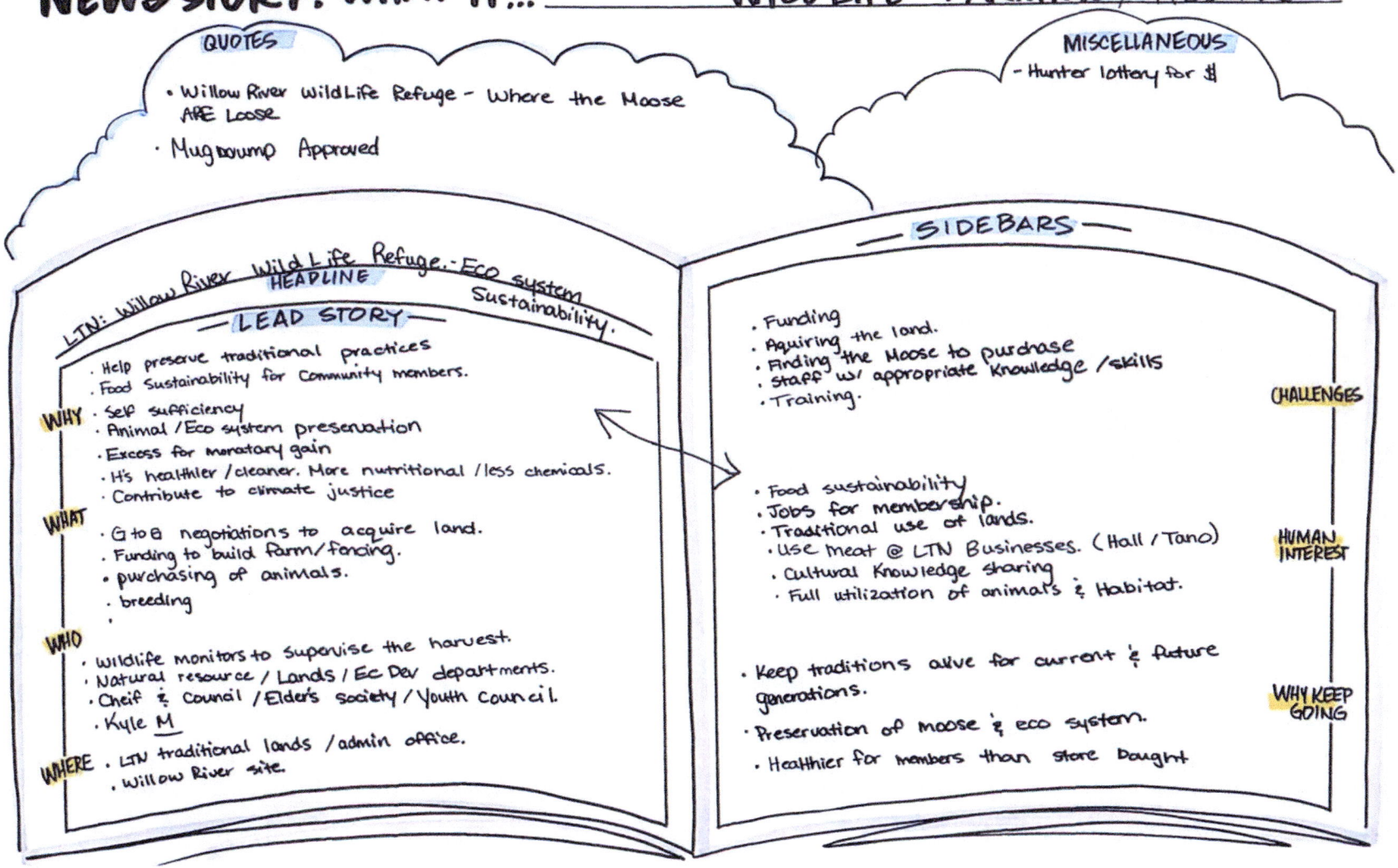

WHAT's in the way?
LACK OF OWN SOURCE REVENUE
FUNDING STRUCTURES
don't ALLOW for OFF-RESERVE PROGRAMS
14/2
IDENTIFICATION OF TRADITIONAL CULTURE
Missing info
Multiple versions exist
What Lheidli Is
- Strong Identity
Historical Data is processed
10/10
6/3
GOV'T CREATED LANGUAGE & TERMS that CREATE DIVISION
on reserve
off reserve
ONE COMMUNITY
UNCOORDINATED DEPARTMENTAL EFFORTS
COLLABORATION in ADMIN & INTEGRATED EFFORTS
- A unified family approach
7/15
EXISTING GOVERNANCE MODEL
Evolved Model
0/11
FRAGMENTED COMMUNITY (Healing)
Ongoing Gatherings focused solely on HEALING
7/15
INDIAN ACT
OUR OWN POLICIES FOCUSED ON OUR INTERESTS
- Inclusive
- Ownership
SELF GOVERNANCE AGREEMENT
10/6
RESOURCING for MORE SERVICES/ PROGRAMS
More Human Resource Capacity
7/3
REPRESENTATION at MEETINGS/ TABLES
DOT VOTING
IF ADDRESSED, WOULD HAVE MOST IMPACT MOVING US to the VISION
EASIEST to DO
INSUFFICIENT FUNDING for SELF-SUFFICIENT SYSTEMS
ex: - Health
- Education
9/0
JURISDICTION (ex: FISHERIES) IS FEDERAL/ PROVINCIAL
JURISDICTION OVER OUR OWN LANDS & OUR MGMT. PRACTICES
2/6
LIN MEMBERS ARE NOT REPRESENTED in FEDERAL/ PROVINCIAL GOVTS (to influence)
2/1

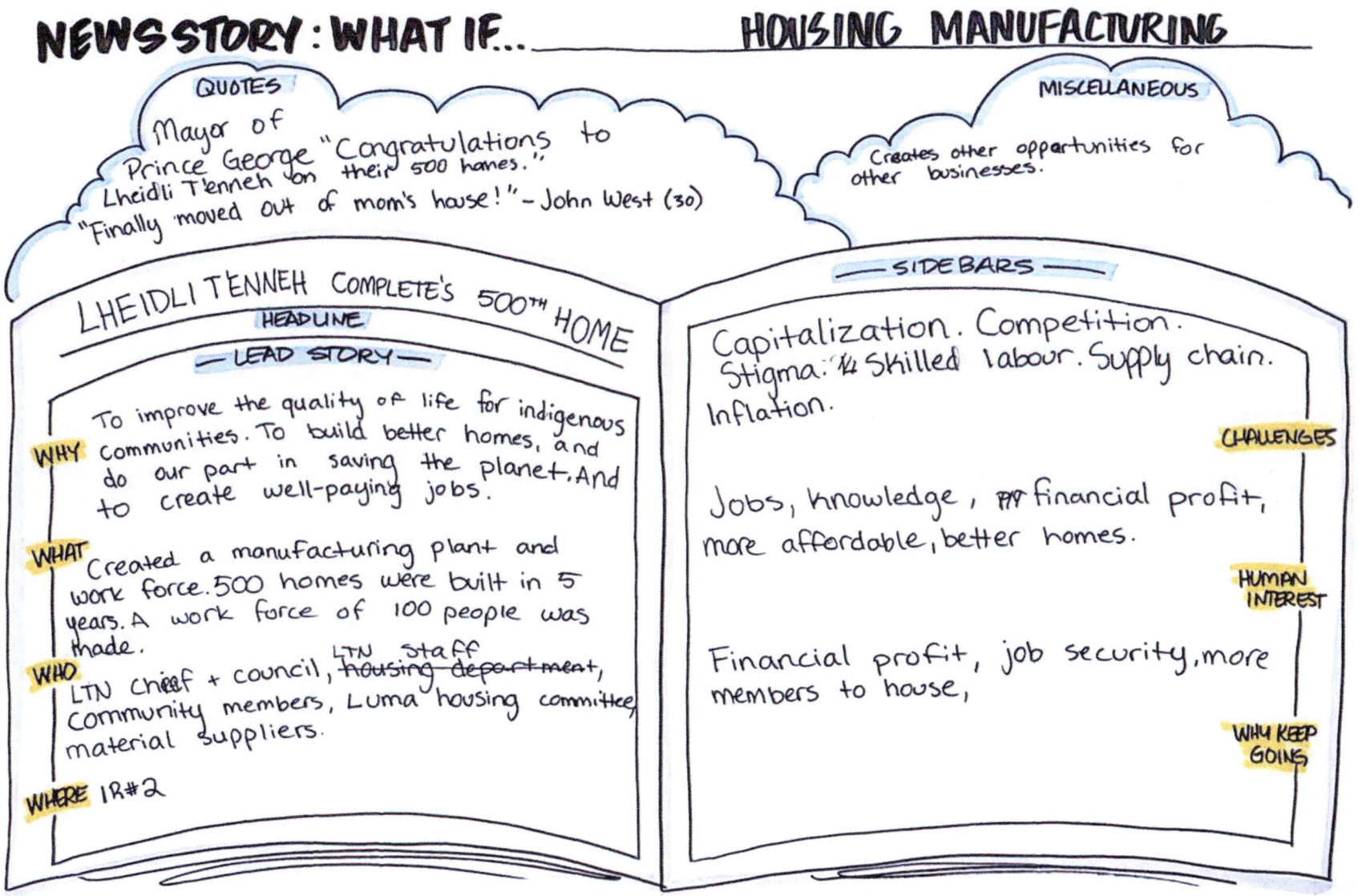
MAJOR INITIATIVES
ALREADY UNDERWAY
BUILD UPON
MEMBERS SHOULD KNOW ABOUT
NEW TRANSIT BUILDING
TRUCK STOP
LANGUAGE REVITALIZATION PROGRAM
sustainable mgmt
$$ benefit
FOREST LICENSE
community driven programs/services
HEALTH and WELLNESS
see how to address damage
negotiation tool
CUMULATIVE EFFECTS STUDY (land)
cultural preservation
putting us on global map
ANCIENT FORESTS (land-based healing event)
window to world
invites dialogue/engagement
ONLINE PRESENCE
political statement... draws line in sand
DECLARATION
ensures focus on our students
LOCAL EDUCATION AGREEMENT
$$$ benefit
sustainability
jobs
BIOFUEL PLANT
reputation & relationships
G-to-G NEGOTIATIONS
address demand
cultural connection
teach children our language /ways
DAYCARE
quality care
cultural safety
HEALTH CENTRE (Primary Care)
BETTER ACCESS to MENTAL HEALTH SERVICES
cultural sharing
rejuvenate language
connects to lahal
reconciliation
NAMING - in the community
OUR POSITIVE REPUTATION
shares history
repository for artifacts
cultural preservation
MUSEUM PARTNERSHIP
HYDROPONICS PROGRAM
HOUSING RENO/ RETROFIT PLAN
improve quality of life
solving crisis
bringing up standards
ELDER SOCIETY
cultural IDENTITY
SELF-GOVT INITIATIVES
-land code
-financial mgmt board act
takes us TOWARDS self-gov't / AWAY from INDIAN ACT
control
sovereignty
INDIGENOUS EDUCATION LEADERSHIP TABLE
G-to-G partnership with school district
gives us an EQUAL VOICE
leading the way! CONTROL over IND. EDUCATION
NORTHERN PARTNERSHIP PROGRAM (UNBC)
-chancellor
accessibility/support for post-secondary
encourages education
$ $ $ benefit
encourages staying here
POOL PASSES/FITNESS
unifies families/health/daycare
BRIDGE
development/ activation
safety
access
community connections (utilities too)
destigmatization
transportation to services
CULTURAL EVENTS (food preservation + culture)
encourage unity
enhances identity
healing... our way
pride/belonging
self-sustainability
NAZKO-NATION-BUILDING
LAND OWNERSHIP
LTN CONTRACTING (own-source revenue $40M+)
PEACE OFFICERS PILOT PROJECT
WE CAN GET there!!
BAHTLAT SYSTEM = ELDERS + YOUTH
driven by our culture
powerful...
building
Lessons...
RESPECT
LISTENING
LANGUAGE
IDENTITY
TRADITIONAL TEACHING WAYS


OPPORTUNITIES
ON the HORIZON
WE COULD PURSUE
PURCHASE MORE OFF-RESERVE LAND
VOCATIONAL TRAINING SCHOOL
HOUSING going cutting edge MANUFACTURING
(DESIGN BASED on CULTURAL LIFESTYLE)
ENFORCEMENT-relationship/ own police force/ bylaw enforcement
JOINT VENTURES with BUSINESSES (pipeline
ENBRIDGE SETTLEMENT
IMPROVE HEALTH CARE QUALITY
NATURAL RESOURCE DEVELOPMENT (mining)
VIRTUAL HUB - KNOWLEDGE SHARING B/w NATIONS
BULK PURCHASING ON-RESERVE
GIS PLOTTING of LOCATIONS - hunting, archeology, cmt (culturally modified) trees to strengthen land claims)
UPGRADED WATER SYSTEMS
TREATMENT CENTRE
HYDTA LAKE
YCC (Youth Containment Centre)
PURCHASE CAMP TRAPPING (detox centre)
WILDLIFE FARMING
FISH HATCHERIES
MARIJUANA & HEMP FARMING
JOINT VENTURE with INDIGENOUS FARMERS in Cabo San Lucas (food product consistency)
YOUTH COUNCIL
YOUTH/ELDER MENTORSHIP
EDUCATION TEAM for AFTER SCHOOL SUPPORT
MATCH INTERESTS with NEEDS (training)
HIRE a PROPOSAL WRITER
FILM PRODUCTION COMPANY
FAMILY LINEAGE STUDY
CULTURAL TOURISM


NEWS STORY: WHAT IF...
AGRICULTURE
QUOTES
· Mayor of Prince George: This is a wonderful opportunity for the Lheidli Tenneh and Prince George communities
· Regional District: Its been a longtime coming, Im happy to see the finitation of this project.
· Chief Logan: Lheidli Vegies tantalizing Treat
· Community Member: Hash Tag# Fertilized.
MISCELLANEOUS
· Marijuana Production and Sales
Lheidli Tenneh Purchases Greenhouses
HEADLINE
LEAD STORY
WHY Community Food Security i.e. fresh produce
WHAT 8 - 12,500 square foot Greenhouses with water and electrical systems.
WHO Chief Logan, Barry Seymour, Emmanuel Ogwal and Gbenga Ayansola, and Janice Shannon (Jan Shan)
WHERE Corner Old Caribou Hwy and Buckhorn Road
SIDE BARS
Bringing up to standards
Winter Heating
Human Resource staffing
Funding
Security
CHALLENGES
creating employment for the community
Created opportunities to give back to the community
community kitchens
Lheidli Tenneh branding
various Growing options i.e. hydroponics
Collaboration with other institutions
Membership ≠ ownership Pride
HUMAN INTEREST
Community Food Security
Food Inflation
Source of revenue
Self sufficiency
Fresh safe produce
WHY KEEP GOING

NEWS STORY: WHAT IF... WILDLIFE FARMING / Reserve



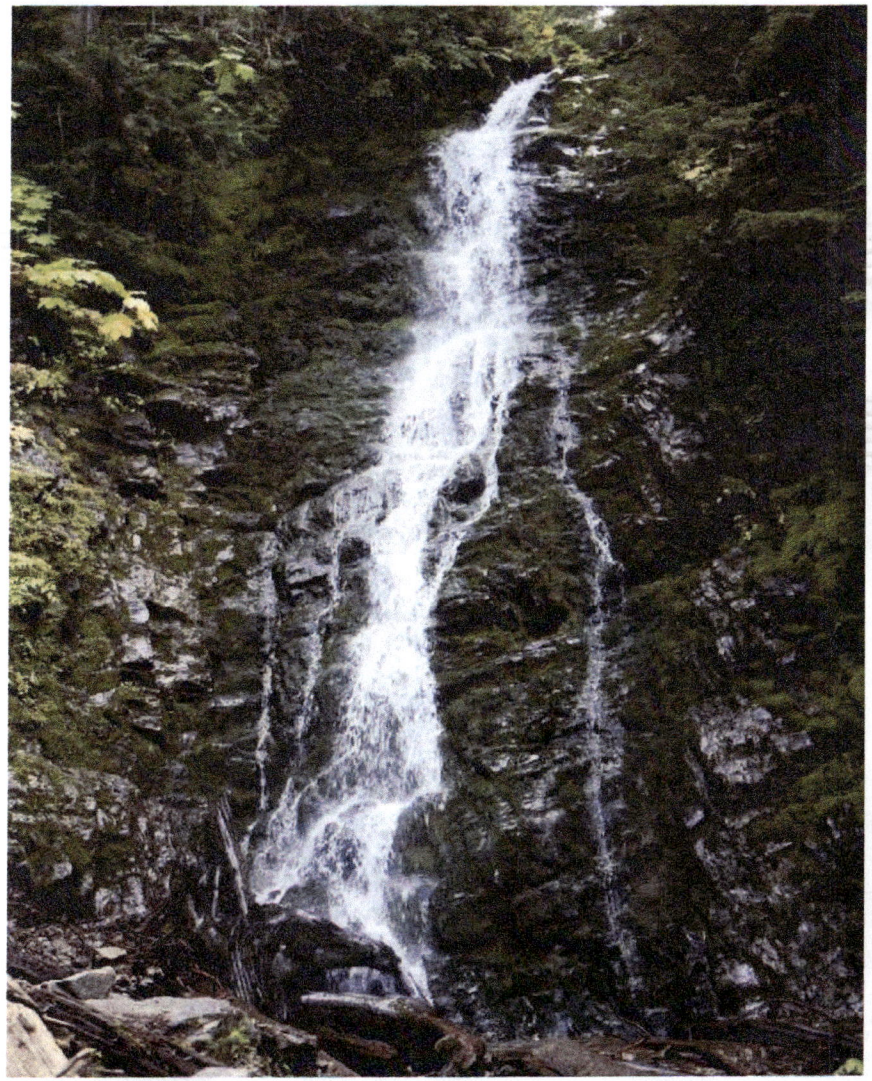

NEWS STORY: WHAT IF...
HOUSING MANUFACTURING
QUOTES
Mayor of Prince George "Congratulations to Lheidli T'enneh on their 500 homes."
"Finally moved out of mom's house!" - John West (30)
MISCELLANEOUS
Creates other opportunities for other businesses.
LHEIDLI T'ENNEH COMPLETE'S 500TH HOME
HEADLINE
LEAD STORY
WHY
To improve the quality of life for indigenous communities. To build better homes, and do our part in saving the planet. And to create well-paying jobs.
WHAT
Created a manufacturing plant and work force. 500 homes were built in 5 years. A work force of 100 people was made.
WHO
LTN chief + council, LTN staff ~~housing department~~, community members, Luma housing committee, material suppliers.
WHERE
IR#2
SIDEBARS
Capitalization. Competition. Stigma. ½ Skilled labour. Supply chain. Inflation.
CHALLENGES
Jobs, knowledge, financial profit, more affordable, better homes.
HUMAN INTEREST
Financial profit, job security, more members to house,
WHY KEEP GOING

Lheidli T'enneh
First Nation

Strategic Plan 2024 - 2029

Table of Contents

1. Introduction
2. About the Strategic Plan
3. Vision and Mission
4. Values
6. Strategic Priorities
    7. Priority 1 - Community Engagement and Empowerment
    8. Priority 2 - Financial Stability & Economic Sustainability
    9. Priority 3 - Health, Safety, and Well-Being
    10. Priority 4 - Housing and Social Inclusivity
    11. Priority 5 - Language and Cultural Revitalization
    12. Priority 6 - Sustainable Infrastructure and Environmental Stewardship
    13. Priority 7 - Transparent Administration and Inclusive Governance
16. Looking Forward



Introduction

The Lheidli T'enneh (historically known as the Fort George Indian Band) is a community built on and around the strength of our people. T'enneh literally means "The People". We are a sub-group of the "Dakelh" people whose traditional territory includes the city of Prince George, British Columbia. The name "Lheidli" means "The People from the Confluence of the River" in the Carrier language, referring to how the Nechako River enters the Fraser River at Prince George. The rivers spoken of are the Nee Incha Koh which means "river with strong undercurrents" and the Ltha Koh, the Big Mouth River.

Lheidli T'enneh Elders, teachers, drummers, and other artists pass on our traditions and teachings to the next generation, keeping our culture alive and strong. The Lheidli T'enneh and our communities are built on the strength, guidance and leadership provided by our Elders and on the passion, innovation, and motivation of our youth to move forward in positive ways and change the world.

We were often called the Tanoten which meant "people a little to the north." As a people, we aspire to move ahead as an organized, highly motivated, determined, and self-reliant Nation. Consisting of over 400 members, we represent a proud, united peoples whose purpose is to ensure a future that will provide better quality of life while flourishing with their environment. Our tradition and cultural beliefs are the driving force of our success and destiny.

About the Strategic Plan

A Strategic Plan is meant to answer the questions: Where are we going and how will we get there?
The Lheidli T'enneh Nation (LTFN) Strategic Plan is grounded in the ambitions shared by our members, leadership, and staff. It is a living document meant to prioritize key activities and resources over the next -five years. In this plan, we have developed a vision and mission statement to guide our collective efforts.
A vision statement provides direction and a sense of purpose. A mission statement describes who we are, our goals, and how we aim to achieve them. Organizational values will serve as the standard for guiding the work of LTFN. By having strong values in place, we create a culture of accountability and trust by setting out the appropriate behaviours needed for success.

Within the scope of this Strategic Plan, we have identified seven priorities that, given our current and expected resources, we believe we can make significant progress on within the next three years. The priorities are broken down into goals with specific actions that we will prioritize over the coming years. The details of how these priorities will be implemented will be developed in an annual operating plan and budget developed by LTFN staff and presented to Chief and Council for approval. Progress, successes, and challenges will be presented to our members in annual reports and at our annual general meeting.

The Strategic Plan will be implemented by all levels of our organization and reported out on regularly. This is meant to be a living document and our priorities may change as circumstances evolve. Given the rapid and often unpredictable changes of the past three years, it is difficult to forecast what the next five years will look like. To ensure this strategic plan remains relevant to the LTFN and our members, this Strategic Plan will be reviewed annually in conjunction with our annual planning cycle so that we can respond to the needs of, and the changes within our Nation.

Vision and Mission

Vision Statement

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 equitable essential services supported by effective, transparent, and accountable government and administration.

Mission Statement

Empowering the Lheidli T'enneh community to thrive through cultural preservation, sustainable development, health and wellness, and unity.

Values

The following organizational values are listed alphabetically. We will hold ourselves and each other accountable to values listed below by ensuring our actions and behaviours align with what we believe is most important.

Accountability

Own Every Action, Lead Every Outcome.

Upholding transparency, explaining our actions, and taking responsibility for decisions made at all levels of the organization.

Community

Together We Thrive, Uniting Dreams.

Collaborating, listening, and working together to uplift the entire community, fostering unity and shared progress.

Equality

Elevate All, Ignite Equal Futures.

Ensuring fairness and equal opportunities for everyone, irrespective of age or position, and advocating for the well-being of all.

Financial Stability

Secure Success, Shape Sustainable Impact.

Making informed choices that secure the Nation's financial strength, allowing us to serve our community effectively and sustainably.

Future Generations

Empowering Today for a Stronger Tomorrow.

Making decisions with a long-term perspective that ensures the well-being and prosperity of generations to come.

Respect

Respect every voice, fuel collective progress.

Treating all individuals with fairness, empathy, and consideration, while valuing diverse perspectives and practicing open communication.

Strategic Priorities

We have developed seven Strategic Priorities to guide the work and direction for our Nation's development and growth. These seven priorities will support us in accomplishing our Vision.

1 2 3 4

Community Engagement and Empowerment
Engage community members in processes and initiatives, empowering them to actively participate in shaping the direction and development of their community.

Financial Stability and Economic Sustainability
Generate revenue through partnerships and ownership of business ventures, ensuring the financial stability of the Nation and facilitating balanced economic development.

Health, Safety, and Well-Being
Prioritize the well-being of all, addressing health, safety, and social inequalities within our community, aiming for a future where everyone experiences both physical and social well-being.

Housing and Social Inclusivity
Address housing disparities and social inequalities within the community, ensuring equitable access to housing and support for vulnerable or marginalized members.

Language and Cultural Revitalization
Preserve and celebrate Lheidli T'enneh's cultural heritage, language, and traditions, empowering community members to take pride in their identity.

Sustainable Infrastructure and Environmental Stewardship
Promote responsible resource management and invest in essential community infrastructure to ensure a harmonious balance between development and long-term environmental sustainability.

Transparent Administration and Inclusive Governance
Commit to transparency in administrative processes and decision-making, fostering an inclusive governance approach that values input from all members and ensures accountability at every level.

Priority 1
Community Engagement and Empowerment

Goal:
Engage community members in processes and initiatives, empowering them to actively participate in shaping the direction and development of their community.

Some of the key actions we will take to advance this goal include, but will not be limited to:

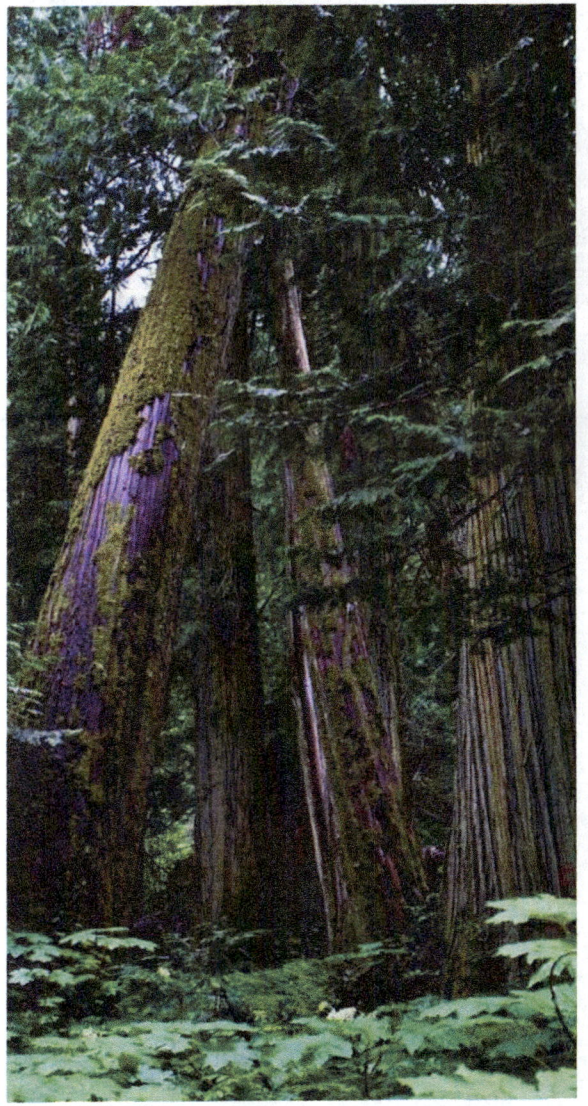
- Establish regular community forums where members can voice their ideas, concerns, and aspirations for the community's future.
- Launch community-led projects that allow members to actively participate in initiatives ranging from cultural events to infrastructure development.
- Implement an online platform for transparent communication, allowing members to stay informed about ongoing projects and decisions.
- Create mentorship programs that connect experienced community leaders with emerging voices to foster leadership and collaboration.

Priority 2
Financial Stability and Economic Sustainability

Goal:
Generate revenue through partnerships and ownership of business ventures, ensuring the financial stability of the Nation and facilitating balanced economic development.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Identify potential revenue-generating partnerships with businesses and industries that align with the Nation's values.
- Develop a diversified investment strategy that maximizes returns while adhering to ethical and sustainable principles.
- Establish a financial literacy program to empower members to make informed decisions about personal finances and investments.
- Allocate resources to assess the feasibility of community-based economic ventures that support both financial stability and cultural preservation.



Priority 3
Health, Safety and Well-Being

Goal:
Prioritize the well-being of all, addressing health, safety, and social inequalities within our community, aiming for a future where everyone experiences both physical and social well-being.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Establish mental health, addictions, and wellness programs that offer counseling, support, and resources to community members and staff.
- Collaborate with healthcare providers to ensure accessible and culturally sensitive healthcare services for all members and staff.
- Develop a comprehensive safety plan that addresses emergency response, disaster preparedness, and community resilience.
- Promote initiatives that address social inequalities, such as providing access to educational resources and employment opportunities for all.

Priority 4

Housing and Social Inclusivity

Goal:
Address housing disparities and social inequalities within the community, ensuring equitable access to housing and support for members.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Collaborate with housing experts to design affordable housing models that accommodate various family sizes.
- Prioritize housing solutions for vulnerable members, including elders, youth transitioning to independence, and those with special needs.
- Establish a housing support program to assist members in navigating the housing process, accessing resources, and addressing homelessness.
- Engage in discussions with relevant authorities to secure funding for housing initiatives, focusing on both on- and off-reserve solutions.

Priority 5

Language and Cultural Revitalization

Goal:

Preserve and celebrate Lheidli T'enneh's cultural heritage, language, and traditions, empowering community members to take pride in their identity.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Establish cultural workshops and events that promote traditional practices and language learning.
- Develop and implement a cultural curriculum in local schools to ensure cultural heritage is passed down to younger generations.
- Create partnerships with others and work with elders to document and preserve oral histories and traditional knowledge.

Priority 6

Sustainable Infrastructure and Environmental Stewardship

Goal:
Promote responsible resource management and invest in essential community infrastructure to ensure a harmonious balance between development and long-term environmental sustainability.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Conduct an environmental assessment to identify key areas for responsible resource management, maintaining habitat preservation and restoration, and sustainable development.
- Develop an infrastructure and development plan that incorporates community needs, energy-efficient technologies, and sustainable construction practices.
- Promote community-wide initiatives for waste reduction, energy conservation, and water management.
- Collaborate with environmental organizations to implement educational programs that raise awareness about environmental stewardship.

Priority 7

Transparent Administration and Inclusive Governance

Goal:

Ensure continued transparency in administrative processes and decision-making, fostering an inclusive governance approach that values input from all members and ensures accountability at every level.

Some of the key actions we will take to advance this goal include, but will not be limited to:

- Regularly publish minutes and summaries of Council meetings to keep members and staff informed about decisions and discussions.
- Develop and communicate a Code of Conduct for Council members to ensure ethical behavior, transparency, and accountability.
- Establish a clear process for members to provide feedback, suggestions, and concerns directly to the Council through the hosting of town hall meetings and virtual forums to foster open dialogue between Council members and the community, encouraging collaboration and transparency.
- Create, ratify, and implement a custom Election and Membership Code based on community feedback.

Looking Forward

The implementation of Lheidli T'enneh Nation Strategic Plan is a collaborative effort between staff and Council, on behalf of our members. By working together, the LTFN will achieve our goals and desired future. It is important to remain committed to the plan's vision, mission, and strategic priorities to ensure that the LTFN's ambitions are met and that our community thrives.

The Strategic Plan is a living document that can be adjusted as needed to best suit our organization's changing needs and circumstances. Annual evaluation of progress is critical to remaining accountable to the goals and work set out in the plan. At the end of each year and upon expiration of the plan in 2028, the LTFN will have a clear understanding of what has been accomplished and what work still lies ahead to continue growing and progressing toward the expressed vision.

The LTFN is committed to the implementation of this strategic plan and is energized to continue working with our members and community through bold advocacy and collaborative leadership.

Lheidli T'enneh

Wheni Lheidli T'enneh ts'inli

Existing and Future Housing Need and Development

Lheidli T'enneh

JULY 3, 2018

Vision

The aim and objectives of the Lheidli T'enneh First Nation Chief, Council, Elders and Membership with regards to housing is to:

> *Strive for excellence and maximization of all Lheidli T'enneh First Nation people to live in a safe and caring environment. We value respect, responsibility, integrity and joy in having a home. We endeavour to enable our people to live and grow healthy and safely by providing adequate housing to the best of our ability. We believe in maintaining, effective communication and an open and trusting relationship with respect to the home and the community.*

Mission Statement

The Chief and Council of the Lheidli T'enneh First Nation are committed to the idea that safe, adequate and comfortable housing is important to the health, well-being and dignity of the entire Lheidli T'enneh First Nation; and it is the aim of the Lheidli T'enneh First Nation to provide such housing to all Lheidli T'enneh First Nation Members.

PRESENTATION OVERVIEW

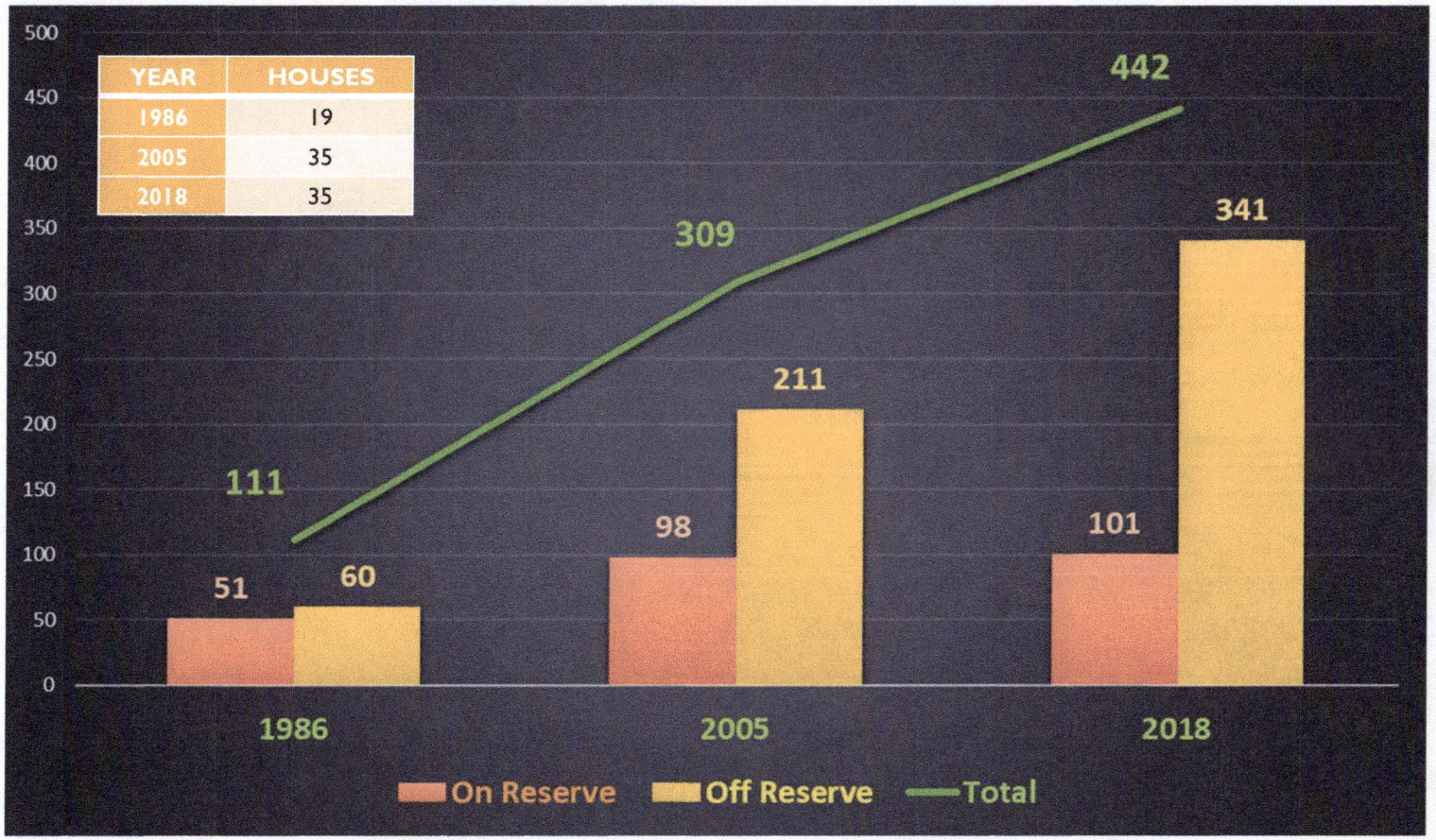
- Present situation
- Population data
- Existing housing
- New housing
- Sources of Funding
- Energy Efficiency
- Tenures
- Economic Development and Training

PRESENT SITUATION

- **442** registered members
- **101** people on reserve
- **341** or more people off reserve (Demand?)
- **3** useable serviced lots on IR#2
- **36** existing housing units
  - **1** individually owned
  - **8** older DIA units (Band maintains – no rent)
  - **8** older Sec. 56.1 social housing units
  - **16** newer Sec. 95 social housing units
  - **1** triplex
  - **1** temporary home
- **26 yrs.** - Average age of homes
  - Oldest **38 yrs.**
  - Newest **16 yrs.**
- **$2.5 Million** approximately needed to improve efficiency and extend life for existing homes
  - **3** older homes replacement?
- On site septic tanks and inadequate water
- High cost for heat and wet firewood
- Over housed and Underhoused
- Housing Policy – need updating
- Tenure Agreements – need updating
  - Tenure transfer
  - Rental
  - Rent to Own
  - Ownership
  - Old DIA units
- Operating in a deficit

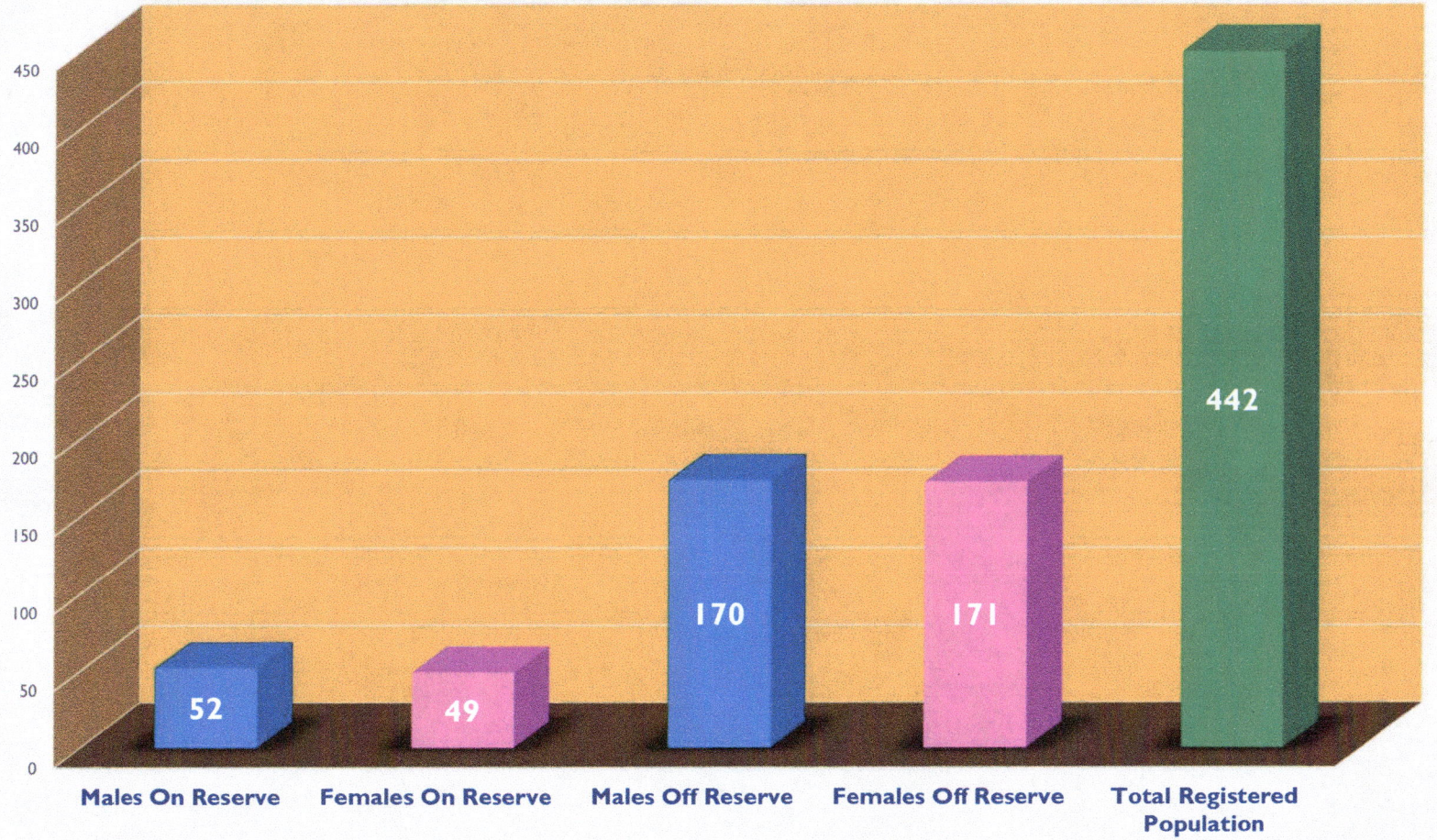
	2018															2018-19			
	Year Built	Location	Size Sq. ft.	Basement	Address	Program	Tenure	Monthly Rent	Occupant	House Age	Bedrms	# Occ.	Initial Book Value	Adjustment 2017	Book Value 2018	Replacement Value	Insurance Premium	Heating Type	Sewage
1	1980	NS	850	No	1017 Landooz Road	DIA Housing	Homeowner	-		38	2	1	13,608.96	-	13,608.96	187,000.00	408.00	EBB	Septic Tank
2	1983	SS	850	No	1030 Tl'ughus Road	Health	Band Owned	-		35	1	1	17,011.20	17,011.20	-	187,000.00	462.00	P	Septic Tank
3	1985	NS	850	No	1011 Landooz Road	DIA Housing	Homeowner	-		33	2	3	13,608.96	-	13,608.96	187,000.00	408.00	EBB/WSH	Septic Tank
4	1985	NS	990	No	1018 Landooz Road	DIA Housing	Homeowner	-		33	3	4	21,264.00	-	21,264.00	217,800.00	408.00	G/WSH/EBB	Septic Tank
5	1985	SS			1028 Tl'ughus Road			-								-			
6	1985	SS	850	No	1042 Whenun Road	DIA Housing	Homeowner	-		33	2	2	16,160.64	-	16,160.64	187,000.00	462.00	WSH/EBB	Septic Tank
7	1986	NS	850	No	1012 Landooz Road	DIA Housing	Homeowner	-		32	2	1	13,608.96	-	13,608.96	187,000.00	408.00	G/WSH	Septic Tank
8	1987	NS	1100	Yes	1010 Landooz Road	DIA Housing	Homeowner	-		31	3	3	45,079.68	-	45,079.68	242,000.00	740.00	G/WSH	Septic Tank
9	1987	SS	850	No	1034 Sewh Road	DIA Housing	Homeowner	-		31	2	2	13,608.96	-	13,608.96	187,000.00	408.00	WSH/EBB	Septic Tank
10	1991	SS	1040	Yes	1032 Sewh Road	Sec. 56.1	Rent to Own	450.00		27	2	2	51,225.00	-	51,225.00	228,800.00	673.00	WFA/EFA	Septic Tank
11	1991	SS	1040	No	1033 Sewh Road	Sec. 56.1	Rent to Own	450.00		27	2	2	49,477.06	-	49,477.06	228,800.00	646.00	WFA/EFA	Septic Tank
12	1992	NS	1040	Yes	1007 Landooz Road	Sec. 56.1	Rent to Own	450.00		26	3	1	65,723.22	8,752.84	56,970.38	228,800.00	783.00	G/WSH	Septic Tank
13	1992	NS	1040	Yes	1013 Landooz Road	Sec. 56.1	Rent to Own	450.00		26	3	1	49,872.89	6,641.93	43,230.96	228,800.00	646.00	G/WFA	Septic Tank
14	1992	NS	1040	Yes	1015 Landooz Road	Sec. 56.1	Rent to Own	450.00		26	3	5	50,789.44	6,764.00	44,025.44	228,800.00	646.00	G/WFA	Septic Tank
15	1992	NS	1040	Yes	1016 Landooz Road	Sec. 56.1	Rent to Own	450.00		26	3	5	50,073.83	6,668.70	43,405.13	228,800.00	739.00	G/WFA	Septic Tank
16	1992	SS	1040	Yes	1043 Whenun Road	Sec. 56.1	Rent to Own	450.00		26	3	6	63,564.62	-	63,564.62	228,800.00	739.00	WFA/EFA	Septic Tank
17	1996	NS	1000	No	1001 Landooz Road	Sec. 9-10	Homeowner	-		22	3	3	80,808.33	-	80,808.33	220,000.00		G/WSH	Septic Tank
18	1997	NS	990	Yes	1026 Khast'an Road	Bank Loan	Rental	650.00		21	2	2	88,364.00	-	88,364.00	217,800.00	646.00	G	Septic Tank
19	1997	NS	990	Yes	1028 Khast'an Road	Bank Loan	Rental	650.00		21	2	4	88,364.00	-	88,364.00	217,800.00	646.00	G	Septic Tank
20	1997	NS	990	Yes	1030 Khast'an Road	Bank Loan	Rental	650.00		21	2	3	88,364.00	-	88,364.00	217,800.00	646.00	G	Septic Tank
21	1998	NS	1040	Yes	1019 Khast'an Road	Sect. 95 Post 97		450.00		20	3	5	87,272.79	34,770.29	52,502.50	228,800.00	646.00	G	Septic Tank
22	1998	NS	1040	Yes	1020 Khast'an Road	Sect. 95 Post 97	Rent to Own	450.00		20	3	3	87,272.79	34,770.29	52,502.50	228,800.00	646.00	G	Septic Tank
23	1998	NS	1040	Yes	1023 Khast'an Road	Sect. 95 Post 97	Rent to Own	450.00		20	3	2	98,339.79	39,179.49	59,160.30	228,800.00	646.00	G	Septic Tank
24	1998	NS	1040	Yes	1024 Khast'an Road	Sect. 95 Post 97	Rent to Own	450.00		20	3	5	104,523.08	41,642.97	62,880.11	228,800.00	673.00	G	Septic Tank
25	1998	NS	1000	No	1006 Landooz Road	Sect. 95 Post 97	Rent to Own	375.00		20	3	1	54,231.72	21,606.42	32,625.30	220,000.00	474.00	G	Septic Tank
26	1998	NS	1040	Yes	1009 Landooz Road	Sect. 95 Post 97	Rent to Own	450.00		20	3	4	98,641.08	39,299.51	59,341.57	228,800.00	673.00	G	Septic Tank
27	1999	NS	1040	Yes	1021 Khast'an Road	Sect. 95 Post 97	Rent to Own	450.00		19	3	2	93,456.08	39,755.13	53,700.95	228,800.00	673.00	G	Septic Tank
28	1999	NS	1040	Yes	1022 Khast'an Road	Sect. 95 Post 97	Rent to Own	450.00		19	3	2	93,456.08	39,755.13	53,700.95	228,800.00	673.00	G	Septic Tank
29	1999	NS	1040	Yes	1002 Landooz Road	Sect. 95 Post 97	Rent to Own	450.00		19	3	8	100,584.41	42,787.45	57,796.96	228,800.00	673.00	G	Septic Tank
30	1999	SS	1000	No	1031 Tl'ughus Road	Sect. 95 Post 97	Rent to Own	375.00		19	2	1	54,183.72	23,049.13	31,134.59	220,000.00	474.00	P	Septic Tank
31	1999	SS	1040	Yes	1036 Whenun Road	Sect. 95 Post 97	Rent to Own	450.00		19	3	7	102,238.09	43,490.90	58,747.19	228,800.00	673.00	P	Septic Tank
32	1999	SS	1040	Yes	1039 Whenun Road	Sect. 95 Post 97	Rent to Own	450.00		19	3	3	101,530.09	43,189.73	58,340.36	228,800.00	673.00	P	Septic Tank
33	2002	SS	1040	Yes	1035 Sewh Road	Sect. 95 Post 97	Rent to Own	500.00		16	3	2	103,916.42	44,643.39	59,273.03	228,800.00	673.00	WFA/P	Septic Tank
34	2002	SS	1040	Yes	1027 Tl'ughus Road	Sect. 95 Post 97	Rent to Own	500.00		16	3	2	103,810.58	44,597.92	59,212.66	228,800.00	673.00	WFA/P	Septic Tank
35	2002	SS	1040	Yes	1029 Tl'ughus Road	Sect. 95 Post 97	Rent to Own	500.00		16	3	3	102,876.27	44,196.51	58,679.76	228,800.00	673.00	WFA/P	Septic Tank
36		NS			1004 Landooz Road			-	BCAFN and CSFS Buildings										
Totals			**33960**					**11,850.00**		**817**	**89**	**101**	**$ 2,266,910.74**	**$ 622,572.93**	**$ 1,644,337.81**	**$ 7,471,200.00**	**$ 20,130.00**	**$ -**	
Annual								**142,200.00**											
Avg.			**1029**					**359.09**	All homes	**24.8**			**$ 68,694.26**		**$ 49,828.42**	**$ 226,400.00**	**$ 610.00**	**$ -**	
								474.00	Homes paying rent			NS				225		**G - Gas**	
												68						**WFA - Wood Forced Air**	
												SS						**WSH - Wood space heater**	
												33						**EFA - Electric Forced Air**	
										Non status		8						**EBB - Electric Baseboard**	
																		P - Propane	

REGISTERED MEMBERSHIP

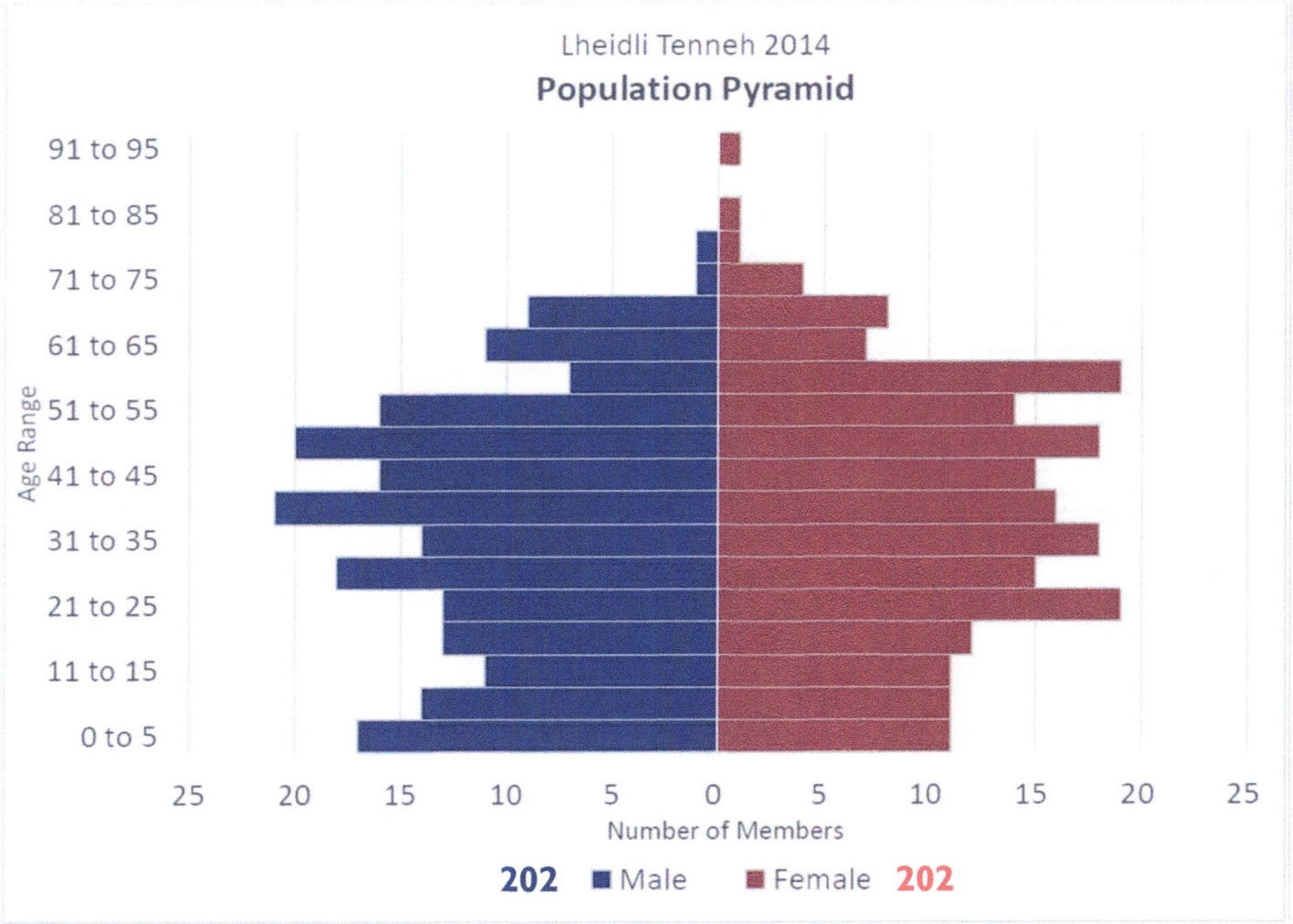


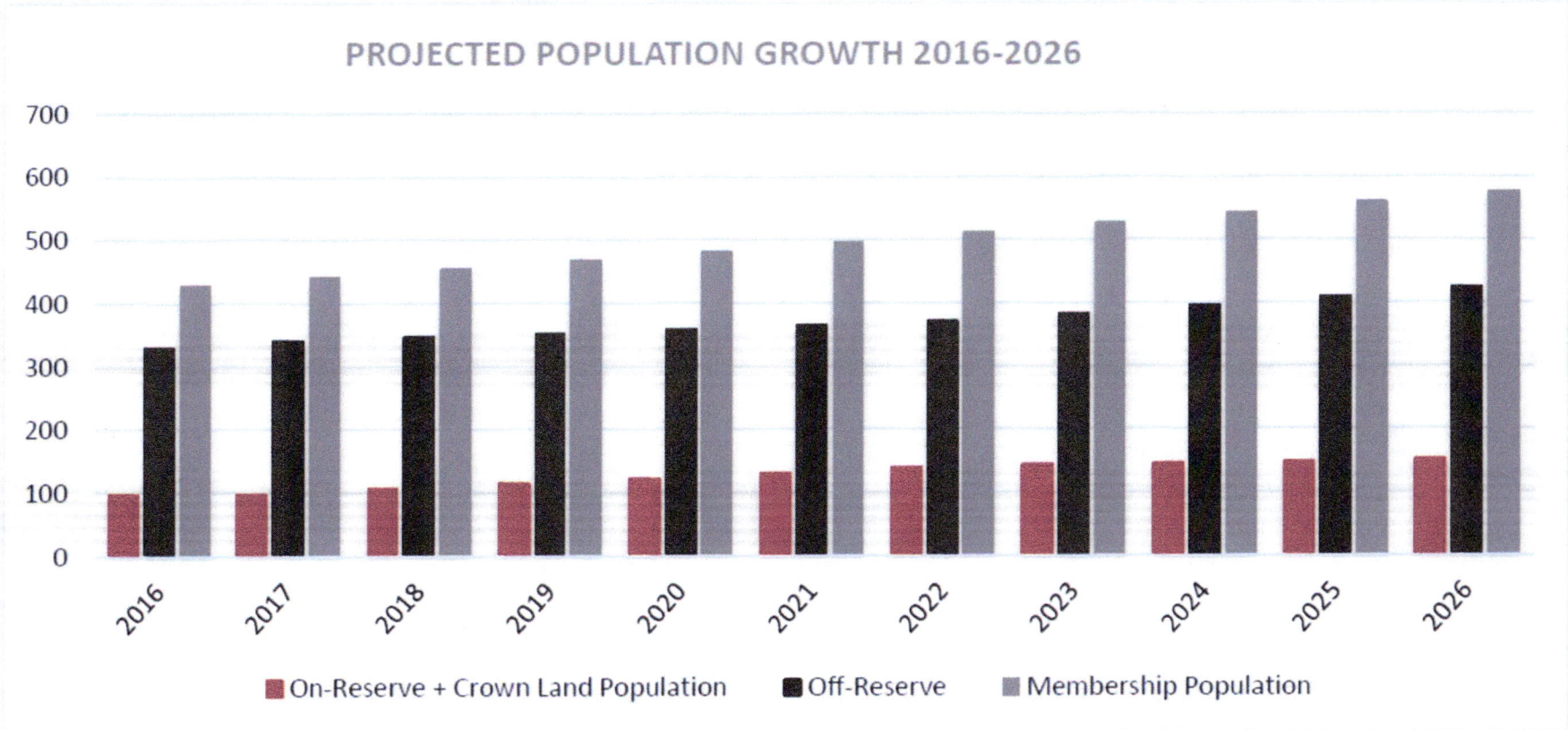
SOURCES: CSTC STANLEY ASSOCIATES 1986 NEED AND DEMAND – 2005 LHEIDL I T'ENNEH LAND USE PLAN – ISC REGISTERED MEMBERS JAN. 2018

LTN Registered Members On and Off Reserve - *ISC Jan. 2018*



Age	%
65+	10%
41-64	31%
21-40	34%
1-20	25%





Land use study - 2015

EXISTING HOUSING

PLANNED

- ❑ **Community Energy Plan**
  - Energy Assessments with action plans and cost
- ❑ **Maintenance Management Plan**
  - Infrastructure and Housing
- ❑ **BC Building Code & Step Code adoption**
- ❑ **Housing Tenure Workshops** – Rental – Rent to Own – Home Ownership and Tenure transfer of existing homes)
- ❑ **Bio-fuel** proposal submitted for Pellet Boilers
- ❑ **Basic Home Maintenance Training**
  - Tenants
  - Homeowners
- ❑ **Trades and Management Training Plan** for Band Members and Band Member Contractors

UNDERWAY

- ❑ **Housing Condition Assessments – HCAP**
  - Scopes of Work with Class D Estimates
- ❑ **HIIFNIY Student** – Community Engagement Coordinator and Policy Development
  - Housing Policy Development
  - Housing Working Group
  - Data set up
- ❑ **5 year renovation plan** for funding applications to ISC, CMHC and now BCH
- ❑ **Operating Budgets** all units combined and individual homes
- ❑ **Housing Policy Development**
  - **Tenures** – update and create
- ❑ **New small homes** for Peter J. and Stephen J.

OPERATING BUDGETS

- Individual Homes
- Combined for different funding reporting
- Overall combined
- Historical and Proposed
- Based on assumptions
  - ISC Funding
  - CMHC Funding
  - All rent coming in
  - Own Source Revenues ★
- **Does not include BC Housing new funding**

LHEIDLI T'ENNEH
STATEMENT OF REVENUE AND EXPENDITURE
FOR 2018/2019

Program #: **523,527,816**

Housing

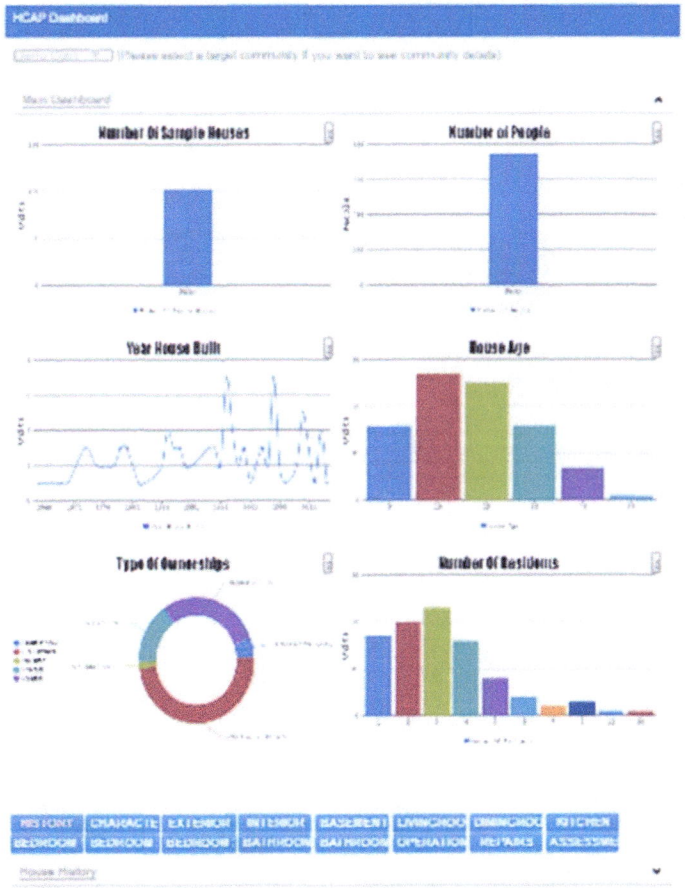
	OLD YEAR BUDGET 2017-2018	NEW YEAR BUDGET 2018-2019
REVENUE		
CMHC Subsidy	$47,531.05	$46,859.04
Rental Income	$ 148,200.00	$142,200.00
CMHC Intern w age subsidy	$7,181.75	$11,500.00
Interest Income	$763.53	$800.00
INAC Stream 2, 3 housing	$0.00	$161,700.00
CMHC RRAP, HASI, SEP	$0.00	$156,207.00
Training, NRT, BC Housing, CMHC	$0.00	$8,000.00
LTN Ow n Source Revenues	$119,506.43	$181,617.50 ★
TOTAL REVENUE	**$323,182.76**	**$708,883.54**
EXPENSES		
WAGES (Wendy - Housing Coordinator)	$14,065.58	$15,100.00
WAGES (Leo - Housing Manager)	$17,850.00	$54,600.00
WAGES (Youth Intern)	$0.00	$0.00
CPP/EI	$1,606.49	$4,913.99
WCB	$573.75	$1,755.00
EXTENDED BENEFITS	$229.49	$701.99
PENSION PLAN	$666.46	$2,038.60
HOUSING MAINTENANCE/REPAIRS	$68,979.35	$330,000.00
Annual Service (Furnace, chimney, septic)	$0.00	$20,650.00
INSURANCE	$20,888.00	$18,300.00
ALLOCATION TO REPLACEMENT RESERVE	$6,300.00	$6,300.00
REPLACEMENT RESERVE EXPENSES	$44,678.10	$83,000.00
LOAN PAYMENTS - MORTGAGES	$85,624.67	$86,487.00
BAD DEBTS (Rent arrears)	$17,243.51	$12,000.00
HEAT, LIGHT, POWER	$1,723.70	$1,700.00
AUDIT	$7,000.00	$7,000.00
TRAVEL	$1,981.01	$3,000.00
HONORARIUM	$0.00	$0.00
ADMINISTRATION FEE - 10%	$32,925.12	$32,987.00
CAPITAL EQUIP PURCHASE	$0.00	$0.00
EQUIPMENT RENTAL	$584.00	$600.00
GIFTS	$263.53	$400.00
INSPECTIONS	$0.00	$11,700.00
LICENCE (Assessment Management Softw are)	$0.00	$3,250.00
MEETING ROOM RENTAL	$0.00	$0.00
OFFICE SUPPLIES	$0.00	$0.00
PHOTOCOPIES	$0.00	$0.00
SPACE RENTAL	$0.00	$0.00
TRAINING	$0.00	$7,500.00
TELEPHONE	$0.00	$0.00
TOTAL EXPENDITURES	**$323,182.76**	**$703,983.58**
SURPLUS (DEFICIT) FOR PERIOD	$0.00	$4,899.96
OPENING SURPLUS (DEFICIT)	$0.00	$0.00
SURPLUS (DEFICIT) END OF PERIOD	**$0.00**	**$4,899.96**

HOUSING CONDITION ASSESSMENTS

- The **physical condition** of homes for **short-term and long-term maintenance planning**.
- To assess current housing stock to inform future development of housing projects.
- **HCAP form on a mobile app**
- LTN owns the data collected

- **Database that provides detailed information on assessed houses including:**

  - ❑ *Community Info*
  - ❑ *Room by Room Condition*
  - ❑ *Building History*
  - ❑ *General Operation*
  - ❑ *Building Characteristics*
  - ❑ *Mold Summary*
  - ❑ *Exterior & Interior*
  - ❑ *Maintenance & Repair Info*



COMMUNITY ENERGY PLAN

WHAT TO EXPECT

STEP 1: GAIN LEADERSHIP SUPPORT

- Obtain council resolution of support
- Approval of scope of work/document sign-off

STEP 2: SECURE PROJECT FUNDING

- Prepare and submit funding applications to applicable organizations
- Gain project funding approval

STEP 3: PROJECT INITIATION

- Kick-off meeting with leadership in community
- Overview of project plan and schedule
- Community walk-through

STEP 4: PROJECT EXECUTION

- Development of detailed project schedule
- Execution of project scope of work
- Ongoing communication and project status reports

STEP 5: REPORT RESULTS

- Draft community energy management plan submissions for review
- Final plan and supplementary report submission
- Presentation of plan to community leadership

STEP 6: EXPLORE NEXT STEPS

- Discuss next steps based on opportunity assessment results and recommendations

- Ethos database
  - People
  - Assets
  - Environment
  - Resources
  - Financial

ISC, FN Clean Energy BF $42,837 – LTN $13,120.00

Community Power

5 YEAR CAPITAL PLAN

- Renovation and Retrofit estimates
- Prioritize (Health and Safety first)
- Extend the life of existing homes **25 years**
- New construction and lot development
- ISC Funding, CMHC, BCH

Month	Year 1	Year 2	Year 3	Year 4	Year 5
Quarter 1 (April – June)					
Quarter 2 (July - September)					
Quarter 3 (October – December)					
Quarter 4 (January – March)					
TOTAL	**0**	**0**	**0**	**0**	**0**

Activity	Source of Funding				Cost Details
	Total Cost	First Nation	INAC Housing	Other Funding Sources	Describe method for calculating all budget costs. * SEE BELOW
Health and Safety					
Heating, Ventilation					
Indoor Air Quality					
Energy Efficiency Retrofit					
Windows and Doors					
Accessibility					
Surface runoff & drainage					
Electrical					
Plumbing					
Flooring					
Painting					
Roofing					
Siding, fascia, soffits					
Cabinets and countertops					
Exterior stairs, sidewalks					
Landscaping and trees					
New Construction					
TOTALS	0	0	0	0	

RENOVATION MANAGEMENT PLAN

CONSTRUCTION MANAGEMENT

- **Detailed scope of work** for each house to be **developed in house** by Inspector's, consultants, Housing Manager **and Construction Manager**.
- **Works for the Band on Contract** (% of cost)
- **Fixed price** for management and renovation costs
- Develops a **detailed renovation plan** with labour and materials costing **for each home and overall**.
- **Coordinates all trades** and trainee's
- **On-site management** to ensure quality
- **Manages the budgets** with Housing Manager and Finance
- **Coordinates inspections**
- Reports directly to Band

OR PUBLIC TENDER

- **Detailed scope of work** for each house to be **developed in house** by Inspector's, consultants, and Housing Manager.
- **Public Tender proposal call** for each year with all labour and materials costing.
- Review proposals and **negotiate contracts for each home or overall project** with one or more general contractor's
- Each general contractor **coordinates trades** and creates a schedule for each house.
- Invoices through progress inspections with **10% holdback**.
- **Band coordinates inspections**

MAINTENANCE MANAGEMENT PLAN AND OCCUPATIONAL HEALTH AND SAFETY POLICY AND PROCEDURES

- **Maximize the life-cycle** of physical assets;
- **Mitigate health and safety** risks;
- Ensure **assets meet applicable codes and standards**;
- Ensure programs are **managed and delivered in a cost-effective, environmentally sound and sustainable** manner.
- An **up-to-date inventory of all infrastructure and housing assets** for which O&M funds are provided to the band by ISC;
- The **maintenance activities and the frequency** that such activities will be conducted for each asset **in paper form first, then digital**;
- An estimate or the most recent **three (3) year average total annual cost of operating and maintaining** all community infrastructure and housing assets for which a funding subsidy is to be provided to the band by ISC;
- Measures to **ensure that satisfactorily trained personnel** are available at all times to operate and maintain technical systems according to the design standards of the specific facility or asset (e.g., for water and wastewater treatment plants, operators shall be certified to the level of the plant);
- The **provision of adequate fire protection services**;
- The data that is necessary to **update the Integrated Capital Management System (ICMS)** by reporting deadlines.

ISC Funding $32,580.00 – LTN $8,145.00

Radloff Engineering

BENEFITS OF AN M.M.P.

- **Health and Safety** of community members
- **Increased reliability** of system components
- **Increased life expectancy**
- **Minimized service interruptions** and downtime
- **Increased system performance**
- **Minimized major repairs**
- **Detection and prevention** of potential system failures
- Better use of system operators' time through **planning and scheduling**
- **Reduced and controlled** maintenance costs
- **Accurate records** of maintenance work performed
- **Better financial information data** and capital improvement planning

HOUSING TENURES

- **Workshop** for Chief and Council and Administration Staff
- **Community Engagement** – discussion and input
- **Determine capital costs** for each house to extend the life 25 years and increase energy efficiency
- **Develop process and procedures** for determining; house value, tenant equity, renovation costs, maintenance responsibilities, rental rates, etc.
- **Develop new agreements** - existing housing policy
  - Rental
  - Rent to Own
  - Home Ownership
  - Tenure transfer from Band Owned to Individual Owned
- **Discussion paper prepared**

HOUSING TENURE ENGAGEMENT

- Determining **value of the homes**
- Determining **occupant equity** in the home
- **Renovation requirements** (Capital)
- **Funding and financing** options
- **Actual operating costs** for the home
- **Maintenance** responsibilities
- Agreements and Responsibilities
  - Rental
  - Rent to Own
  - Home Ownership
  - Tenure Transfer from Social Housing

LTN - HOUSING WORKING GROUP

- **Prior to re-establishment of a Housing Committee and potential Housing Authority**
- **Proposed Membership of the Working Group**
  - Four members of the Community (DIA House, Section 56.1, Section 95, Home owner)
    - Elder, Youth, Men, Women Rep.
  - One or two members of the Chief and Council
  - Finance and Housing staff (Syed, Wendy, HIIFNIY, Leo)
  - Lands Manager
  - Rena Zatorski - Ec. Dev.
  - Ex-officio Members
    - Rod Hill from CMHC
    - Angie Lee from ISC
    - Luma Native or Makola (Development Consultants)
    - Community Power and Pelican Consulting
    - Home Builder (Zirnhelt, Winton Global)
- **Purpose is to develop a moving forward strategy for new housing developments and for existing housing portfolio.**
  - Governance and Administration
  - Capacity development
  - Tenures and Lot Development
  - Designs and costs
  - Funding and financing

HOUSING INTERNSHIP INITIATIVE FOR FIRST NATIONS AND INUIT YOUTH (HIIFNIY)

- Works under the direction of the Housing Manager
  - **Create communication tools** for engaging with LTN community membership and Leadership.
  - **Research and compile examples of community solutions to a variety of policies and procedures** examples: (Pet, Cannabis, Tenure Transfer, Governance, Matrimonial Law, Home ownership, Governance and Administration).
  - **Coordinate community engagement** through a Housing Working Group with community and leadership for updating housing policy and procedures.
  - **Update and develop tenure and rental agreements** for different tenures for existing Band Owned homes and for future housing development. (Rent, Rent to Own, Home Ownership)
  - Assist in **collating and organizing data** from existing housing background sources with new HCAP data and asset management software.
  - **Assist in developing a Housing Needs Analysis** along the housing continuum for members of the LTN.
- **Total cost** for **6 months** is **$16,200.00 at $18 per hour**.
  - CMHC contribution - **$11,700.00**
  - LTN contribution - **$4,500.00 (in kind and cash)**
  - Potential partnership with other sources to extend the opportunity & increase the wages and incidentals
- CMHC has approved their contribution. Need approval for LTN contribution

Adopt B.C. Building Codes and STEP code

- To be **eligible for BC Housing** funding
- **Compatible** with surrounding jurisdictions
- Contractors and inspectors **abide** by them
- Developed for this **climate zone**
- Step code for **energy efficiency** standards for renovations and new construction
- **Higher quality** codes and guidelines
- **Training and capacity building** programs

ONLINE 1 YEAR ANNUAL SUBSCRIPTIONS			
	1 USER	5 USERS	10 USERS
BC Building and Plumbing Code	$200	$520	$730
BC Building Code	$175	$400	$600
BC Fire Code	$100	$275	$375
BC Plumbing Code	$85	$275	$375

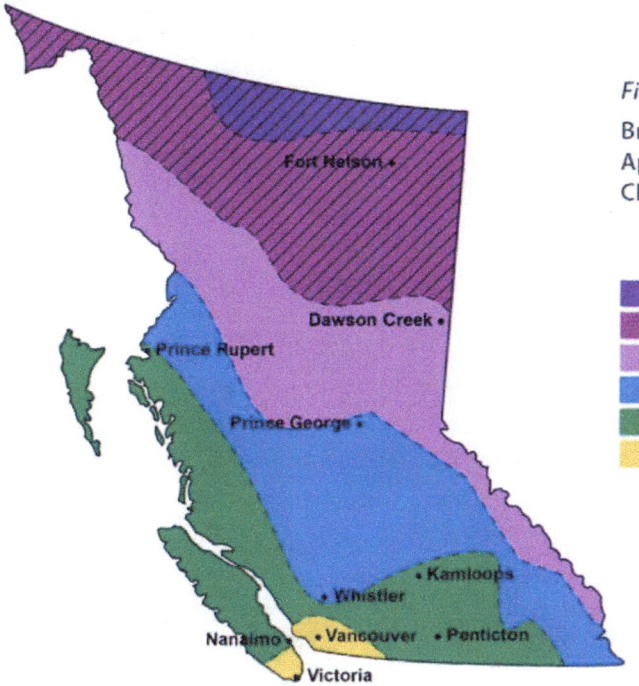
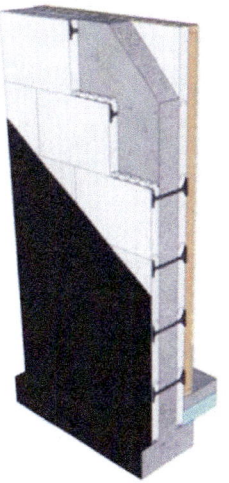


Figure 1:

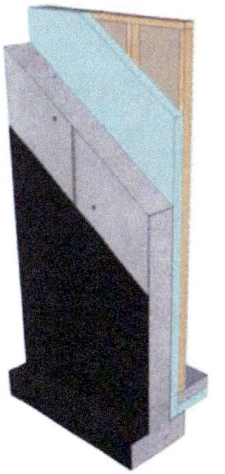
British Columbia
Approximate
Climate Zones

8	≥ 7000 HDD
7B	6000 to 6999 HDD
7A	5000 to 5999 HDD
6	4000 to 4999 HDD
5	3000 to 3999 HDD
4	< 3000 HDD

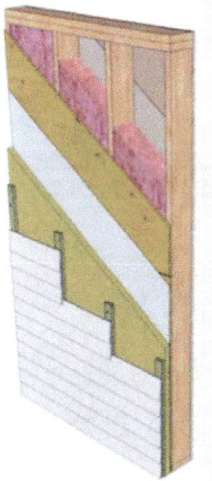
Basement Wall
Insulated with ICF



Basement Wall
with Interior Insulation



Above Grade
Framed Wall



BIO-FUEL

(Phase 1)

- *The proposed BioHeat Project will consist of* ***retrofitting seven existing community buildings on the south side of the Fraser River that currently use propane for heating***
- *The Project* ***would retrofit the 6 residential homes and the Band Office with the new Fröling PE1 wood pellet heating system.***

(Phase 2)

- *Should the CERRC programme consider funding the installation of a new wood pellet heating system in the new* ***480 square meter Health Centre building*** *currently under design on the North side of the River, an additional PE1-35 kW would be designed into the plans and installed at that location*
- *The* ***wood pellets*** *sourced from local wood pellet manufactures in or near Prince George BC.*
- *The individual pellet systems are modern, fully automatic, required little maintenance, are proven, very efficient and clean burning technology*
- ***Training will be provided by Evergreen*** *to ensure that a local First Nations member(s) are available in the event of any troubleshooting required.*

Proposed Workplan and Budget

1. ***Front-End Engineering Design (FEED)*** *– June through September 2018*
   - *A high-level screening of the Project feasibility has been undertaken using the RETScreen program*
   - Site visit to inspect and ensure feasibility
2. ***CERRC Funding Approval*** *– September 2018*
3. ***Site Preparation & Retrofit*** *–September - December 2018*
4. ***Installation, Start-up & Commissioning*** *– October 2018 through Spring 2019*
5. ***Energy System Handover*** *– November 2018 – Spring 2019.*

Project costs of $307,898.00

$50,000 in kind and cash from **LTN**

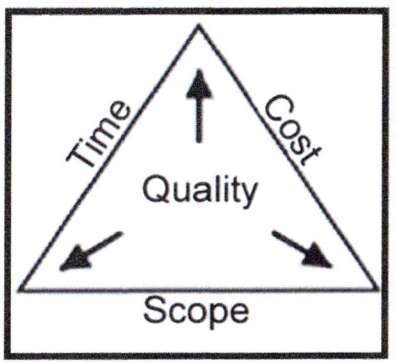
Balance required from CERRC at **$257,898.00**.

The *Lheidli T'enneh Nation* will be applying to the British Columbia Indigenous Clean Energy Initiative(BCICEI) and the BC Northern Trust for additional funding support for the Project.

These additional funding applications in support of the Project will take place over the next 3-6 months as applications are accepted by these agencies.

TRADES AND CONSTRUCTION MANAGEMENT TRAINING

- **Opportunities for training** in trades, energy efficiency and project management.
- **Financial Management**
- **Renovations and retrofitting**
- **New subdivision** and servicing lots
- **New Construction**
- **Maintenance**
- Annual servicing work



- Band Members
- Administration
- Home occupants

BASIC HOME MAINTENANCE TRAINING

- 2 day session
- Maintenance responsibilities
- Safety
- Exterior
  - Ground Slope
  - Siding repairs and cleaning duct vent hoods
  - Roof, Gutters and downspouts
- Interior
  - Shut-offs
  - Window and door weather-stripping
  - Drywall patch and Painting
  - Plumbing leaks
  - Faucets and toilet
- Plumbing and Septic Systems
- Indoor Air Quality and humidity
- Ventilation
- Mold prevention
- Appliance preventative maintenance
- Fire Safety, smoke and CO alarms
- Wood heat and chimneys
- Thermostats
- Forced air furnaces
- Assessment of a house
- Understanding your Hydro and Gas Bills
- Tool kit for basic home maintenance
- Door prizes

WOOD HEAT & IAQ

There is an interest by a number of members to have wood heat installed as backup heating and to reduce heating costs from electric, propane, and natural gas. There are a variety of issues to be prepared for prior to moving towards more wood heating.

- Burn Seasoned Wood (19% moisture)
  - Cut, split, and store one year in advance
  - Mixed wood
  - Wood sheds beside each house to protect the wood
  - Do not store in the home
- Increased insurance cost
- Fire Safety in the home and fire protection in the community
- Indoor and Outdoor Air Quality issues
- Annual Wood stove and furnace maintenance (fire brick, ashes, door gasket, damper, chimney)
- Fire proof roofing and exterior siding (Fire Smart)
- Wood stove exchange program – FFGRD and City of PG

IAQ Research proposal to FNHA (Pelican Consulting - $10,000.00)

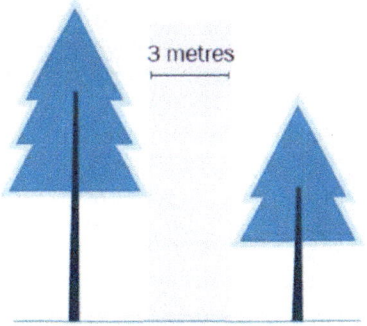
FIRE SMART - FNESS

FIRESMART RULES OF THUMB

1 YARD SPACING

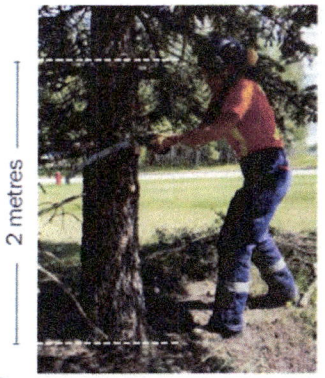
Changes within 10 metres of your home will have the biggest impact.

10 metres



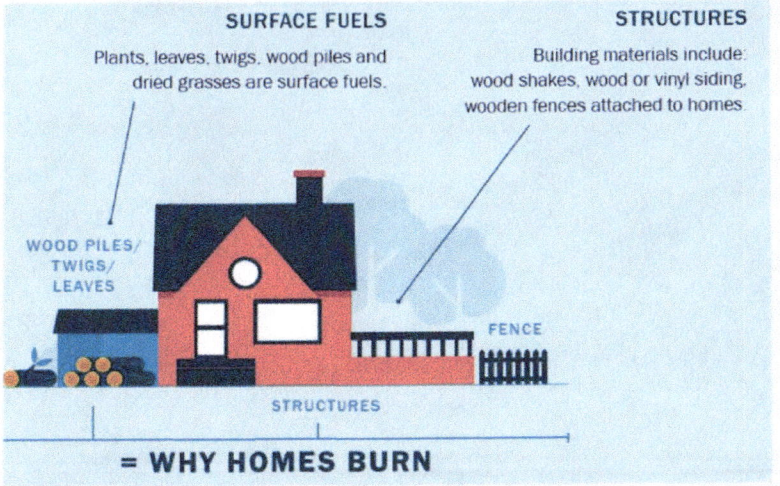
2 TREE SPACING

Spacing trees at least 3 metres apart will help reduce the intensity of a wildfire.



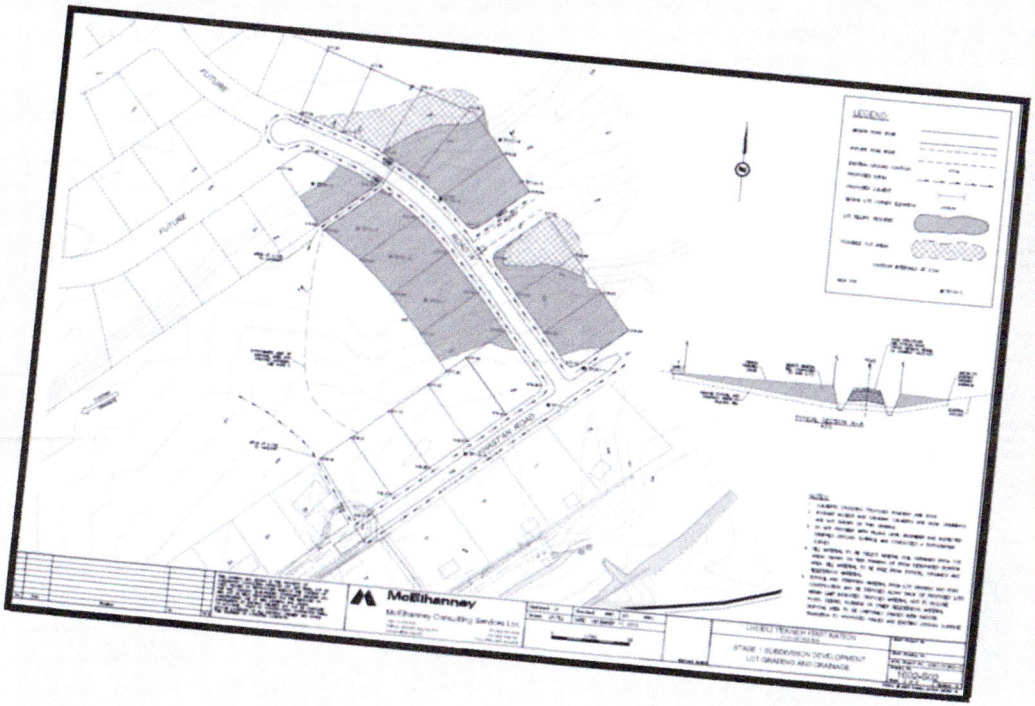
3 PRUNE TREES

Prune all tree branches within 2 metres of the ground.



HOUSING DEVELOPMENT PROCESS

- Need and Demand
- Planning
- Zoning, tenure, land designation
- Geotech
- Environmental, Legal Survey
- Designs (Architect & Engineering)
- Roads, water, sewer, power, communication, and other services.
- Code compliance
- Foundation and construction
- Landscaping
- Inspections
- Operations and Maintenance



FUTURE NEW HOUSING AND INFRASTRUCTURE

PLANNED

- ❑ **Lheidli Housing Design Development**
  - Community Sessions with UNBC Students
  - WIDC – (Passive Housing)
  - Community Energy Plan
- ❑ **Funding workshops for;**
  - Band Owned
  - Individually owned
- ❑ **Housing Tenure Workshops for (New)**
  - New Housing Application
  - Tenure definitions from policy
- ❑ **Basic Home Maintenance Training**
  - Future Tenants
  - Future Homeowners
- ❑ **Trades and Management Training Plan**
  - Band Members
  - Band Member Contractors
- ❑ **Housing Need and Demand**
- ❑ **5 year Infrastructure and Housing Development Proposals** - applications to ISC, CMHC and now BCH.

SUBMITTED AND UNDER DEVELOPMENT

CAPITAL PROJECTS

Northside Phase 1 Subdivision – CPMS #4482
- Capital Construction Cost: $1,100,000.00
- Proposed start date: Summer 2018

Road and Drainage Improvements – CPMS #4990
- Capital Construction Cost: $2,600,000.00
- Proposed start date: Summer 2018

New subdivision designs and lot development for a variety of housing configurations and density for up to 100 homes on the NS.
- Planning, design, and Capital Cost: $7,000.000.00
- Proposed start date: Proposal by September 2018

HOUSING

Community Energy Plan – Stream 1
- Community Power - $42,837.00
- Proposed start date: When approved

Cost recovery for 1038 Whenun Road - $42,000.00
- Regular housing subsidy and mold subsidy
- Submitted April 2018

2 small homes on the SS – Stream 2
- Capital Construction Cost: $225,000.00
- Proposal underway: July 2018

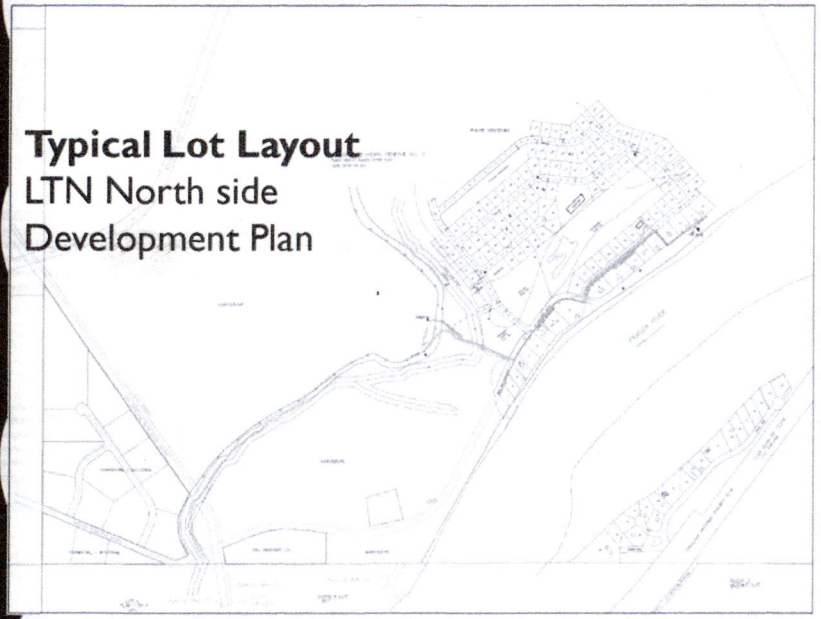
Immediate Needs Housing - 8 new lots NS
- One 2-Bedroom Duplex - $500,000.00
- On 3-Bedroom Fourplex - $1,100,000.00
- Proposed start date: When Phase 1 subdivision is complete.

100 New Housing Units at $240 sq. ft.
- Planning, design, Construction - $26,400,000.00
- Submit proposal as Stream 2 and 3.: September 2018

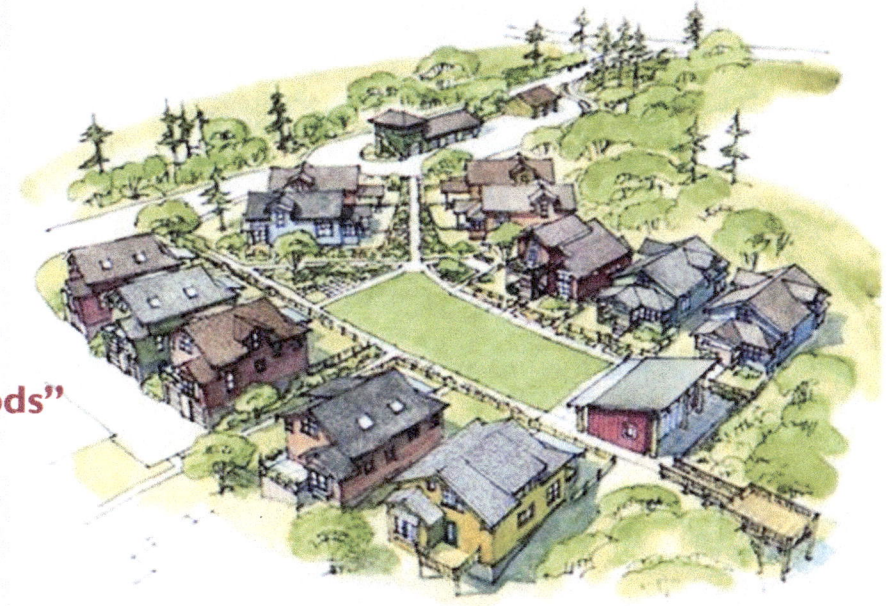
Upgrades and renovations to existing non CMHC
- 16 units, inspections, scope of work, reno's – estimate: $950,000.00
- Proposal underway after condition assessments: Submit September 2018

PocketNeighborhoods

Creating Small Scale Community in a Large Scale World



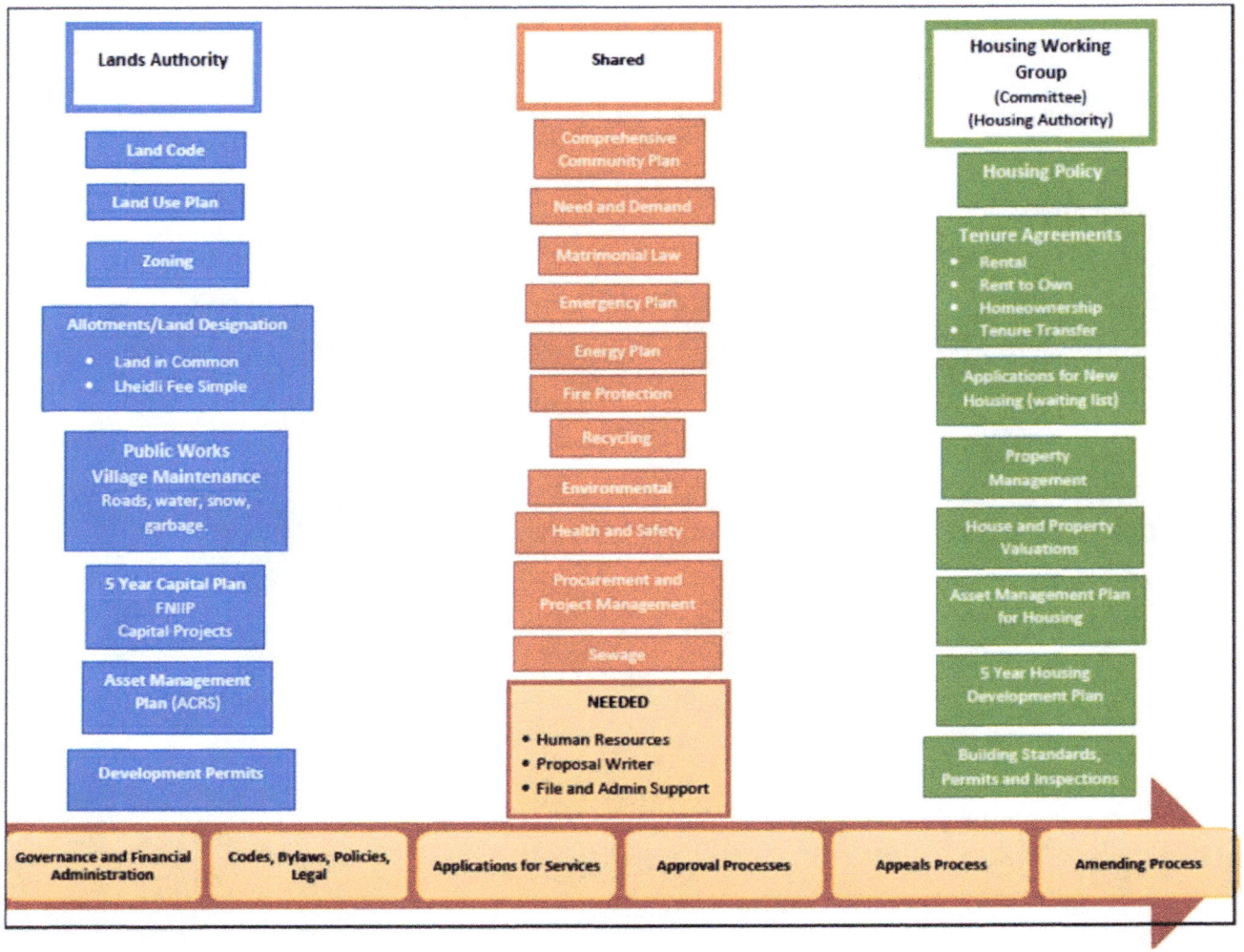
Typical Lot Layout
LTN North side
Development Plan



"Pocket Neighborhoods"

- Cars on the outside
- Common areas
- Community gardens
- Pedestrian safe

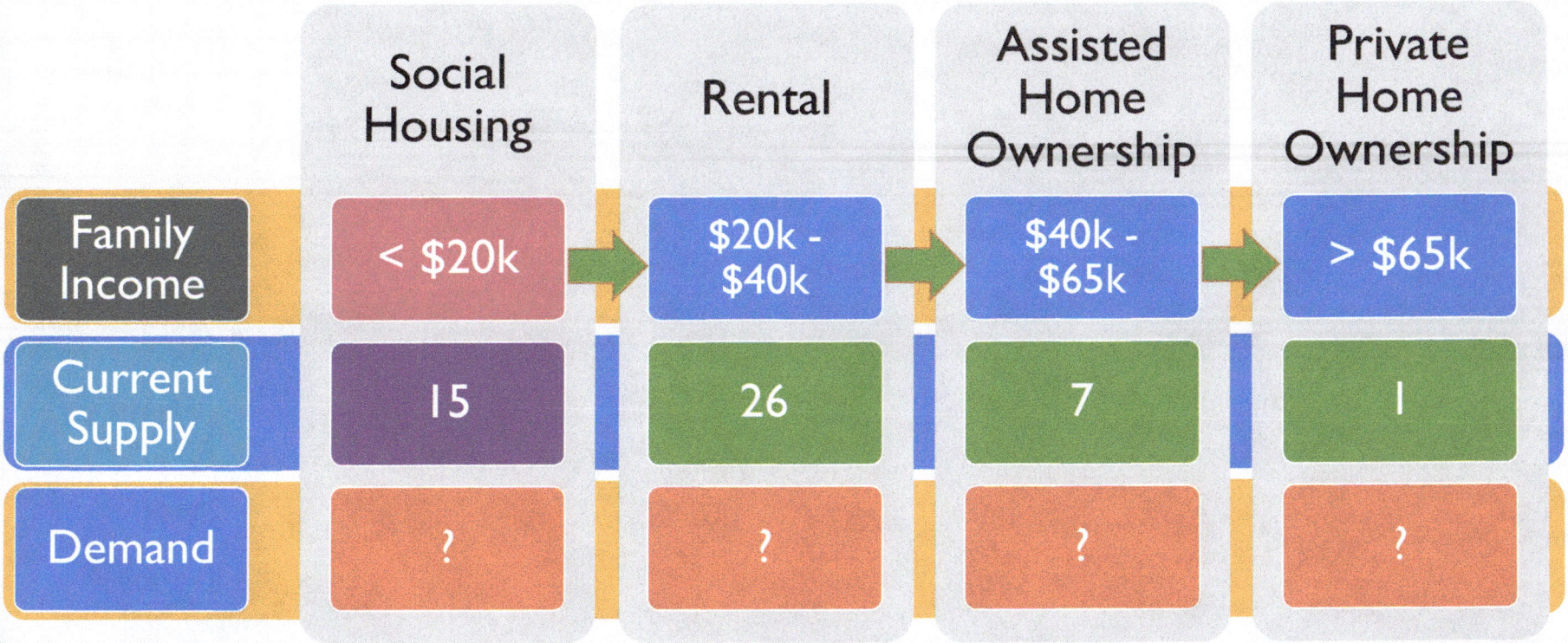
Lands and Housing Workload Split and Shared

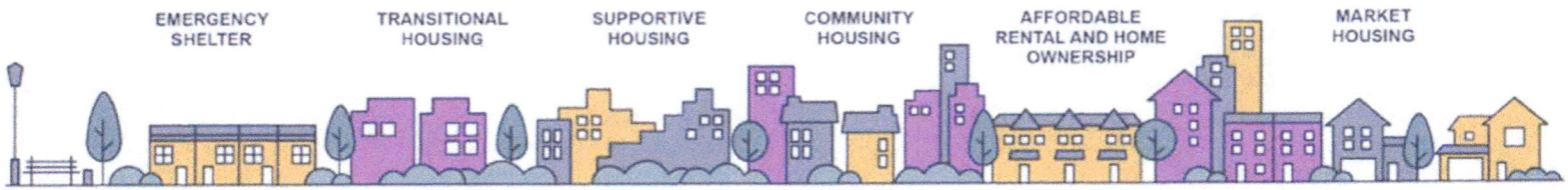


NEW HOUSING

People	Type of Home	Tenure	Funding Sources
• Homeless	• Small, row	• Rental	• Indigenous Services Canada
• Elders	• Bungalow (barrier free) • Complex	• Rental	• **BC Housing (NEW!)**
• Singles	• Small, duplex, row, apartment	• Rental • Rent to Own	• CMHC
• Families	• Bungalow, single detached, 2 storey	• Rental • Rent to Own • Home Ownership	• Own Source Revenues • Individual Equity
• Couples	• Small, row, duplex, four-plex, six-plex, apartment	• Rental • Rent to Own	• Lenders
• Students	• Small, row, duplex, four-plex, six-plex, apartment	• Rental	• First Nations Housing Trust • Industry Partners
• Assisted Living	• Complex	• Rental	• Social Development
• Safe Homes	• Large house with 6 or 7 Beds	• Rental	• IA Shelter and pensions.
• Temporary emergency	• Row, apartment, plex	• Rental	

THE HOUSING CONTINUUM





NATIONAL HOUSING STRATEGY

National Housing Strategy

$10 Billion (all of Canada) over 10 years with BC Housing

Ambitious targets

50%
reduction in chronic homelessness

530,000
households removed from housing need

300,000
homes to be renovated and modernized

100,000
new housing units created

385,000
households protected from losing an affordable place to live

$2.1 Billion (All Canada) Homelessness Partnering Strategy

Not sure if eligible for on-reserve housing

HOW CMHC SUPPORTS FN HOUSING

- Provide **ongoing subsidies** to more than 26,900 households on-reserve.
- Contribute millions in funding each year to help **renovate and retrofit on-reserve housing units**.
- Offer **training to First Nation** communities to raise their awareness of the most common housing problems on-reserve. This training also teaches First Nation members **how to build and maintain safe and healthy homes.**
- Help councils and on-reserve businesses **create internships for First Nations** and Inuit youth.
- Provide **financial support to help build shelters and second-stage housing** for victims of domestic violence.
- Help **keep on-reserve seniors and people with disabilities in their homes** by funding accessibility-focused home adaptations.
- Provide **funds to help First Nation communities top up their replacement reserves** so they can make housing repairs.

CMHC HOUSING FUNDING

Planning

SEED FUNDING
Contributions and interest-free loans; to help cover some of the soft costs associated with your affordable housing project.

These costs can include:

- Incorporation (Setting up a housing society)
- preliminary financial feasibility (Planning, designing, construction, operating).
- the development of a business plan (Operations)
- project drawings/specifications

Seed Funding is available in the form of a non-repayable contribution of up to $50,000.Additional funds may be made available in the form of a fully repayable, interest-free loan of up to $200,000.

Renovations

- **Emergency Repair Program**
  - Up to $20,000.00 (Income based)
- **Home Adaptations for Senior Independence**
  - Up to $10,000.00 (65+)
- **Residential Rehabilitation Assistance Program**
  - Up to $60,000.00 per house (Non subsidized)
    - Rental
    - Affordable Housing Conversion
    - Secondary Garden Suite
    - Home adaption for Persons with Disabilities
- **Shelter Enhancement Program (Safe Home)**
  - Up to 100% Capital costs – Forgivable Loan
  - Up to $60,000.00 per bed for renovation

New Construction

- **Direct Lending at 1% below prime**
  - Renewal of existing loans
- **Insured loans**
  - Financing secured by MLC
- **Non-profit Housing Program**
  - Up to 100% of the total eligible costs of a housing project with a MLC

project subsidy = loan repayment + operating expenses – revenue

- **Proposal Development Funding**
  - Up to $75,000.00 or more
  - best buy, viability, and need and demand analyses, soil tests, drawings and specifications, development permits, site selection, housing acquisition exploration, cost estimates, financing option exploration, contract document preparation, management planning, incorporation, membership/tenant development and education

BC HOUSING FUNDING ($550 MILL)

BC HOUSING

REQUEST FOR PROPOSALS
RFP# 1070-1819/14

For
New Rental Housing Units Under the
Building BC: Indigenous Housing Fund

Province of British Columbia

Issued Date: 18 June 2018
Submission Deadline: 05 October 2018 @ 2:00 p.m. PST

Timetable

Issue Date of RFP:	18 June 2018
Webinar Information Session:	available to view anytime after 12 July 2018
Deadline for Questions:	10 August 2018
Deadline for Issuing Addenda:	20 August 2018
Submission Deadline:	05 October 2018 @ 2:00 p.m. PST
Rectification Deadline:	19 October 2018 @ 1:00 p.m. PST

A pre-recorded webinar will be made available for viewing after 12 July 2018.

- **Capital Grant:** up to $200,000 per housing unit (secured by a 35-year forgivable mortgage).
- **Interim Construction:** up to 100% of approved construction cost, subject to BC Housing lending criteria.
- **Take-out Financing:** available to Indigenous non-profit housing provider secured by 35-year repayable mortgage with a minimum Debt Coverage Ratio (DCR) of 1.0 and satisfying CMHC loan insurance financing requirement for projects located **On or Off Reserve lands**.
- **Operating Subsidy**: Operating subsidy is available to assist projects in maintaining affordability (RGI rents for households with incomes at or below HILs). **Limited funding for tenant programs may also be available where required.**

Proponents (The Band) are to provide:

• **Equity Contributions:** Contributions in the form of land, or other equity (cash, other assets), that would increase the viability of undertaking their development. All contributions must be firmly committed and evidenced in the Proponent's submission.

Luma Native or Makola Development – Consultants

SEED and PDF funding

INDIGENOUS SERVICES CANADA

OLD HOUSING PROGRAMS

1. **Housing Subsidy Program in British Columbia**
   - Subsidies for the construction and purchase of new housing, and for renovations that address structural and health and safety concerns. **(New construction, mold, renovations)**
2. **New Approach for Housing Support in British Columbia**
   - Leverage funding, develop housing plans and policy, and manage housing in their communities. **Stream 1, 2, &3.**
3. **First Nations Market Housing Fund**
   - Helps First Nations obtain loans from financial institutions and build, buy or renovate a house on reserve lands.
4. **Ministerial Loan Guarantees**
   - Used to secure loans to build, purchase or renovate on-reserve housing.
5. **On-reserve Income Assistance Program**
   - On-reserve recipients of this program may be eligible to receive shelter allowance through their basic needs benefit to help cover living expenses such as utilities and rent.

Subsidy per house was: *$21,355.00* including inspections.

NEW HOUSING PROGRAMS

1. **Governance & Capacity**
   - Housing Policy Creation
   - Housing Plan Creation
   - Training
2. **Multi-Year Project Application**
   - New Home Construction (Up to 20%)
   - Regular Renovations (Up to 60%)
   - Health and Safety Renovation (Up to 90%)
   - Multi-Unit Construction (Up to 70%)
   - Site Preparation (Up to $25,000 per lot)
   - Project Management Costs (Max. $50K over 3 years)
3. **Single Year Project Application**
   - New Home Construction (Subsidy?)
   - Regular Renovation (Subsidy?)
   - Health and Safety Renovation (Subsidy?)
   - Building Inspection ($?)
   - CMHC Section 95 New Construction (Subsidy?)

Subsidy per house is now: *$29,614.00* including inspections

WHAT METHOD TO BUILD HOMES?

CONSTRUCTION AND TENURE METHODS

- Modular
- Pre-fab
- Stick built on-site
- ICF and SIP
- Scribed and lathed log
- Build Green
- Step 3 and higher
- Passive
- Net Zero
- Detached, row, apartment, co-housing
- Rental, Rent to Own, Home Ownership

CONSIDERATIONS

- $140 to $250 per sq. ft.
- Lot development costs (Pocket Neighborhoods)
- Local materials
- Construction Management vs. General Contractor
- Lheidli Designs
- Affordability
- Economy of Scale
- Local labour force (training funds)
- Tax exemption on reserve
- Energy Efficiency
- Alternative Energy
- Sustainable and low maintenance

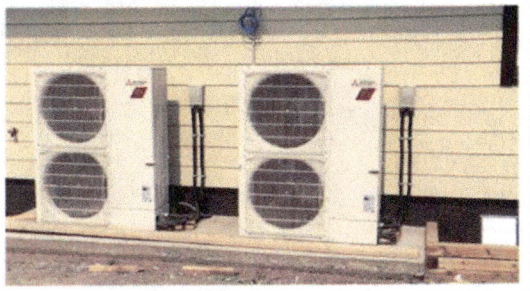
MANY METHODS TO BUILD HOUSING

- Modular
- Pre-fab
- Stick built on site
- Log and manufactured log
- Structural Insulated Panels
- Insulated Concrete Forms
- Post and Beam
- Passive Housing
- Net Zero
- BC Building Code – Step Code (EE & IAQ)

ALKALI LAKE – HEAL MY SPIRIT

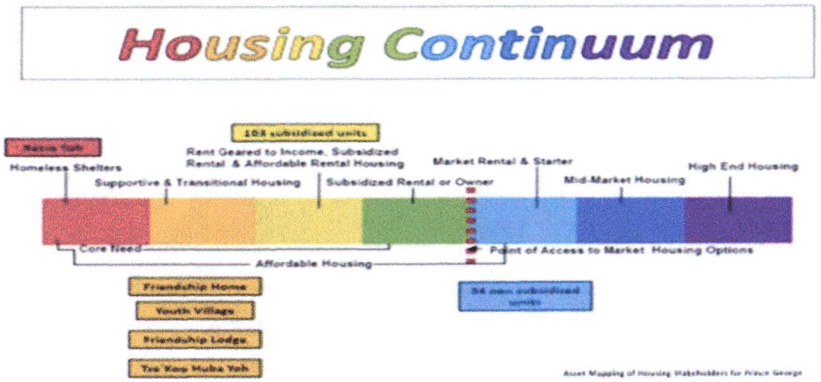
- ***This is the first building in a northern climate and the first in an indigenous community to be awarded the Net Zero Ready efficiency label.***
- Heat pumps will be used to provide the hot water and space heating needs while fresh air will be provided efficiently throughout the centre by a heat recovery ventilation (HRV) system.
- The efficient envelope and mechanical systems combine to make building 68% more efficient than one built to the basic BC building code.

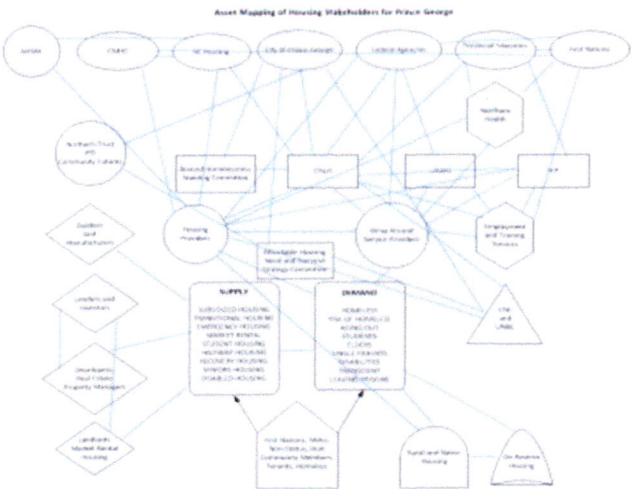
Zirnhelt Timber Frames – 150 Mile House

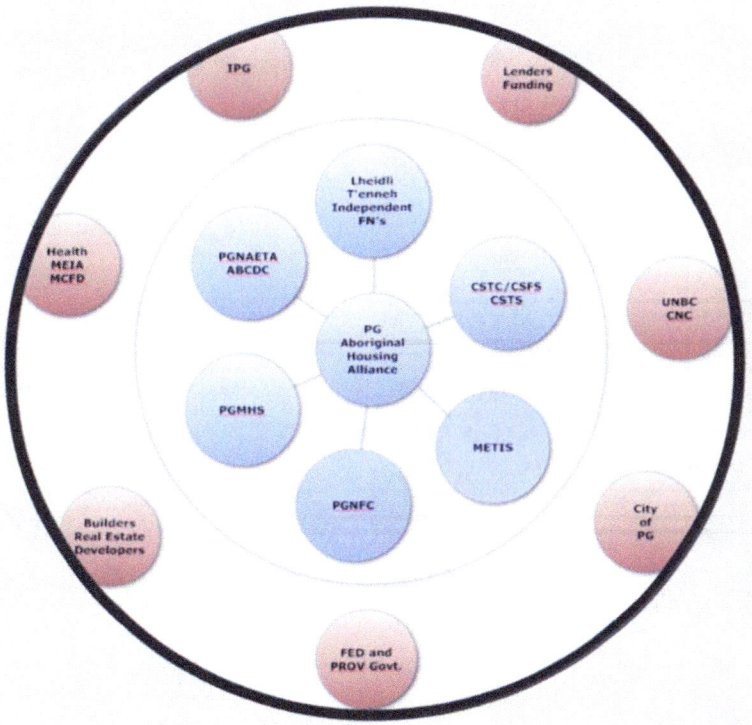


Manufacture your own homes?

URBAN COLLABORATION?







- Homeless
- Rental
- Home Ownership

ECO TRUST CONTINUED

Working with all parties involved in a housing project to build a long-term sustainability and monitoring plan to ensure that the goals of the project are being met

- Making the case for the use of improved materials and construction methods and holding contractors accountable to community - established building codes and requirements
- Ensuring that all parties are meeting their obligations with regard to local training and material use, while supporting trainees
- Building a comprehensive and participatory monitoring program that measures economic, ecological, social and cultural returns on investment

Bringing together and brokering relations between the necessary actors and groups for the implementation of a successful housing retrofit or construction project

- Identifying a variety of architects, contractors, training institutions/programs, and financial institutions in order to ensure that a community is fully informed and able to exercise its decision-making authority around housing and retrofit projects
- Working with contractors, architects and community members to ensure that community visions, values and priorities are being incorporated into final designs through the development of participatory design methodologies
- We support cross-community collaboration and communication in order to scale housing solutions, leverage buying power, and to encourage the development of regional First Nation housing associations

ECO TRUST

Researching financial tools and options to address and overcome systemic barriers preventing the necessary scale of investment in appropriate housing and energy systems

- Analyzing current INAC and CMHC subsidies and loan requirements and making recommendations on how best to leverage those financing mechanisms for improved housing
- Working closely with financial institutions to develop innovative options which encourage sweat equity, local labour and capacity building, and local material use
- Investigating other financing and funding opportunities for housing and energy initiatives, and supporting communities in-kind to successfully obtain such funds

Developing comprehensive baseline assessments of housing and energy systems in order to identify local and regional barriers and opportunities for advancing alternative housing projects

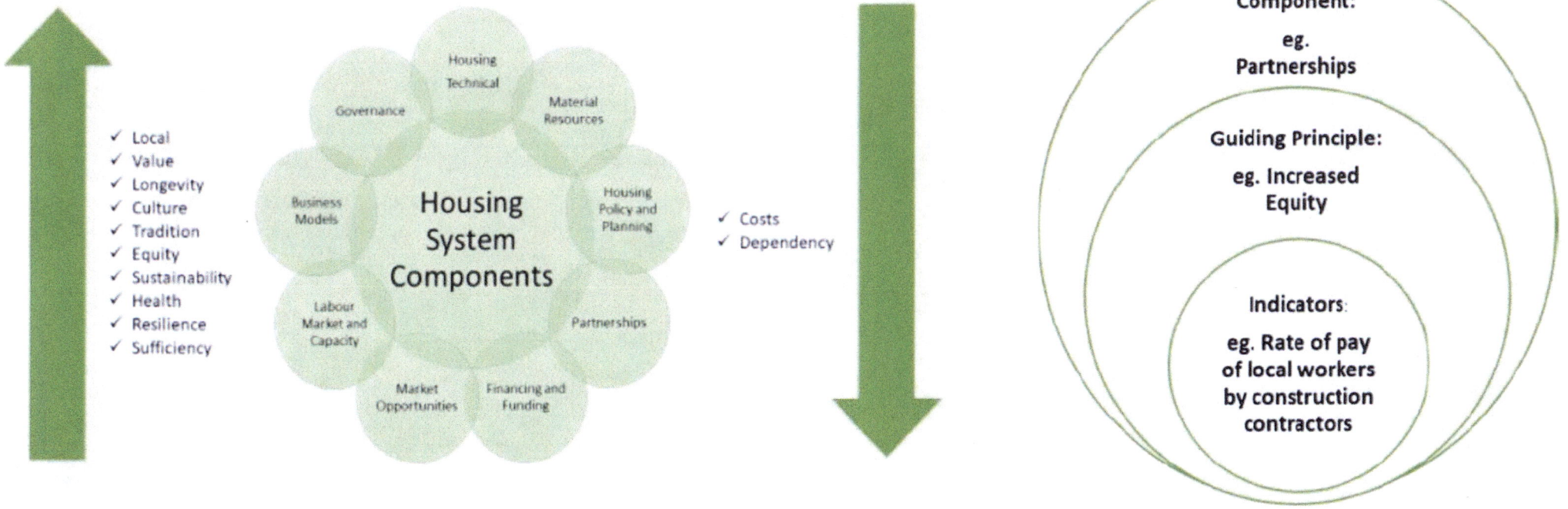
- Mapping and analyzing housing systems, value chains, policies and processes
- Developing multi-scenario feasibility plans for the utilization of local timber and local labour in construction programs
- Conducting energy opportunity assessments and developing community energy plans with community input

Building Value-Added Forest Businesses

- Providing guidance and support on sustainable forest practices and value-added forestry
- Financial, business and technical capacity building support for small-scale sawmill operation and feasibility
- Supporting the development of community-based social enterprises related to housing, energy and value-added forestry

Ecotrust Canada's Role

Through its emerging housing and energy initiative, Ecotrust Canada aims to place community development and self-determination as the centerpiece of efforts to support First Nation partners in overcoming barriers, capturing opportunities and realizing their housing and energy visions.



The housing system and nested monitoring framework

LC1.10.5

Synthesis of Results from Visioning Sessions with the Lheidli T'enneh Community

Prepared by Curry and Associates
Prince George
British Columbia

June 2001

Introduction

Over the summer, fall and winter of 2000 and 2001, three visioning sessions were held with the Lheidli T'enneh community. The first session was attended by the Chief, Council and senior personnel, the second session was attended by the members of the Community Treaty Council, and the third session was attended by the Lheidli T'enneh youth.

The purpose of these sessions was to encourage members of the Lheidli T'enneh to begin thinking about how their community had developed in the past, where the community is at the present time, and how the community might develop in the future. At any time in a community, certain aspects of that community are developing in a positive manner or are going well and certain aspects of that community are developing in a negative manner or are not going well. Community planning and development practitioners attempt to enhance the positive and resolve the negative thereby improving the overall quality of community life. Community sustainability practitioners attempt to integrate the economic, social/cultural, and ecological elements of community, which results in the overall improvement of the quality of community life while maintaining a healthy natural world. For without clean air, fresh water, and healthy soil - essentially healthy ecosystems - the life support systems of humans are degraded, or destroyed, and human communities are unable to sustain themselves.

The process used in visioning sessions involves encouraging people, in a non-threatening environment, to express their thoughts and ideas about their communities and to discuss the opportunities and constraints impacting future community development. All thoughts and ideas are considered important, all are recorded, and no judgement is made as to their worth or value in contributing to improving the quality of community life. Judgement stifles creativity and impedes freewheeling thinking needed in visioning sessions. The process of visioning involves presenting all potential ideas and thoughts as important and

open for discussion. The information is then compiled in a report and community leaders can judge the relative merits of each thought and idea, decide which are ranked high and can be implemented.

Four questions were used to focus the discussion: where we now (2000)?; where are we going?; where do we want to be?; and how do we get there? Small breakout groups of four to six individuals were asked to discuss and answer these questions and record these results on flip chart paper. At the end of each break out session, a plenary session was used to allow each group to share their ideas with the larger group. In the youth visioning session, this process took place with the entire group rather than using breakout groups. Each session took approximately one day and was facilitated by Dr. John Curry and Ms. Kathy Lachman.

The flip chart notes were then processed and re-organized into themes that appear as Appendix 1 of this report. The ideas and concepts discussed for each question during the visioning sessions are first presented in a "discussion of ideas" section and are then organized in a "themes evolving from discussion" section. This report ends with "conclusions" and "recommendations for action."

The present state of development of the Lheidli T'enneh

The following information summarizes the results from question one: where are we now (2000)? The purpose of this question was to get participants thinking about the history of their community and thinking about the current positive and negative elements of their community development efforts.

Discussion of Ideas

Participants of the first visioning session identified the following positive and negative elements in the development of their community. They first looked at the past history of their people and culture. They noted that in the past the community shared resources,

embraced a family-based system, and used consensus in their decision-making. Five hundred years ago, the Lheidli T'enneh had a vibrant, self-sustaining economy, trading and networked among other First Nations. In 1793 contact was made with the first European, Alexander McKenzie and in 1807 the Northwest Company established the first European settlement at Fort George. In 1913 the Lheidli T'enneh were relocated from what is presently downtown Prince George and since that time strong Prince George community ties have declined. At the same time, diseases brought by the settlers killed many of the young and elderly. Many Lheidli T'enneh residents feel that with the amendment of the Indian Act in 1927, cultural genocide began. Further disruption to their community occurred with the introduction of residential schools. Residents of the Lheidli T'enneh community participated in local forestry, fishing and hunting activities up until approximately 1970. In the 1970s and 1980s a massive restructuring of the resource-based industries took place with new technology and manufacturing processes being introduced. The result was a significant increase in skills and qualifications required to perform many of the resource-related jobs. The erosion of their traditional culture and the marginalization of the Lheidli T'enneh people from the larger economy has had a significant negative effect on the community. At the same time, a legislatively imposed government system including social welfare programs eroded the traditional governance system and community values.

Residents of the Lheidli T'enneh community feel that there is currently a transition taking place from a system of dependency from the larger community to a system of self-support and self-sufficiency within the traditional membership of the community. In addition, infrastructure development and institution capacity building is taking place.

Members of the first visioning session felt that to continue in this positive process of community development, a number of current initiatives must continue. These include Chunzoolh Forest Products Ltd. (comprised of two separate bodies: a shingle mill and

three forest timber licenses), LTN Contracting, fisheries and wildlife consulting services, agricultural development (hemp production, haying operations, and vegetable gardens), planning for a waste/energy plant) new silviculture businesses, expanded land management and band administration capabilities and a conclusion to the treaty negotiations.

Participants of the second visioning session identified the following positive and negative elements in the development of their community. They organized their ideas into economic, social and environmental elements. They felt that forestry, fishery, and agriculture projects were very positive recent additions to their community economy, which were resulting in significant new job growth. The shingle mill, haying operations, hemp and market gardening activities, although under initial development and still in a high risk stage of the business cycle, were contributing positively to job creation in the community. The expansion of the community administration with staff to support a number of these economic initiatives is resulting in job creation. Although housing is still in short supply, new housing has contributed positively to creating a sense of pride and ownership in the community. Cigarette sales and bingo events are ensuring that money remains within and contributes to community building.

In addition to the positive development elements, a number of negative elements continue to exist. The community is highly concerned about land negotiations and recognizes that until a settlement is reached they will not have control over their resources. Many of the jobs in the community are seasonal in nature in the agriculture, forestry, and silviculture sectors. This results in high unemployment in the winter and can contribute to problems such as drug and alcohol abuse and crime. Fibre shortages, high employee turnover rates, and the lack of management skills impede economic viability of the shingle mill. The lack of management skills, a short growing season, and lack of capitalization impede the economic viability of the agricultural sector. Both enterprises are having a difficult time

finding a market niche for their products. The silviculture sector is also experiencing poor management (late bidding and the lack of crew foremen) and there is a need to purchase equipment to carry our silviculture operations in an effective manner.

The positive social elements of the community include the re-institution of community meetings and gatherings, the development of a newsletter and the evolution of positive role models for the community, particularly the youth. The attempt to restore the Lheidli T'enneh language will contribute in a very positive manner to preserving and reintegrating their traditional culture into community life. The evolution of a community governance system has resulted in an increase in home construction and the creation of a community health system employing a social worker at the community level. Programs have been put in place to enhance education, health, cultural, sports, and entertainment activities. The Community Treaty Council has been created to deal with land negotiations and, in the future, land management processes.

A number of negative social elements continue to plague the development of the Lheidli T'enneh. These include a continuing shortage of housing and jobs, drug and alcohol abuse, the difficulty of transportation due to the community's division by the Fraser River and the distance to community and government services in Prince George. Although structures have been put in place, communication between community members continues to be a problem. Apparently very few members are interested in taking advantage of learning and education opportunities resulting in low youth and elder participation. There is a continuing problem of low self-esteem due to the impacts of residential schools, violence and racism.

Community Treaty Council members identified a number of positive and negative environmental elements that were impacting to the development of their community. Positive elements include fisheries opportunities on the Fraser River and its tributaries,

forestry on lands transferred to the community through native land negotiations, and wildlife opportunities. Many potable water and sewage problems have been resolved. Air quality has improved substantially over the past several decades and community lands along the Fraser River are of high soil quality and ideal for certain agriculture operations. On the negative side, fishery and wildlife issues continue to plague the community, air pollution continues to be a problem, and poor quality potable water and poorly maintained sewage systems present potential health problems. Poor air quality in the community and the region is the result of mill discharges, car pollutants and road dust.

The Lheidli T'enneh youth see a number of positive and negative elements in their community On the positive side, the youth have the Youth Treaty Group which allows them to fundraise and finance youth projects and opportunities. On the negative side, there is very little for the youth in the community to do, especially in the evenings and on weekends. They would like opportunities to learn traditional skills and play sports. There is no community gathering space for the youth. The only community facility is the band office, which was originally constructed as a community hall. The use of this facility has changed from a community hall to office space and the youth do not feel welcome there. The community has a youth worker but the youth do not feel like she is helping them achieve many of the projects that they feel they would like to become involved with. Transportation continues to be a major problem for many people in the community and the youth feel a reliable community vehicle is needed to help get people to and from community events and Prince George.

The future state of the Lheidli T'enneh if they proceed on their course

The following information summarizes the results from question two: Where are we going (if nothing changes)? The purpose of this question was to get the Lheidli T'enneh thinking about their present community activities and actions and to analyze whether

these activities and actions would allow them to develop in a positive manner in the future.

The Chief, Council and senior personnel identified forest initiatives with government agencies, the Land Management Act, and control of lands under Band jurisdiction and ownership as some of the positive initiatives that are moving them forward in a positive manner. A number of positive social elements were identified including the reinstatement of their language and the recording of their history through ethnographical studies. Following their present course, the Lheidli T'enneh feel they will be able to establish a high standard of living and quality of life, establish an excellent state of spiritual, emotional, mental and physical wellness, and restore the traditional family unit. Their physical location, ability to adapt, the youthfulness, independence, and stable and forward thinking leadership are positive elements that can assist the Lheidli T'enneh in their future development. With the influx of resources and responsibility, there is an opportunity and a desire to develop the community, protect it from government intervention, to enable all capable Lheidli T'enneh residents to become active members of their community and compete in local, regional, national and international markets. The community has a strong desire to become leaders in sustainable community development. They feel that to accomplish this goal, they must re-establish trust among one another, stop finger pointing, take ownership over activities and projects, and develop critical thinking, listening, reading, and analyzing skills. Positive role models need to be developed within the community to move forward in a proactive manner.

Impediments to positive community growth include a lack of funds to manage natural resources, undertake human resource development and expand economic development activities. Lack of access to the land base and natural resources, and control over their own existence continue to be impediments to growth. There is a movement to overcome many of the negative social elements that have plagues the community in the past. This

includes addressing the "welfare" dependency mind set, physical and mental abuse, problems with the misuse of alcohol and drugs and the disruption of traditional family relationships. As more negative social elements are overcome, an increased level of community pride will evolve. In the area of health, there has been a significant improvement in access to health care resources. Improvements have also taken place in education through better access to pre-school, daycare, and day camps. Various incentives have been put in place such as award days, to recognize achievement in education. Bussing of on-reserve children to Prince George area schools continues to be a problem. Community members feel that an on-reserve school would assist in resolving many of the negative pressures that are present in Prince George area schools. The re-integration of elders and traditional beliefs into the community culture continues and expand a sense of pride and a send of place within community members.

The construction of community infrastructure has created a strong sense of accomplishment. Facilities such as the band office, new housing and the shingle mill illustrate tangible results from many years of organizing, planning and prioritizing much needed community facilities. In the area of recreation, ball hockey, minor baseball, and slow pitch teams have brought the community together. The youth have been involved with a science camp and youth conferences while the elders have attended provincial elders' gatherings.

Finally, the Lheidli T'enneh Community Treaty Council identified a number of positive and negative economic, social and environmental factors. A common theme running through all the sectors was the importance of self-government and communication. Positive economic factors deemed to be important were the media, new businesses, expansion of current business, the mill, agriculture, silviculture and consistent and sustainable employment. Training and technical positions are deemed important economic considerations. A number of positive social factors are identified as being high

achievers, the media, youth and the elderly and regaining spirituality and culture. Building community is seen as important as the need for housing developments, a new band office, a recreation hall, a day care centre and community nursing station were identified. The Lheidli T'enneh are making headway with environmental issues, using GIS and TUS technologies to enhance land management. Water and sewer problems are seen as slowly improving.

The Lheidli T'enneh saw a number of negative elements continuing into the future. The lack of jobs, lack of education, crime and disease are all economic elements that will continue to impede the progress of the Lheidli T'enneh. Land is an important consideration and the Lheidli T'enneh see the current land base as insufficient to sustain both population growth and commercial endeavors. The non-participation of members is seen as a negative social factor and as well as overcrowded housing conditions and animal control. Soil erosion and fish and wildlife disease and extinction are negative environmental factors identified as continuing into the future.

How the Lheidli T'enneh would like to see their Community develop in the future

The Chief, Council, and senior personnel divided their future into 5, 20 and 100 year planning periods. In the next five years they identified the following important activities that they would like to see happen: a move towards a governance model based on consensus; the establishment of an education system based on community values; the re-establishment of extended family values; and the community resources to support these initiatives. Affordable housing, schools, a recreational/cultural centre, a gas station, a tourism centre, eco-tourism, a mill, business, forestry and were identified as important physical and economic components which would allow them to realize a viable economic future. In five to ten years, the group saw a learning centre, a daycare, a health centre, cultural camps, commercial development, and a strong political system as being attainable goals. In twenty years, the group saw the development of a stronger spiritual

attachment to the land, more balanced lifestyles, a stronger community ethic, and traditional community values being integrated into the educational system. Additional community elements included a school, a post-secondary training centre, expanded trail system, on reserve policing, and a bridge connecting both sides of the community. Over one hundred years, the group envisioned healthy minds, bodies, and communities. The values of the Lheidli T'enneh would be accepted as values of the larger society and their economy would be based on sustainable use of the land and other resources. The group saw a self-sufficient, sustainable, independent community with an educated and professional work force.

The Lheidli T'enneh Community Treaty Council projected their community 100 years in to the future. The group identified their community as being self-sustainable and self-sufficient. The Lheidli T'enneh would manage their own resources, own and operate their own permanent ventures, provide education and training, and develop their land base. They would obtain the agricultural farm and redevelop it into a community with a gas bar, a recreation centre, a golf course, a casino, a shopping centre, and a residential development containing single family dwellings and townhouses.

The youth envisioned more involvement in decision-making, a more equitable distribution of community wealth, the need for community interests above personal interests, and improved communication within the community as future goals to strive for. The group stressed the need for more jobs for youth in farming, gardening, car and machinery repair, crafts, wood chopping, security work, silviculture and fisheries. The youth also felt a strong commitment to holding traditional events and learning their history and language. They also felt it will be important to encourage their people to move back to the community and to do this, the community would require more buildings including homes, a community hall, a fire hall, a café, and a medical centre. They also identified sporting events as an important component to community building. They felt

sport facilities such as a hockey rink (including equipment); a baseball diamond, a swimming pool, and a basketball court would keep the youth in the community and out of trouble. They also expressed a need for a daycare centre for the small children and felt that a drug and alcohol centre in the community would encourage more people to go seek treatment.

Themes

The three visioning sessions identified and clarified many important economic, social, and environmental development themes. The revitalization of the Lheidli T'enneh traditional culture and language will be an important component in the development process of their community. Relationship building through focusing on the positive present and future, developing accountability to the Lheidli T'enneh community through more people becoming involved in community affairs and business development activities, and encouraging members to move back to their community will assist in creating a functional, viable and vibrant population base. The move to self-governance is seen as a positive step in the evolution of their community. Economic development will ensure that the community is self-sustaining. Job training and developing new skills will allow community members in becoming self-sufficient contributors to their society. Community economic development will focus on forestry, agriculture and wildlife resources.

The physical elements of the community will play an important role in restoring the community. Additional housing will encourage movement and reintegration of dispersed members back into the community and amenities such as stores, a community hall, a fire hall, and a school will encourage people to stay in the community. Care must be taken that the needs of the youth are addressed. Social activities, job training and recreational amenities will assist youth in forming strong social ties to the community.

It must also be recognized that a process is taking place and part of the sustainable community development plan will be defining that process, identifying sequential steps that will move towards the goal of community sustainability and then identifying projects and activities that will achieve these goals. The re-developing of the Lheidli T'enneh culture and the development of a new economy to support that culture is a complex and difficult process and will take many years to achieve. There is always a lack of resources limiting the ability to achieve all community goals. Therefore, an important step in the planning process is to prioritize projects. Another important element will be a need to prioritize progress and then evaluate the effectiveness of community development projects. The Lheidli T'enneh need to be cautious about investing in facilities that may consume a disproportionate amount of community resources; thus limiting future options for development.

Action Community Development Themes or Goals

In summary, the following themes or goals will assist and direct the Lheidli T'enneh in their movement towards community sustainability.

1. In the land negotiation process negotiate for sufficient resources, both land and money, to ensure community sustainability: a land base that will sustain your community in perpetuity.
2. Revitalize the Lheidli T'enneh traditional culture and language.
3. Involve more community members in community affairs and business development activities.
4. Encourage members to move back to the community.
5. Move to self-government.
6. Continue economic development initiatives focussing on forestry, agriculture, and wildlife resources and be entrepreneurial: identifying new economic opportunities, which will sustain the community but not degrade the natural world.
7. Train and develop new skills whereby community members can become self-sufficient contributors to their society and culture.

8. Provide additional housing to encourage movement and reintegration of dispersed members back into the community.
9. Construct amenities such as stores, a community hall, a fire hall, and a school to encourage people to stay in the community.
10. Be particularly cognizant of the needs of the youth and develop strong youth community ties through the provision of social activities, job training, and recreational amenities.
11. Recognize that effective planning and development needs community participation, plans are not static documents but changing processes, and an entrepreneurial spirit is needed to grasp positive changes in society and integrate them into your community.

Conclusion

A great deal of works has been undertaken over the past number of years and these activities and accomplishments are beginning to bear fruit. The current direction of development is contributing to positive economic growth and development for the community. While the last number of years have been very positive, the future growth and development of the Lheidli T'enneh community will depend on the amount of resources, both land and money, that are ultimately provided to the community through the aboriginal land negotiation process. If these resources are limited, the community will have to continue to rely on federal and provincial sources of revenue to sustain the community. If land claim resources are sufficient, the Lheidli T'enneh can move ahead in an independent manner towards community sustainability.

Estimating the Carrying Capacity of the Lheidli T'enneh Community: Ecological Footprint as a Tool in Determining Treaty Lands

Author; Dr. John Curry
Paper prepared June 2000

Introduction

The purpose of this document is to provide the Lheidli T'enneh Community with a treaty negotiating tool in the form of a numerical figure that represents the amount of land required to sustain the community in perpetuity. This numerical figure is based on the Lheidli T'enneh's wish to protect the environment and create a community which is socially, economically, and ecologically sustainable. To determine the amount of land required by the Lheidli T'enneh to sustain their community in perpetuity involves examining community population, both present and future, establishing an acceptable standard of living value, and calculating a land productivity value.

Population

The Lheidli T'enneh community has a current population of 266 people, including on-reserve and off-reserve individuals. The age break down of the community is contained in Table 1. The figures are based on information calculated by the community in January, 2000.

Table 1: Population by Age Groups

Age Group	Number
0-5	19
6-12	36
13-18	22
19-29	46
30-64	135
65+	8
Total	266

There are 77 individuals (28.9%) below the age of 19, 187 individuals (68.0%) between the ages of 19 and 64 and 8 individuals (3.0%) 65 years of age or older.

The Lheidli T'enneh community estimates their population will stabilize in twenty years. With a forecasted annual growth rate of 4%, in 20 years (2020), the population of the Lheidli T'enneh community will be 606 individuals.

Standard of Living

The goal of the Lheidli T'enneh community is to achieve and maintain a quality of life that will enhance social and economic well-being for all its residents while maintaining the ecological integrity of their land base. An accurate measurement of quality of life combines both the material "needs of having" and the nonmaterial "needs of being." Material "needs of having" can be easily measured by the standard of living index. The non-material needs (cultural and spiritual) are important components of quality of life, yet are not currently measured by any monetary standard.

The Lheidli T'enneh community aspire to a standard of living consistent with the rest of the Prince George community. According to Statistics Canada (Prince George Census, 1996), the average income of an individual working full time in the Prince George area is $41,438.00. This figure is used because the goal of the Lheidli T'enneh community is for each employable individual to be working full time. The number of employable individuals in the community is currently 171 (64% of the population).

Land Productivity

Land can represent different monetary values, depending upon use. Traditional land uses, an important part of the Lheidli T'enneh culture, include hunting, fishing, berry picking, wild plant gathering, and the consumption of wild meat. All of these activities, with the exception of trapping, remain significant focal points of activities for Lheidli T'enneh members and are vital to their identity as aboriginal people. In addition to traditional land uses, land provides employment and income generating opportunities for the Lheidli T'enneh within the current economic paradigm. Land that provides economic opportunities plays an important role in the community becoming self-sufficient and

sustainable. In addition, greater control over land and resources will provide the basis for new business ventures in areas such as agriculture, tourism, and forestry.

According to the Ministry of Forests, land productivity for wood harvesting varies greatly between sites. Poor sites yield 1.7 cubic metres/ha/year and good sites yield 5.0 cubic metres/ha/year. The average yield taken from the Timber Supply Review (Beckett 2000) is 3 cubic metres/ha/year.

It should be noted that forests also provide many other non-monetary functions, such as erosion prevention, climate stability, maintenance of hydrological cycles and biodiversity protection.

Stumpage Values

Placing a price on the value of land can be a difficult task as land can have monetary and non-monetary values. For example, for the Lheidli T'enneh, land holds a high value for traditional activities. Cultural and spiritual values do not readily translate into monetary values. Because much of the land in the Prince George area is forested land, and because of the difficulty in placing value on land production, for simplicity, this document will use stumpage rates in it calculations.

When we deal with industries such as forestry, the variation in the monetary value of wood can be extreme. According to John McClary from the Ministry of Forests, the stumpage rate on crown land for the Interior of British Columbia was $30.00 per cubic metre in 1998. Stumpage rates during the time period of 1995 to 1999 vary from a low of $26.19 in 1996 to a high of $33.40 in 1998 (Ministry of Forests Annual Reports 1995 to 1998 and Summary of Stumpage Billings 1999). In 1998, for example, the forest industry lost $1 billion. In reaction to the loss, the provincial government decreased stumpage rates by $600 million so that in 1999, the forest companies made a profit (Llewelyn 2000).

Calculation of the Area of Forested Land to Sustain the Lheidli T'enneh Community in Perpetuity

To determine the amount of land to sustain the Lheidli T'enneh Community in perpetuity, the following formula was developed.

A x B/ (D x E) = S

Where A = Lheidli T'enneh population in the year 2020 (units = persons)
B = average full-time income for a Prince George resident (units = dollars/person/year)
D = land productivity (units = cubic metres/hectare/year)
E = stumpage rate (units = dollars/cubic metre)
S = amount of land to sustain the Lheidli T'enneh community in perpetuity (units = hectares)

Based on the above formula, the amount of land required to sustain the Lheidli T'enneh community in perpetuity is 280,000 hectares. Please refer to the following calculation.

Population (A)	multiplied by	**Standard of Living (B)**	equals	**Sub total**
606 (persons)		41,438 ($ per person/year)		25,111,428
divided by				
Land Productivity (mean annual growth increment)			multiplied by	**Stumpage Value**
3 (cubic metres/hectare/year)				30 ($ per cubic metre)
Total 279,016 (hectares)				

Carrying Capacity

The above formula used readily available statistical information to determine a land base measurement for community sustainability. Sustaining an individual or community over time requires that we incorporate principles of sustainability into our measurement. According to Barry Sadler (1996), there are three pillars of sustainability. They are:

Living within global biophysical carrying capacity; providing a decent living standard for all people; and ensuring a reasonable measure of distributional fairness in access to resources and their economic benefits. The land base required for the Lheidli T'enneh community to begin their movement towards a sustainable future is 280,000 hectares.

From Administration to Governance

Lheidli T`enneh Institutional Mapping

July 2010

Executive Summary

The Institutional Mapping Document for Lheidli T'enneh maps out processes that will assist in the advancement of sovereignty for the Nation. Processes are articulated that will ensure the codification of Lheidli values and identity within governing institutions to ensure the protection and transmission of their distinct Nationhood.

Processes to support shifting from administration to governance include the development of Institutions of Process that revitalize and recreate traditional forms of governance and view community inclusion in the design and monitoring of performance management structures as a healing and recovery strategy for the Nation.

Shifts in practice to a Directorship model is recommended as a strategy to prepare for increased jurisdictional authority as the development of internal expertise in key areas of Health, Education, Lands, and Economic Development, along with creation of local policy, will build capacity and knowledge required to develop systems that will be able to manage the transition to expanded scope of authority.

Use of a modified *Balanced Scorecard Approach* to performance management that can incorporate dimensions of citizen engagement and strategic approaches to partnership development with industry and government offer strengths not captured in assessment mechanisms that are focussed solely on economic advancement as an indicator of performance.

The use of a comprehensive planning framework that creates a series of linked plans embedded in broader community-driven priorities will offer clarity for responsibilities and departmental mandates. This will be further served by moving into a systems approach that will ensure required connections and linkages are in place for strategic development of initiatives and will lay the foundation for ongoing connections required for effective governance.

As departments are supported to expand and grow, additional resources can be leveraged and opportunities can be provided for the community to develop skills in a supported environment with entry level opportunities offered within Nation service departments. Education is reframed as a healing and liberation strategy with the ability to support collective mobilization and cultural revitalization that provides the foundation for sovereignty.

Risk management is addressed within the context of broader performance measurement frameworks and guiding policy that ensures capacity for strategic growth and expansion. Departments and staff are supported to acquire skills and knowledge to build capacity for risk management as part of their delegated responsibilities and it is addressed within strategic planning frameworks.

Contents

Executive Summary 2

Introduction 5

Lheidli T'enneh Nation Building 5

Institutional Mapping Structure 6

Governing and Governance 6

Governance and Cultural Revitalization 8

Institutions of Process 8

Beyond Citizen Engagement to Ownership 10

Performance Management 13

Integrated System Approach to Performance Management 14

Best Practice Examples 15

Recommended Structure 16

Development of Goals, Targets, and Tools for Lheidli 18

Comprehensive Planning 19

Declaration of Lheidli T'enneh 20

Planning the Plan 22

Establishing Priorities 23

Determining Outcomes and Impacts 27

Setting Goals 27

Identifying Strategies and Activities 28

Determining Resources 28

Evaluation 28

Indigenous Methodologies of Measurement and Evaluation 29

Evaluation Processes 30

Selecting Tools 31

Conceptual Planning Framework 32

Examples of Lheidli Best Practice 35

Management Structure 36

Organizational Restructuring 37

New System Implementation 38

Creating a Linked System 41

The Enabling Environment 42
Human Resources Development and Training Plan *43*
Community 44
Impact of Social Issues 45
Education as a Healing Strategy 46
Community-Based Learning 47
Organizational 49
Leadership 51
Analysis of Existing Data: 52
Data Limitations 53
Quality: 53
Management: 54
Gaps: 54
Risk Management and Control Systems *55*
Risk Assessment / Management Framework 55
Initial Development of a Control System: 57
Financial Management 58
Intergovernmental Relations 60

Introduction

The work to develop an Institutional Map for the Lheidli T'enneh Nation began with a TRM tabled in 2008 and has extended into the 2010-2011 fiscal cycle. The work underwent several iterations before becoming part of the work of Lheidli's Capacity Consultant in early 2009. The process of completing the work involved the incorporation of previous planning documents, TRM reports, the Comprehensive Community Plan (CCP) and several conversations with staff, Council, and to a limited extent community members through various projects and initiatives over the past two years.

The Lheidli Nation is currently undertaking a community consultation process to determine governing structure and as a result this report focuses on the processes of governing as opposed to detailing the shape that Government will take. The intention is to examine how effective governing structures are to be developed, the mechanisms that will need to be in place to add to effectiveness, and to identify key areas that will support the transition from the Indian Act to governing by whatever mechanisms make sense to the community.

Lheidli T'enneh Nation Building

Under Indian Act structures, powers of Aboriginal governments have been limited and Councils have become in essence delegated administrators without any real power to direct the course of their nations. Decisions become limited to compliance with Federal requirements and powers of true sovereignty are given little opportunity to mobilize (Calliou, 2007). Transitioning to Self-Governance is a complex process that involves the development both of hard institutions such as laws, codes, policies, and human resource requirements as well as institutions of process that can be thought of as being made up of the principles, values, and intentions the laws, codes, and policies rest upon.

The Lheidli T'enneh Nation has undertaken several initiatives to exercise their sovereignty and has made significant progress in areas of Land and Resource Management and partnership development at regional, municipal, and provincial levels. Lheidli is also actively involved in treaty negotiations and has had the opportunity to hold several discussions regarding their traditional territory and hopes for the future. Regardless of the path chosen, there are essential functions that the governing bodies for the Lheidli T'enneh Nation will need to draw down, develop visions and plans for, and build capacity to undertake.

Institutional Mapping Structure

According to the Constitution of Lheidli T`enneh, an institution is the Lheidli Government, Government Body, Commission, or similar body established under Lheidli, Federal or Provincial law. In terms of governance, policies, codes, and laws can also be considered institutions as they are the foundational pieces that define how the government does its work. In looking at the creation of an Institutional Mapping structure for Lheidli, it is reasonable to expand the structure to include aspects of both. The process of becoming fully self-governing involves the systematic removal of externally imposed, oppressive systems to replace them with culturally appropriate ones.

Previous TRM reports and the Constitution identify the need for closer connections to the community in terms of planning and oversight mechanisms for governing systems and formalized processes to support a deeper level of engagement need to be developed as a component of overall operational planning. In reviewing work to date outlining structural requirements for Lheidli governance, the work has centred on the capacity to exercise jurisdictional authority though various models and administrative options. While there are elements included that will ensure that Lheidli is able to exercise control over the systems that are used to govern their Nation, there appears to have been limited articulation of how those systems go beyond administering jurisdictional authority into upholding and institutionalizing Lheidli values and identity.

Institutional mapping can help in articulating how shifts in practice can occur to prepare Lheidli for assuming greater jurisdictional authority. In looking over previous data and information that has been complied on behalf of the Nation, it is logical that the next piece to develop is how to get to there from here in shifting from administration to governance. Drawing down powers of law making and direction setting are the central components of exercising sovereignty and it is essential that Lheidli begin to develop their capacity now to use these powers effectively on a much larger scale. If done correctly, the skills developed now become the building blocks for Governing a Nation. Developing the tools required for effective governance in the context of the limited scope of authority currently held will mean that effective date planning is, as much as possible, about translation into an expanded scope of authority.

Governing and Governance

Governing - to make and administer the public policy and affairs of a sovereign authority.

Governance –the processes and activities of governing relating to three dimensions - authority, decision- making, and accountability exercised through establishing expectations, granting power, and measuring performance through the achievement of political and societal goals.

– Institute on Governance

In looking at proposed structural changes for effective date (previous TRM reports), several of the proposed changes and expanded mandates could be incorporated into departmental growth and development plans that would begin to lay the foundation for expanded jurisdiction. The change that needs to occur to enable this to begin to happen is found in the development of comprehensive plans and strategies for the next level of governance as the Nation restructures its operations to be better positioned to capitalize on opportunities that are aligned with their strategic vision.

As mentioned previously, the Lheidli T`enneh Nation has made significant progress in exercising sovereignty in relation to Lands and Natural Resources as negotiated under the Lheidli T'enneh Land Code and in partnership agreements with Municipal and regional partners. However, the same degree of sovereignty has not been possible in areas that have the potential to create the greatest visible impact for Lheidli citizens. Direction setting for Health, Employment, Education, Training and Social programs has been restricted due to reliance upon INAC funding contributions and the parameters that accompany them. Resources have been invested in including the community in planning related dialogue regarding these areas, but access to opportunities for expanded resources have been limited and dialogue is most often restricted to how to use limited resources more effectively.

If we accept the idea that sovereignty includes at its foundation the power to set direction as an act of self-determination, one of the key areas for capacity development is in building skills, protocols, and mechanisms for setting direction, particularly in areas where it has been absent. Efforts during the development of the Comprehensive Community Plan (Krebs, 2009-2010), environmental planning, health initiatives, and various collaborative program planning sessions have provided opportunities for new conversations to occur within the community and between programs, and when looked at in the context of governance, begin to identify promising practices valuable to informing the shift.

Governance extends beyond administering into determining interactions and relationships between systems and those they are meant to serve. The colonial process severely restricted Aboriginal peoples' access to the systems used to govern their communities and activities. As

new institutions are developed to govern the Lheidli Nation, a central feature running throughout the systems developed will be mechanisms that define the connection to the community and the authority they hold in setting direction and monitoring progress. How the business of the Nation is done is a reflection of the values the society holds and the closeness of the relationship between governors and the governed will be one of the crucial changes. Direction setting, transparency and accountability will have different meaning for the community and will be exercised in accordance with Lheidli values and traditions. It will be in how these principles are put into action that will redefine governance for the Nation.

Governance and Cultural Revitalization

In looking at the literature surrounding effective governance for Indigenous Nations, it is consistently identified that the institutions need to be culturally reflective, uphold the vision of the people they are meant to serve, and need to rebuild trust to overcome colonial fracturing (Calliou, 2007). Policy and laws are easily developed if viewed simply as mechanisms of compliance where we are making sure we are meeting expectations to administer the rules that are externally set. However, they become more complex when viewed as the expression of values and principles that reflect fundamental aspects of what it means to *be Lheidli*. The process of creating effective systems of governing is not the simple translation of Carrier language and principles into English policy and law as the underlying epistemologies (how we think of what knowledge is and how we come to know something) and worldviews of the Carrier People are the essential components required to build the foundation for the governing structures of the Nation. When viewed in this context, they are more difficult to capture and gain consensus on.

Institutions of Process

If we see sovereignty as "reconnecting to the common law of what it means to be a human being in that Nation" (Williams, 2009), the place to begin is in determining what that means for the Lheidli T'enneh Nation. As such, the process of developing governing structures involves not only the examination of legal requirements as articulated in Lheidli's side agreements, but also in the exploration and codification of *Lheidli Common Law* as known to its members through oral histories, cultural practices, and ways of understanding the world around them. How we speak of and protect the things of value to us are expressions of what we hold sacred as people and define our relationship with the world and each other. In this context, revitalization of cultural practice becomes an act of sovereignty.

When one considers and recognizes the cultural genocide that the Colonial process inflicted upon Canada's Indigenous People and its ongoing effects, the complexities involved in capturing and articulating Lheidli Common Law become clear. Mechanisms for cultural transmission have been intentionally eradicated and reclamation can be complex and difficult. If the governing institutions developed do not at their very core serve to uphold distinct features of the Lheidli People, the risk is continued loss of cultural identity as systems run the risk of mirroring and replicating those that have been externally imposed.

If we approach the work in a way that supports the shift from compliance based governing into the building of effective systems of governance, an opportunity is provided to develop mechanisms that place into law and common practice systems that support cultural transmission and codification of elements of Lheidli identity as a distinct society.

If we accept that cultural alignment is critical to effective governance, it follows that institutions will only be as strong as the processes used to ensure that the essence of Lheidli identity and culture are captured. When speaking of institutions of process, we are talking about targeted strategies and processes required to ensure the incorporation of the stories, values, perspectives and vision of the Lheidli People. In this context the role of governors expands beyond compliance and jurisdictional authority into one of stewardship for the preservation and transmission of culture and identity for the nation they represent (Begay, 2009).

Hall (2008) goes on to say that revitalization of cultural and traditional practice can offer sustainable solutions to issues such as economic development, housing, and social issues as they ensure that any responses developed are culturally and community specific. She includes a quite by Taiaiake Alfred illustrating the importance of reclaiming a community's knowledge of themselves.

> *Decolonization...is a process of discovering the truth in a world created out of lies. It is thinking through what we think we know to what is actually true but is obscured by knowledge derived from our experiences as colonized peoples (p. 157).*

When we look at how all this fits into an Institutional Map for the Nation, what begins to emerge is the need to build cultural competencies and dialogue into all of the Nation`s operations and policies. Cultural transmission and the codification of Lheidli values become purposefully embedded into all organizational structures and practice. Components such as comprehensive employee orientations that include elements of Lheidli history and strategic vision, skill development for inclusive consultation, planning, and policy development, and the creation of mechanisms for the revitalization of ceremonies, language, history, and cultural practice moves from sidelines to centre as the foundation of revitalized Lheidli governance.

Through these mechanisms citizen engagement becomes standard operating procedure. The result is that revitalized cultural practices, values-based planning, and citizen engagement become components of planning frameworks with indicators of progress.

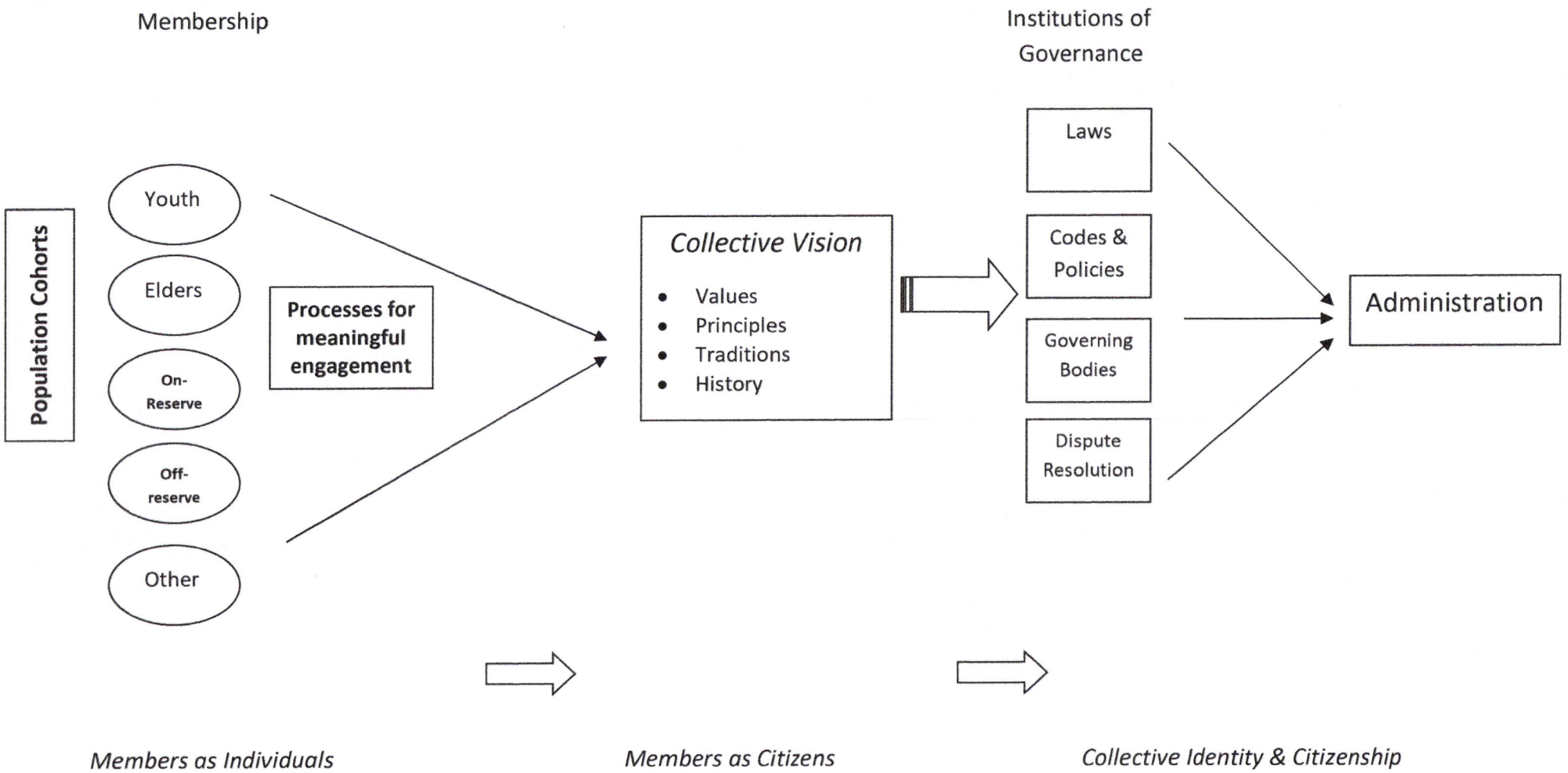
As community is included in the creation of processes and structures for governance, capacity building becomes a process of reciprocal growth and development. Information is exchanged, knowledge is developed, and collective problem solving, and direction setting become the norm. The result is that relationships are reaffirmed, responsive systems develop, community members are meaningfully engaged, traditions are revitalized, and political, social and cultural capital develops (Ricks et. al., 1999).

Beyond Citizen Engagement to Ownership

The National Centre for First Nations Governance advocates for a conceptualization of governance that includes the creation of `systems and processes where citizens articulate their interests, exercise their rights and responsibilities and reconcile their differences` (p.vii). Central to their perspective on governance are the underlying principles of meaningful engagement with citizens accompanied by collective responsibility and collaborative direction setting (NCFNG, 2009). As Lheidli moves forward on its path to self-governance, it will be important to establish processes that ensure not only citizen engagement, but responsibility and ownership for advancing the Nation`s priorities. This will mean greater involvement at the community governance level as well as support for citizen engagement in understanding processes and mechanisms of governance. Transparency becomes a process as well as an outcome as the Nation`s citizens are supported to know the systems and institutions that govern them and are given the opportunity to redesign them based on their traditions and values.

An exploration of consultation within an Inuit context (Price, 2008) captures the essence of what is possible through community engagement and how it supports the development of knowledge, relationships, and both social and collective responsibility.

> *Imagine what political consultation would look like if it was guided by an expectation that comes from Inuit governance. Political consultation would be treated as a site where community members gather to share experiences, and time, energy and focus are directed to the community. Gathering and sharing experiences would allow communities to create their own knowledge methodology – their own way of understanding themselves. In doing this, communities will have direct access to their own knowledge base...building a collective vision for the future. (p.135)*



Process of reconciliation and healing through collective visioning and remembering

Lheidli has a long history of various initiatives that place into practice principles of community inclusion in governance as seen through the Lands Advisory, Consultation Protocol (draft), Tanno T'enneh Board of Directors, Governance Initiatives Working Group, youth engagement activities, and formation of program-based community committees. Although viewed as offering valuable input for programs and services, these committees also offer opportunities for collective skill building and knowledge development as members are supported to understand the purpose and potential their involvement holds for the Nation and its growth. In turn, community members build the capacity of the Nation's employees. Opportunities for meaningful input already exist; it is the placement of those initiatives into the broader context of strategic directions that is absent.

One of the challenges encountered has been the need for capacity building at the committee level that is often not included in program resource allocations. However, if placed within a broader context of governance capacity development, committee engagement begins to fulfill a strategic goal of the Nation with respect to community inclusion. Perhaps more importantly, processes for citizen engagement hold the possibility of becoming a journey of healing, discovery, and remembrance for the Lheidli Nation and its people that contrite to self-determination.

The reason this specific example is highlighted is to illustrate that several of the shifts required to advance governance capacity for the Nation are not necessarily based in new projects or people, they are about expanding upon what is already occurring and adding additional skills, competencies, and perspectives for the organization, leadership, and community to act upon. This can only be accomplished within a broader strategic approach that is best captured within a comprehensive plan for expanded authority that ensures well thought out, targeted strategies are accompanied by clearly articulated performance indicators and assigned responsibilities. As the community is supported to be included they feel empowered and valued, collective experiences become healing strategies and they develop new conceptualizations of citizenship

> *Ultimately, the processes of self-government and community healing are related. Individual healing fuses self-actualization and political commitment through a deeply spiritual understanding of one's cultural identity. This process of individual healing produces people who are firmly committed to the idea of cultural revitalization and self-determination.*
>
> *Warry, 1998, p. 256*

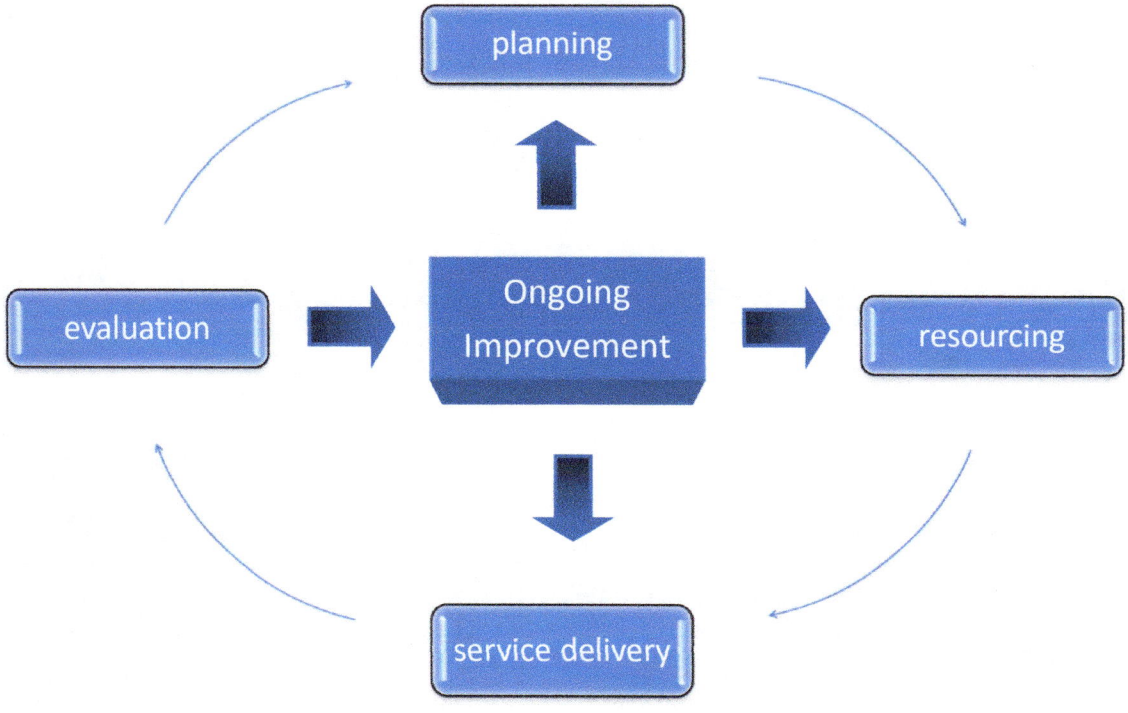
Performance Management

Performance management is best thought of as a set of tools and processes used at multiple levels throughout the Nation's operations that are designed to support planned outcomes and strategic directions. If designed and administered effectively, they have the capacity to become the tools that create a sense of cohesion and progress.

Performance management is the strategic use of performance standards, measures,
progress reports, and ongoing quality improvement efforts to ensure an agency achieves
desired results (Artley & Stroh, 2001).

As Lheidli further enhances and develops their systems of governance, performance management will be an important feature in outlining processes for direction setting and accountability. When viewed as mechanisms used to assess overall progress for the Nation, clearly outlined planning and reporting frameworks have the potential to become a point of integration for all levels of the Nation's work.

Performance Management Model



Tools can range from individual level employee assessments, departmental target setting, tracking and reporting for large scale partnerships and initiatives, and population based information like unemployment rates, numbers of new business developments, and numbers of high school graduates. Regardless of the approach chosen, tools need to be selected based on their ability to offer useful information, ease of use by the organization, and the ability to be understood by Lheidli citizens.

An additional point offered for consideration is that performance measurement tools also have the capacity to offer mechanisms for trust and relationship building with the community. The processes used in the exchange of information where we have inclusion in direction setting combined with effective feedback and reporting mechanisms offer the possibility of recreating principles of collective decision making and systems of communal accountability.

It is possible to use a combination of approaches that include those defined as *collaborative* and *participatory* where the focus is on working with the people who access the services being measured to set direction for service design and assess effective delivery and performance. Although these methods are commonly chosen when working with not-for-profit groups or marginalized people, they have a longer history connected to mobilization and empowerment of populations who have experienced oppression (Friere, 1970) and may offer opportunities for empowerment and cultural renewal.

Integrated System Approach to Performance Management

Internal tools have been developed for Lheidli's use over the past three years in the process of building administrative capacity and although intended to measure individual level job performance, they have limited ability to contribute to broader aspects of performance management as they are not linked into a larger framework of administrative direction and priorities.

There are common stages to the development of any performance measurement system that Lheidli will need to work their way through. In the first stage priorities and directions need to be set, the second stage involves the development of goals and targets along with the tools used to assess performance, the third stage focuses on outlining who is responsible for what, the fourth involves collecting and analysing the information, and the fifth is where the information is brought back into the system to review performance and evaluate the quality of the information to see if we need to fine-tune the system. The sixth and last stage completes

the cycle as it involves reporting back to the community and gathering new information that feeds into reviewing and revising priorities and directions, beginning the new cycle. It is an ongoing process that is developed and revised continuously and the cycle can range from a few months in a project to annual and long-term planning.

Best Practice Examples

A collaborative study between the Governments of Canada and the United States exploring best practices in performance measurement found that the best measures of performance are based in strategic priorities that have at their centre the needs and satisfaction of the population groups they serve (in Artley & Stroh, 2001).

They outline eight key features of the most successful systems:

- Leadership is critical – the process must be lead and championed by senior staff.
- An overall conceptual framework needs to be in place to guide the system – people need to understand clearly how all the pieces fit together and to have an overall understanding of "the system."
- Internal and external communication is vital to the system`s success.
- Accountability for results need to be assigned and understood – everyone needs to know what they are responsible for
- Performance measurement systems are not simply information gathering mechanisms, they need to ensure that they provide information that supports better decision making.
- Compensation needs to be linked to performance measurement.
- The systems should be positive and inclusive not based on punishment.
- Information regarding results and progress need to be shared in meaningful ways.

Overall, what this means for Lheidli is that any system developed needs to be well thought out, clearly structured, linked to a broader plan, and be able to provide useful and manageable information. It will require time, resources, and effort to develop and the inclusion of community, staff, and Leadership in the design will provide a solid return in the long run. Any system of measurement will need to be accompanied by a parallel system of incentives and compensation and links back into annual budgeting, planning, and long-term visioning for the Nation will be essential.

Models may differ but the processes involved in the creation of performance measurement systems are basically the same. Set clear priorities, assign responsibility, develop measures that

assess how well things are moving forward, keep information flowing, and revise plans based on new information and circumstances.

The University of California has identified five basic categories of performance measures. They are efficiency – the ability to perform a task, effectiveness – the ability of internal processes to guide and manage the work, quality – work being done correctly, timeliness – work being completed on time, and productivity – the number of resources required to produce work (Training Resources and Data Exchange, 2001). Most of the categories are fairly simple to measure through work plans and employee assessments but become more complex when considered in the context of governance. Performance measurement for the governing components of Lheidli's work will require a system that has the capacity to assess several levels of performance for multiple stakeholders that can also incorporate community-based accountability structures.

Recommended Structure

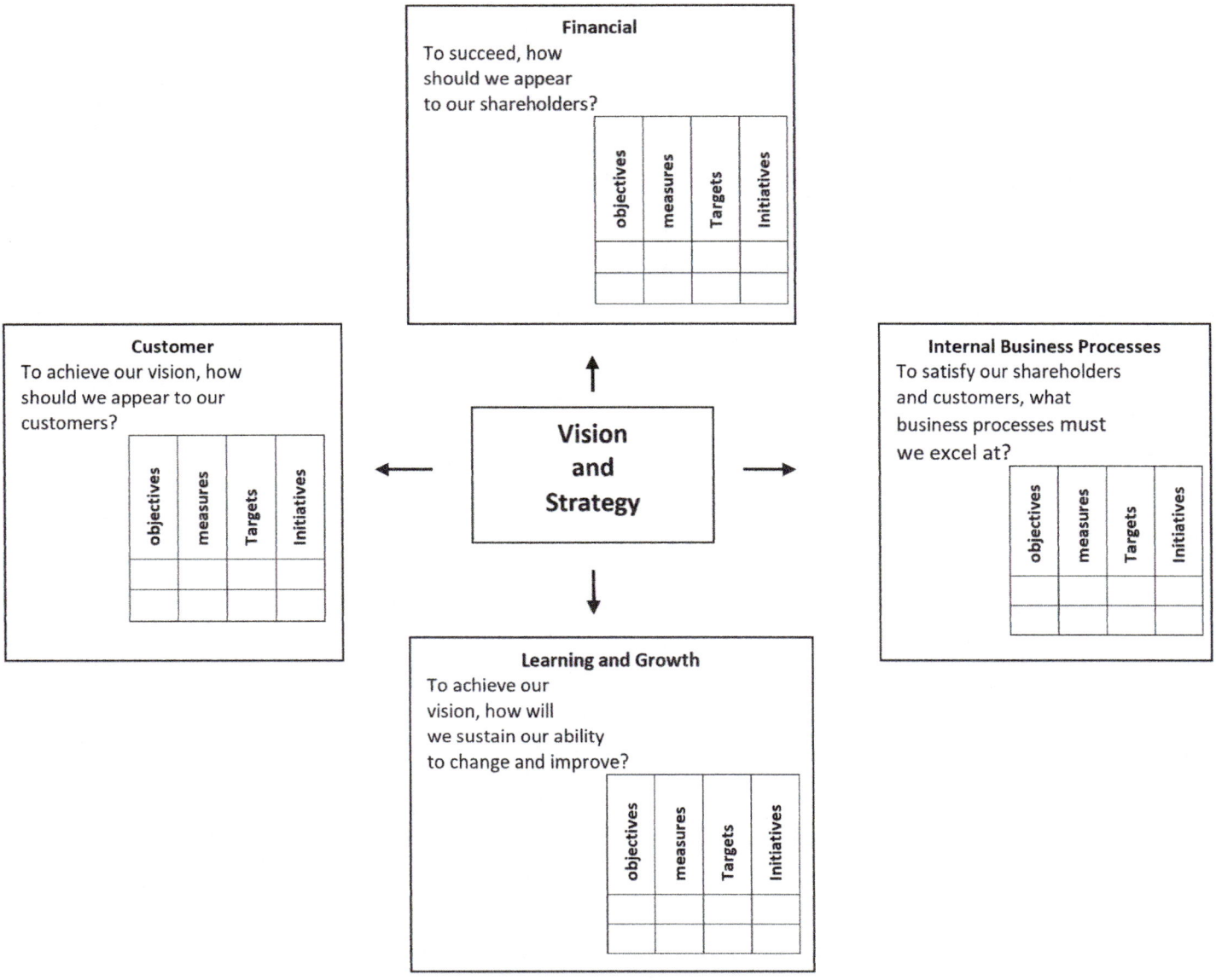
In looking at models that provide promising practices for the Nation, it is recommended that Lheidli consider a version of the *Balanced Scorecard Approach* (Kaplan & Norton, 1992) as it enables an organization to create a multi-dimensional performance measurement framework that links performance to vision. The Balanced Scorecard approach is different in that it reaches beyond typical monitoring systems into the measurement of non-financial areas of performance. The model is traditionally based on four dimensions - Financial, Customer, Internal Business Process, and Learning and Growth – and its strength is that it becomes both a measurement and management system that offers the ability to turn strategic plans action.

In the use of the Balanced Scorecard, the Learning and Growth dimension enables an organization to see its workers as an asset and a resource that can be developed as a key piece of the success of the Nation. Learning and growth are viewed as continuous processes that require ongoing investment and development. The Internal Business Process dimension looks at the business case of the organization and how well it's products and services are meeting the needs of its customers. The Customer dimension assesses customer focus and satisfaction, and the financial dimension combines traditional financial data with additional measures of risk assessment.

If Lheidli were to use a similar approach, the dimensions could be adjusted to view the advancement of sovereignty as the business of the Nation and the language would change to reflect this. *Shareholders* are the community, *Customers* are those wanting to do business with the Nation, and the *Internal Business process* and *Learning and Growth* dimensions are able to expand to include elements critical to the achievement of sovereignty and measured back

against principles and values of the Nation that include aspects of cultural revitalization. The model would support the articulation of how the community is included, what the desired outcomes are, and how they are measured on each dimension including cultural and social elements.

Adapted Balance Scorecard (Kaplan & Norton, 1992)



The development of a modified system would require that clearly articulated goals and outcomes be developed for each dimension to be used to guide the work of the Nation`s branches and departmental mandates would need to shift to be able to capture the intention of the work in the context of advancing sovereignty. The inclusion of assessment measures that

monitor community inclusion and revitalization of cultural practice will ensure that Institutions of Process that promote cultural transmission are included as a key functional area.

Regardless of the approach taken, performance measurement begins with a clearly articulated plans and focus areas that serve as guides to determine resource allocation and investment. Performance is assessed back against demonstrable progress, movement, and effective management of priorities identified in the initial planning processes and reporting frameworks are designed to target multiple audiences.

Development of Goals, Targets, and Tools for Lheidli

The process of measurement can be intimidating for everyone and especially difficult to implement if the systems seem foreign and externally imposed. Complexity is something to be thought of in their design and simple is most often better. The complexity of the system will naturally evolve over time as more elements are incorporated and starting with something manageable is a good way to build skills, confidence, and familiarity.

The critical elements in the design of performance management systems for Lheidli will be who is involved in the development, how the process is viewed, and defining what is seen as valuable information. The inclusion of both staff and community will an important part of generating buy-in and commitment to the process. Determining what the indicators are, developing strategic priorities, and the construction of appropriate targets begin to put into action process-based institutions that offer mechanisms to support meaningful involvement for staff and community.

As staff are likely to be required to take responsibility for and be assessed by any system developed, their feedback and involvement from the outset will be important to successful implementation. The people working for the nation will be valuable resources as they are able to answer the *what, why, and who* in the design of the system – what we need to know, why we need to know it, and who we need to tell – and building the skills from within will be an important element of capacity development.

The processes need to be value added in the sense that they offer the opportunity to improve effectiveness, efficiency and relational aspects of the work both internally and externally. If people cannot clearly see the intention and function of the measures, it becomes difficult to generate ongoing commitment and investment. The design needs to purposeful and to serve a valuable function in order to generate commitment and justify resources. When designing the system it will be important to think about the information that needs to be gathered on multiple levels. Some of the information will serve to inform progress regarding targets for

employees, administrative or governance objectives, and some information will serve to advance external partnerships and initiatives. A key element of the design process will be to determine what the dimensions of meaning are and they are likely to include several areas that incorporate business development, social advancement, achievement of management objectives, and growth.

The third consideration will be the need to frame the process in a context of continuous improvement that places a high degree of value on learning. It is not possible to design a system that will meet every need and as such it is better to be thought of as a living process that is continuously improved. It will take time and investment to put it all together and it is critical to be realistic and take small steps. It is like putting together a large puzzle and each piece needs to be considered for its individual contribution and how it fits into the bigger picture.

It will be important to know what to focus on as key elements and be mindful to limit the choices as sometimes more information is just more when a smaller amount would be better. Over time the process will evolve and become more efficient, but at the beginning figuring out what to measure and how will be a time of growth and learning and will require time and patience to develop. It is recommended that Lheidli begin with small steps that involve building the skills and capacity to design the systems and to think of the first year as learning the skills and developing opportunities to pilot them.

Comprehensive Planning

As the Nation continues to expand, the need for strategic growth and development will become critical. The ability to clearly articulate where the Nation is headed, how they intend to achieve their priorities, and how progress will be measured are essential tools to ensure effective resource allocation, leveraging of partnership opportunities, and managing growth. Although multi-level planning can be challenging to navigate, the absence of a strategic approach becomes increasingly costly for the Nation. Without a master plan, the Nation encounters challenges arising out of the absence of targets to measure opportunities or initiatives against and no way of evaluating if meaningful progress is being made.

Pieces of visions and plans can be located but a mechanism for bringing them together and linking them into a path forward has not been used up to this point. All of the initiatives have, to varying degrees, helped clarify areas of future growth and development for the Nation but lack formalized mechanisms for becoming part of strategic direction setting. The recent draft of the CCP outlines some priorities and focus areas, however the recommendation is to develop a

comprehensive planning framework that touches upon all areas of the Nation's work and has the capacity to include multiple areas.

The reality for Lheidli is that processes to support initial stages of planning already exist; it is the mechanisms to capture the information that require development. Several pieces of information that could feed into a comprehensive plan exist in separate documents and could provide the basis of a preliminary framework once aligned with identified priorities. The suggested approach for Lheidli would be to undertake processes to identify elements of a guiding vision and to then review existing documents and information that could flesh out some of the details. For example, the process could begin with the *Declaration of Lheidli T`enneh* (Lheidli T'enneh Constitution, 2007) as a guiding vision with a review of work to date that may contribute to moving key areas forward.

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.

If we look at the Declaration, what we begin to see are key elements that the Nation can use in laying the foundation for a guiding vision. Principles of sovereignty, community inclusion, environmental stewardship, cultural revitalization, and sustainability are all captured as focus areas that could support the realization of the declaration. It is not necessary for each of the Nation's branches to have separate visions to guide their work, they would instead use the vision of the Nation as a guide and each department would look at how their plans and program mandates contribute to overall advancement. Each department and initiative becomes a spoke in the wheel.

As a planning tool, the guiding vision becomes the bones that everything hangs from and various initiatives are measured back against their ability to create strategic movement. It may take some effort to determine if the declaration captures the vision of the Nation, however, once this is established consultation can move beyond what the Nation wants to see happening into *'how we get there from here'*. The Constitution goes on to say that Keyohs, the connection to the land, meaningful jurisdiction, and socioeconomic and wellness equity are central to Lheidli Nationhood. It would be possible to offer the declaration to the community, elements of the vision that have been further articulated through various initiatives, and move into

collaborative direction setting as the planning framework develops. The community could offer feedback and focus areas could be revised accordingly. This would support moving beyond gathering more information into action planning for what is already known.
An example of how this might occur could be at Lheidli's Annual General Meeting – the time and space could be used for collaborative planning processes that are fun, engaging and do not involve moving everyone through gruelling planning exercises. For example, different walls could be used for generating feedback on current activities, ideas for projects, and for clarifying what some of the broader principles contained within the vision mean to the community. Quarterly planning and information fairs could be held and requests for informal meetings with Council and staff could be mobilized through soup and Bannock lunches held monthly. Every time the community gathers, either as a whole or in smaller groups, an opportunity is provided to share information, plan together, and rebuild a sense of cohesion. The process also offers built in sustainability as directions and priorities are created in a public arena with community input that can transcend turnover in staff and Leadership and the process has the capability to become the foundation for the development of a long-term plan that can be ratified at the community level.

An additional consideration is for Lheidli to think about using innovative practices such as Appreciative Inquiry (Preskill & Catsambas, 2006), Asset-Based development (Kretzman & McKnight, 2005), and conversational approaches to community transformation (Block, 2008). The beauty of these approaches is that they offer recognition for existing capacities and are not complex to administer. With simple changes to how and where meetings occur, how conversations take place and what is offered back to the community, significant shifts can occur. It may require some training and mentorship for staff and Leadership, but once the processes are familiar they are powerful as they offer the opportunity to simplify what can be seen as complex processes and can turn *what works* into *how it is done* as common practice.

> *Community based development approaches have the potential to reposition Indigenous Peoples as active participants in the development process rather than as passive recipients of development assistance (Jensby, 2000, p. 33-34).*

As the Lheidli T'enneh Nation moves from administering into governing, new tools and structures will be required to set parameters for growth and development. Knowing how to mobilize opportunities and resources will be only one piece of the picture as the Nation sets direction. The Nation will be well served by the development not only of policy for culturally reflective administration and management practice that provides for effective tracking, but also in the development of boundaries for culturally aligned growth.

An example is found is in the work of the Western Australian based National Aboriginal Corporation that drafted the *Songman Protocol* (2004). The protocol outlines processes and parameters for culturally aligned resource use and development and incorporates elements of both traditional and contemporary law. Lheidli may want to develop their own Corporate Charter that outlines values and principles that will provide the foundation for economic growth that will ensure that any initiatives include aspects environmental preservation and stewardship. Recent work by the ISO may also be of interest as the regulatory body has begun developing standards for incorporating social accountability as many nations and governing bodies at the international level, including the UN, have begun to advocate for moving beyond financial reporting into the incorporation of sustainability reporting that includes reporting on both social and environmental aspects of economic growth (Kaos Pilot, 2009).

Planning the Plan

Strategic planning for the Nation needs to begin with a clear sense of where the Nation wants to go and how different layers of planning will be created. Ultimately, what is developed is a network of plans that fit together with increasing detail as their focus narrows – the master plan would have broad-based priorities, operational plans would have targeted focus areas, department plans will begin to map out strategies and initiatives, and the last layer of the planning framework would be individualized work plans. The result is a unified approach that enables the Nation to see how all the components fit together and to ensure that appropriate skills and resources are allocated strategically.

In the development of plans for the Nation, some advice for consideration is the avoidance of planning Islands or replication of programming silos through the planning process. Separation between programs, often called program silos, is often viewed as a symptom of poor information sharing and efforts are then targeted at increasing the exchange of information in the belief that it will reduce separation. While information sharing is an essential component of creating integrated programming, it is not enough on its own. In order for Lheidli to build integrated systems that will lead to streamlined service and reduction of overlap, collaborative planning and decision making will be required. The processes are also valued added in the sense that they offer the opportunity for staff, Leadership, and community to build familiarity and knowledge of all services and departments.

As the various planning pieces are completed, they begin to map onto a larger matrix that is able to capture greater detail. Although the mapping process can be time consuming, it is an important part of the process as it serves two key functions. Mapping plans onto a matrix that links priorities with strategies and outcomes supports the team to work together to identify challenges that may arise and to develop potential responses during the planning process. At

times, it is through conversations during the mapping process that groups begin to understand the complexities of what they are trying to achieve, which better prepares them for the setting of realistic goals and timelines.

The second function the mapping process serves is to support the generation of a collective sense of direction and the opportunity to talk about the capacity of staff and departments to make commitments and take on additional work. As mentioned previously, the planning process will require the allocation of resources and staff time will be one of them. Adjustments to workload will need to be made to accommodate both the planning activities as well as new priorities that develop.

Establishing Priorities

The key to building any plan is the creation of a solid foundation that ensures stability. The process of establishing priorities for the Nation will be the place of beginning and is likely to include document reviews, community consultation, and staff and Council planning sessions that will begin to map out focus areas. Priorities may also include areas that extend beyond administrative mandates that reach into mobilization at the community level that is self-directed. The community may identify for itself activities or projects they wish to take on with the support of staff and Council which begins to create ownership and empowerment. Every project, no matter how small, can contribute to change within the community and provides opportunities for local leadership to develop, but some sense of where the Nation is heading helps in determining when and where to invest.

Staff time and resources will need to be dedicated to the process and this may mean that other opportunities will need to be delayed or set aside in favour of investing in the development of plans and strategies. This can be difficult as there are always ongoing demands and opportunities that require attention. At times however, progress and movement need to be put on hold while stable systems are created that ensure that growth can occur within a context where it can be managed effectively (Cornell & Kalt, 2007).

Several areas have already been identified and are likely to provide foundational pieces for Lheidli to move forward with; however, it will be important to develop some process of determining what areas should be targeted given the vast possibilities and opportunities facing the Nation. Some focus areas will be easily identified priorities as they are building blocks to advancing all the work of the Nation. However, it will be important that planning processes can identify crucial areas that extend beyond administrative priorities. For example, preservation of Lheidli dialect may not fall under any program's jurisdiction, but if deemed crucial to Lheidli Nationhood, it becomes an area that new initiatives may need to be developed for. That said,

identifying which areas have greater importance over others will be challenging and reaching consensus may be difficult at times.

In conversations occurring within the development of the Governance Policy, dimensions of planning were discussed that may assist in creating a priority system. The dimensions put forward were Preservation, Expansion, Mobilization, and Development. If these dimensions are placed into a planning table, a second dimension is required to begin to develop focus areas. In looking at the literature, best practices recommend the *Five Pillars* used by the National Centre for First Nations Governance – People, land, Laws and Jurisdiction, Institutions, and Resources.

NCFNG Pillars	Preserve	Expand	Mobilize	Develop
The People • Strategic Vision • Meaningful Information Sharing • Participation in Decision Making	What in each of these areas do we need to target because something is at risk of being lost?			
The Land • Territorial Integrity • Economic Realization • Respect for the Spirit of the Land		What do we already have happening that we need to build upon?		
Laws and Jurisdiction • Expansion of Jurisdiction • Rule of Law			What opportunities do we need to move forward on?	
Institutions • Transparency and fairness • Results-Based organizations • Cultural Alignment of Institutions • Effective Inter-Governmental Relations				What are the areas we need to get ready for?
Resources • Human Resource Capacity • Financial Management Capacity • Performance Evaluation • Accountability and Reporting • Diversity of Revenue Sources				

The dimensions suggested are simply used as an example, but it is possible to begin to see how priorities and focus areas would begin to emerge as each of them is worked through. Whether Lheidli decides to use the NCFNG best practices or something else, the key is to have a sense of what the Nation is building towards that will ensure they are successful. It may make sense to

begin with best/promising practices as a starting point and then adjust or revise them to incorporate Lheidli specific dimensions.

If we look at various initiatives already undertaken by Lheidli, we can see several priorities have been identified and may make sense as starting points in the planning process.

1. Creation of a guiding vision – includes values, philosophy of approach, and roles of staff, Leadership and community.
2. Development of a comprehensive community engagement and communication strategy.
3. Development of formalized structures and processes to support Nation Building approach.
4. Design and implementation of comprehensive performance management system.

In looking at effective planning tools for the Nation to begin to use, a *Logic Model* format may make the most sense given that they are the preferred templates currently used by external government agencies. Working through the model step by step requires the team to reach clarity regarding short and long-term goals and the inclusion of the last column supports connections back to performance management. As the process unfolds, information generated at the upper planning levels gets distilled down into finer detail, which then becomes the information required for departmental and individual work plans.

Logic Model Template

Goals	**How we get there**	**What we need**	**Outcomes** Short term (1-3 years) Long-term (5-7)	**Impact** System level change	**Evaluation**
Priorities, targets, and focus areas • broken into 4 areas in balanced scorecard	Activities and strategies • challenges we are likely to encounter	Resources • time • people • Skills • training • knowledge • funds • managing risk	What will change over the next 1-7 years • skills • knowledge • behaviours • attitudes	Expected changes over the next 8-15 years • policy • law-making • population level change	How we know we are successful • what questions do we need to ask • who do we need to ask • how and when do we ask them

A logic model is built based on figuring out how you are going to achieve your outcomes and it is often advised to begin with the outcomes first and plan your way around them. What you want to be able to achieve is a clear connection between what you intend to change and how the daily work of the Nation is making it happen. Generally accepted approaches to the development of outcomes and impacts, is to keep them **SMART** – ***S***pecific, ***M***easurable, ***A***ction-focussed, ***R***ealistic, and ***T***ime bound.

Once desired outcomes and impacts are figured out, it is possible to begin to look at what strategies and activities will contribute to the change and which departments can take the lead on specific strategies. This may be where we explore best practice, innovative programming, and where Lheidli can break new ground. This is often the time of greatest learning as new visions of what is possible develop and time needs to be taken to reach clarity and to plan for challenges and risks the Nation is likely to encounter. Time is needed to ensure that the outcomes and impacts are achievable within the context of programs and services can offer. New opportunities may be offered, and service delivery improved, but not everything will be within the power of staff and Leadership to change. Once we have set out what we want to do and how we might get there, it is then possible to have a clearer sense of the resources that will be required to move forward (Kellog Foundation, 2010).

Appreciative inquiry is a good tool at this stage as it gives the opportunity to explore what has worked in the past, what projects we currently have are teaching us new ways of working, and how we expand what we know how to do well into new areas.

Determining Outcomes and Impacts

Establishing the outcomes the Nation wishes to accomplish for its short and long-term plans is an opportunity to identify how we see change begin to take place. Items such as increased access to educational opportunities, decreases in social assistance cases, and reduction in unemployment can all become outcomes and impacts the Nation plans to achieve. The key is to select realistic targets and at the same time design activities and strategies to address the real issues. For example, if the desired outcome is decreased unemployment, training and skill development may not be the only issue – strategies could also include transportation, addictions support, and access to childcare. The result quite often is that strategies developed to support desired outcomes crossover and influence more than one area and we can see where we get the greatest return on investment. If drug and alcohol supports or life skills programming is seen as influencing several outcomes it becomes a priority area for development.

Questions to explore in designing outcomes are things such as *'What difference does a program or initiative make?' 'What would success look like?'* and for longer-term impacts we would explore questions such as *'If we were making progress, what would this issue look like in 15 years?'* The intention is to capture the achievement you hope your program or strategy will make. Changes can occur in learning, behaviour and condition and at individual, organizational, community, or system levels. Outcomes take place over time and usually build upon one another so that short-term accomplishments lead to intermediate ones, which facilitate longer term impacts (Innovation Network Inc., 2008).

Setting realistic targets and knowing the difference between short-term outcomes and long-term impacts is often dependent upon an understanding of the complexities of the challenges that need to be overcome. If an organization is unable to accurately set targets and timelines for outcomes, it can lead to increased stress and burnout as employees are unable to have an accurate sense of progress or usefulness in their jobs.

Setting Goals

Setting goals is the process wherein the organization clearly states the intended results of a program or initiative, and which population group will be served by it. Goal statements should be clear, make long-term statements about what will be achieved over the length of the program, and is not an activity statement. For example, a goal statement would be *increased*

literacy rates in children aged 5-9, whereas an activity statement would be *develop Mom and Tots reading group.* Goals need to be able to provide direction to programs and departments as they will assist in setting targets and mandates and determining if an opportunity actually fits the department.

Identifying Strategies and Activities

This section in the Logic Model is intended to begin to map out what actions will be undertaken to accomplish the intended goals and outcomes. They are the building blocks that begin to translate into assigned responsibilities and work plans. This level is where we lay out in detail what steps will be taken to achieve each outcome. Activities and strategies can include items such as researching best practices, hosting workshops, and developing training programs. This is the point where organizations may work through questions such as *'what have we done before that was successful?', 'What are we doing now that could help us?', 'What has the community identified?'* and *'What is working elsewhere that may work here?'* Details are kept to a minimum and step by step processes used to accomplish the activities are placed into the work plans.

Determining Resources

Determining required resources depends upon the activity. If we are planning for growth and expansion, we need to look towards what will be required so that we can see where we need to invest or locate more resources. If we are working within an annual planning framework, we look at what resources we currently have so that we can establish more realistic targets. In either case, it may be wise to break the resource category into what the organization has and what will be needed to accomplish their goals. Long-term resource requirements can be developed that would support larger scale work that the Nation could leverage support for over time.

Evaluation

The last layer of the logic model is where an organization begins to articulate how they will measure progress and assess if they are moving forward. More importantly, it can become the basis for tracking and reporting systems that create multi-level accountability. In any given model we would be able to see the responsibilities of the individual, the department, senior leadership and Governance bodies along with how all of the reporting elements would be integrated to provide an overall picture of progress for the Nation. The evaluation section is where we see the formalization of feedback loops that lead to ongoing program improvement.

Evaluation is an important feature in any planning exercise as it is where commitments are established and statements are made about how movement will be assessed and measured. This in the point in the planning process where we can begin to map out what accountability looks like and as we explore how we measure, assess, and track progress it is formalized and placed into the planning framework and public commitments are made. The result is increased transparency, accountability, and community inclusion with capacity development built in to every stage of the process. Planning and development that includes staff, leadership, and community requires shared understanding and language, and as the community is supported to voice their vision and expectations, the government becomes increasingly accountable for reporting back on advancements and progress.

Indigenous Methodologies of Measurement and Evaluation

When looking at designing systems of performance management it is inevitable that evaluation will become an important part of the process. It would be an oversight not to explore some of the broader concepts and history of evaluation that will need to be considered as Lheidli develops their monitoring systems.
Measurement for Indigenous population groups does not come with a history of recognition for Indigenous ways of knowing and has often placed the Indigenous as *the other* as they are assessed back against viewpoints that see difference as negative and assimilation as a measure of improvement (Tuhiwai-Smith, 1999). Designing any system that will include evaluative components needs to be mindful of this history and the location of power within it.

When talking about how power is held within assessment, some clarity might be required to explain what is meant by this. Assessments are often done is such a way that they take information away from the community and someone else gets to tell the story of what it means. What is meant by power then is that the person or agency that makes sense of the information and does the story telling are the ones who have the power of defining what is seen. Often it is not known how information will be used, what is done with it, and who is looking at it. For indigenous communities the process of evaluation, assessment, and measurement is often based upon preset standards of achievement or compliance and populations are assessed back against targets they have not been part of developing. These measures often lack meaning, are deficit based, and do not have the capacity to capture where progress is being made.

An exploration of the literature surrounding performance assessment and evaluation within an Indigenous context brought forward several examples that have been led by the Māori People of New Zealand. Like Canada's Indigenous People, the Māori have been extensively studied and assessed and have a long history of cultural oppression. Many of the things they have learned

are shared openly in the hopes of advancing respect for Indigenous ways of knowing. The Māori have become deeply aware of the importance of information and assessment and have developed several protocols regarding the collection, measurement, and assessment of Indigenous knowledge, traditions, and experiences (Tuhiwia-Smith, 1999).

When looking at how this all relates to elements of program evaluation, they caution that any learning and information gathering must be done with consideration for all aspects of a person`s being. Gentleness and respect are required, and relationships are needed to support sharing and openness. It is cautioned however, that with relationships come responsibilities and accountability to the people the information is meant to serve. They recommend that all aspects be taken into consideration in the design of evaluation processes and that recognition be given for diverse perspectives, ideas, and skills. For example, in one of the documents reviewed, the Maori have gone as far as establishing protocols for program evaluation that include trust, reciprocal relationships, participatory methods, value for reflection, and the blending of qualitative (stories, descriptive) and quantitative (numeric, quantifiable) information. Perhaps most importantly, Maori methods place their people at the centre of the knowledge development process as acknowledged experts regarding their communities and history. As such, they are involved in all aspects of service design, planning, and monitoring (Barnes, 2009).

Although speaking to the development of research methodologies, it is an important consideration for Lheidli as they begin to design systems that will be used to tell stories about their community. How progress is defined and measured, who holds the power to tell the stories and interpret their meaning, and the degree of involvement for the community all become factors for consideration in the design of performance measurement tools. It is not enough to involve community members in the gathering and telling of stories when true empowerment is in the creation of meaning, insight and knowledge (Tuhiwai-Smith, 1999).

Structures outlining how community will be involved, how their capacity to provide direction and insight will be developed, and how the effectiveness of the methods will be assessed remains to be determined. However, the development of assessment tools, the setting of targets, and allowing time for Lheidli Leadership to work with the community to determine how they define progress and improvement provides an opportunity to set the process in motion and begin to develop the structures from the ground up.

Evaluation Processes

The development of evaluation mechanisms that are community-based and support inclusion will require a three-stage process that moves through deconstruction and reframing, into the

articulation of culturally congruent principles and practices, and finally into supporting those involved to develop the skills and knowledge required to participate fully in design and delivery. Discussions that support the development of new knowledge and skills become an opportunity to set the process into motion to enter into a cycle of reflective practice where we plan something, act on it, then review the process and what was learned in order to learn from it and improve the system.

Community-based evaluation also offers the opportunity to begin to make meaning out of quantitative information (statistical data) that is not always easily understood and to share stories (quantitative data) that have meaning for them. Community members become involved in the design and delivery of systems and have increased capacity to understand how accountability systems work and how to improve them. A system may emerge where staff are responsible for accessing and translating quantitative data into comprehensible formats for the community and the community is involved in establishing points of meaningful measurement, direction setting, and cultural alignment.

Promising Practice:

- wellness week evaluations
- Lands planning and priority setting sessions

Places for Dialogue and Exploration of Lessons Learned (Appreciative Inquiry):

- Lands Advisory upcoming evaluation – LAC telling the story
- Governance Initiatives Working Group – recommendations for information sharing protocol
- Youth group – inclusion structures

Selecting Tools

When developing evaluation processes and establishing structures it will be important to explore questions such as *`how will we know when progress is being made?`, `who needs to be involved?', and 'what does effective reporting look like?'*. It will also be important for Lheidli to consider in the design process how Carrier values and culture are being built into their systems from the very beginning. For example, if Elders are valued as advisors and carriers of traditional knowledge, how is this translated into the design of planning and monitoring systems? If oral communication is central to Lheidli identity, how is this translated into reporting structures? The results may be that the Lheidli government creates a Council of Elders that provides advice

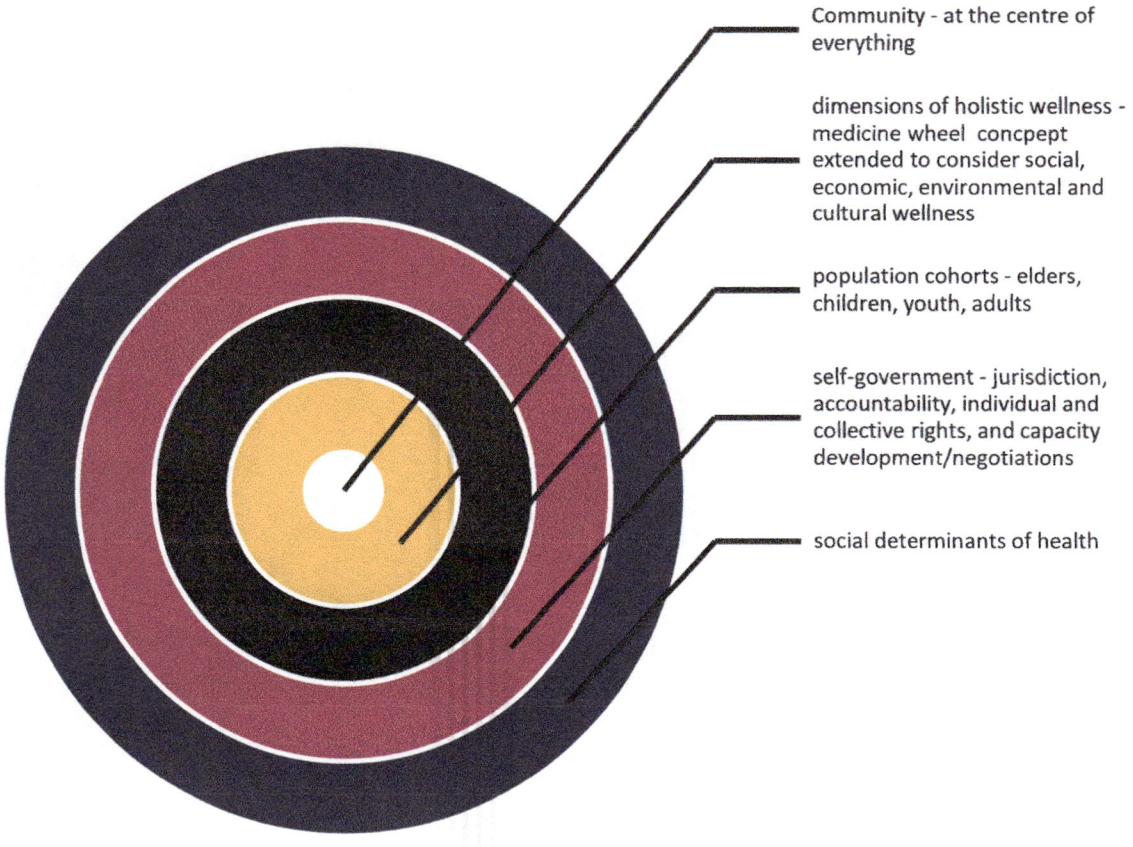
and direction and that part of Lheidli's reporting procedures includes time to meet face to face with Nation members and to present oral updates as well as written information.

While worlds apart and culturally distinct, Lheidli may be similar to the Maori with regards to standards of citizen engagement and degree of involvement in system design as a component of self-governance. Performance and progress are frequently measured with financial reporting as the key indicator of success. While financial transparency and economic development are important to progress, many organizations have extended their ideas about performance to include relational and societal aspects of performance as spoken of previously with the Balanced Scorecard model. As Lheidli will have layers of responsibility in their systems they will need to be able to provide evidence of progress in ways that make sense to external government and industry partners while also considering how effective administration is defined culturally and how community-based perspectives are incorporated. The use of a multi-dimensional approach may be more culturally reflective as it offers the opportunity to assess performance at multiple levels and can incorporate the assessment of values and processes as well as targets and outcomes.

Conceptual Planning Framework

Having the tools to plan and knowing how information will be captured are only two components of strategic direction. An additional component for Lheidli to consider is how they create an overall model that can capture and explain the context that planning and policy development takes place within. Any model developed should be able to demonstrate what ideas and inforamtion are considered in determining what the Nation will invest in. The AFN provides a comprehensive model that they use to guide policy development that is worthy of consideration as an example of what is meant by a planning context.

AFN Holistic Planning and Policy Development Model



If we look at the model the AFN has developed, it offers the ability to consider multiple dimensions and to be able to demonstrate to others what information is being used in the setting of direction and establishment of policy. The model is offered for consideration not as a statement that it is the one that should be replicated, but as an example of what is meant by a planning context. The AFN model has the ability to demonstrate how local knowledge and tradition, holistic health, population targets, and broader governing and social contexts can all be considered in moving forward.

In looking at the simplified AFN model, it can be interpreted as moving either from the centre outwards or from the broader social context inward towards the community. With either interpretation what we begin to see that everything begins and ends with the community. In reviewing past documents, the draft CPP, and through various community events and activities, the community has been very clear about their need to be included in offering direction to the Lheidli government and in the design and delivery of programs and services. Recommendations have been made regarding the development of processes that ensure community involvement

and targeted strategies that support the articulation of community values may be the point of beginning.

In looking at best practices for support community inclusion, the underlying premise in successful communities appears to be efforts made to ensure that structures of the dominant system are not replicated. Community based decision making, and governance structures serve the purpose and intention of recreating traditional structures. This does not mean that they operate in the same way that they may have historically, but that their original function and intention are recreated in new ways that capture the underlying value system the traditions would have represented. These principles are often represented in Elders' Councils, consultation protocols, and communication strategies.

The AFN model offers the ability to see how targeted strategies and initiatives chosen by Lheidli will need to be able to bridge local, political, and broader social contexts if the Nation is to be successful. This requires investment in learning, knowledge development, and skills for all levels of the Nation as a liberation and empowerment strategy (Freire, 1970). Ensuring exposure to innovative thinkers and practices for staff and community, as well as opportunities for ongoing input, will be essential to the creation of structures and institutions that can serve not only as foundations for assessing progress but as motivators and inspiration for community members.

As in many other promising practice areas, Lheidli is currently moving toward the directions identified. Lheidli is already using elements of socially transformative practice and dialogue as a tool for social change as seen through Wellness Week activities. Work completed by the Lands department, the Governance Initiatives Working Group, the CCP, and other programs have already begun to develop collaborative planning processes and tools. Discussions regarding a formalized Community Consultation Protocol that clearly outlines minimum standards of community engagement and mechanisms for inclusion in governance related activities, the revitalization of the Elders' group, the development of Youth Programming, and the creation of community governance committees all advance community inclusion and social change. Once again it is formalization that is required, and the processes involved could serve as a foundation for all activities undertaken by the Nation both internally and with external partners.

Additional investment in the development of community oversight mechanisms and codification of community governance structures such as Elders, Keyoh Holders, a Youth Council, Family Units, and Clan Heads with delegated authority and representative roles would ensure culturally aligned accountability and transparency structures as well as revitalized practice and may work their way into comprehensive planning structures.

Examples of Lheidli Best Practice

- Collaborative Direction Setting - Lands, Health program planning, CCP
- Visioning – Leadership training at NNI (Tucson), TRU Governance training (Prince George)
- Program evaluation – appreciative inquiry, 360 performance review
- Cultural revitalization - drum group, Elder's group
- Community Engagement - health and wellness week, Youth Leadership initiative, community newsletter
- Governance – Lands Advisory, Governance Initiatives Working Group

Management Structure

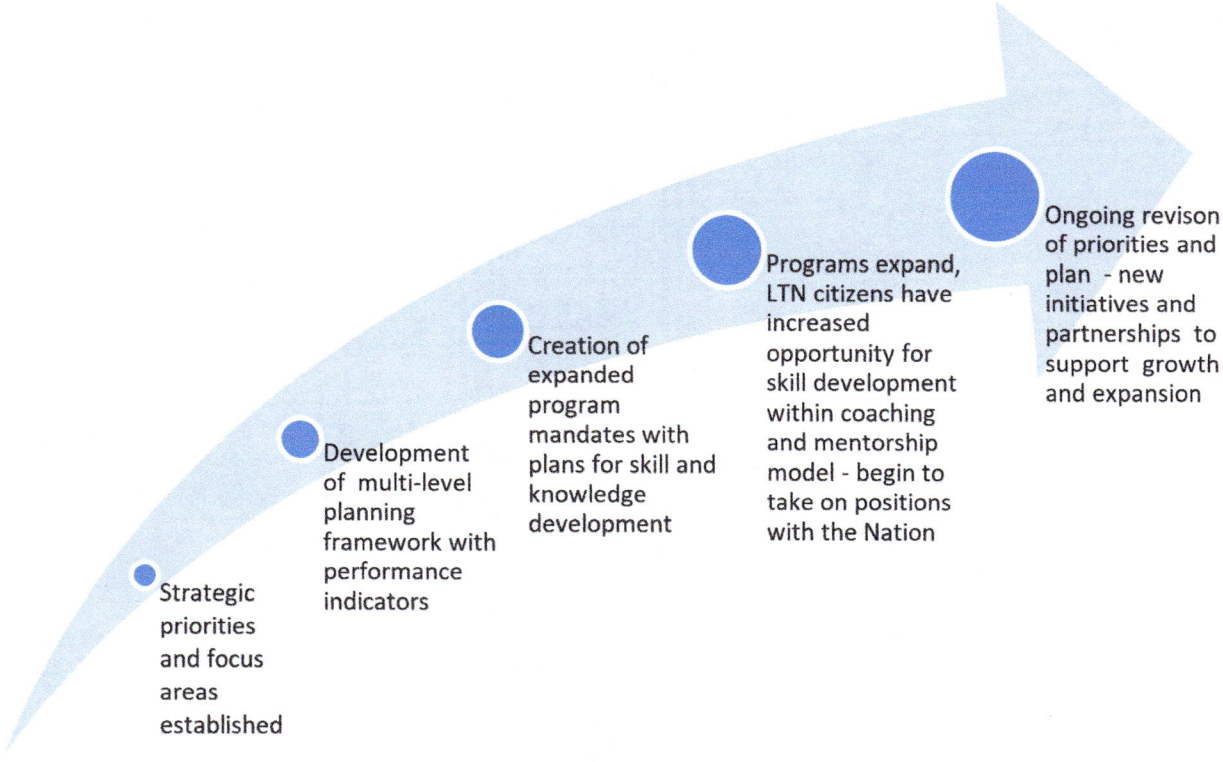
In setting out an Institutional Map for the nation, the intention is to define linkages and connections among the various bodies working on behalf of the Nation. Although institutional mandates and directives support clarification of responsibilities and focus areas, it is in the management framework used to provide oversight, direction, and effective use of information that linkages become clear.

As Lheidli moves forward and sets multilevel parameters for governing their activities, an area of exploration for them will be in defining the management approach that works for them. Lheidli is in the process of developing culturally congruent systems for self-government, it will be important to define a management structure that reflects the values and principles they wish to uphold. While performance measurement systems outline processes for ensuring accountability, tracking progress, and reducing risk, Lheidli's management philosophy and structures have the responsibility of capturing the nature of the relationships between their employees, community, and leadership.

Although there are several options to choose from, some provide better results than others and management approaches are considered significant contributors to issues of employee recruitment and retention and overall organizational performance (Belcourt & McBey, 2008), as such the importance of effective management cannot be understated. Management theory and practice have evolved significantly to arrive at a place where employee empowerment and participation in shared leadership approaches are recognized as offering the best results while hierarchical, authoritarian approaches offer the worst. Mangers have become reconceived as needing to be mentors and teachers who can carry the vision of an organization's possibilities, have the capacity to motivate and inspire, and who can also ensure results (Senge, 1990).

The organizational practices of the Nation have evolved significantly over the last few years and in order for Lheidli to effectively prepare for expanded jurisdictional authority and asset management, they will not only be required to develop processes and policies that create the foundation for expansion into law making, but they will also need to develop broader visions of what is possible.

It is suggested that Lheidli consider organizing itself under management structures that encourage decentralization, group cohesion, and employee empowerment that are well suited during periods of growth and transformation. The result is that staff are supported and resourced to become experts regarding best practices and innovative directions for their department areas and move into roles with greater advisory and direction setting capacity, which promotes expansion and support the retention of a skilled workforce.



Organizational Restructuring

In the information provided through previous TRM data, administrators within the system remain in positions with limited scope and authority for program expansion and development as it is designated as the responsibility of the CEO and Community Program Director. However, as the Nation moves forward and advances its agenda for socioeconomic equity, it is anticipated that Health, Education, Lands, and Economic Development will require skills at the Directorship level to develop fully.

The planning org chart completed as part of the CCP illustrates reorganization that would support shifting into Directorship. Although this may require administrative cost increases, it is anticipated that the responsibilities of each Director would broaden to incorporate expectations of growth, expansion, and greater responsibility to increase access to programming resources and partnerships, which would result in a return on investment within 3-5 years. Additionally, as programs and departments are supported to expand their scope of work, lower-level entry positions could be created that would enable community members to gain skills and knowledge required within an environment of coaching and mentorship.

In order to support initial stages of this shift, we would see training and skill development for program coordinators as they are encouraged to expand their roles as vision holders for their departments. They would be expected to become experts in innovative practice and to be able to identify appropriate partners and leverage investment. Having the departments grow in such a way would support the development of higher-level planning skills, ensure shared responsibility for advancing the Nation's priorities, and also increases opportunities for internal movement and promotions as information sharing networks support knowledge transfer within the team. This would also encourage the emergence of new leaders which begins to assist with succession planning as employees have increased opportunities to develop new skills and knowledge which may influence their career directions.

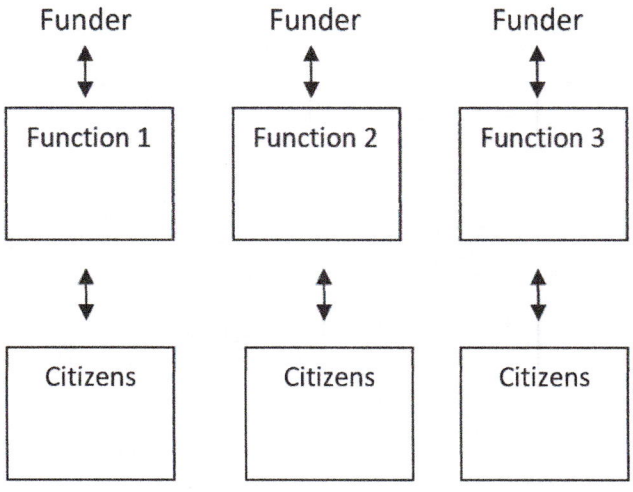
New System Implementation

The key to the development of a new management system for Lheidli will be in the creation of new ways of collecting, sharing, and using information. Collaborative and shared leadership management models would offer support and guidance to assist in the clarification of approaches and underlying philosophies that may be more congruent with Lheidli's values and traditions (Senge, Scharmer, Jaworski, & Flowers, 2004; Whealtley, 2006). Although the terminology and jargon may be new, what has been acknowledged is that the "new" processes involved in rethinking leadership and management in fact replicate Indigenous ways of knowing as they are based on horizontal leadership, consensus decision making, and multilevel dialogue (Block, 2008, Senge, et. al., 2004; Wheatley,2006).

Old school approaches to leadership often viewed management as a hierarchy where directives were handed down with little involvement from staff under their charge as managers were seen as the experts who would set direction for the organization. As previously stated, management theory and practice have evolved as hierarchical approaches no longer work and conceptualizations of leadership have evolved to incorporate principles of distributive power, shared networks, and collective wisdom, resulting in the creation of new management models

that intentionally break down compartmentalization and *'silos'* to invest in the creation of interconnected systems and relationships (Senge et. al, 2004).

Silo Approach

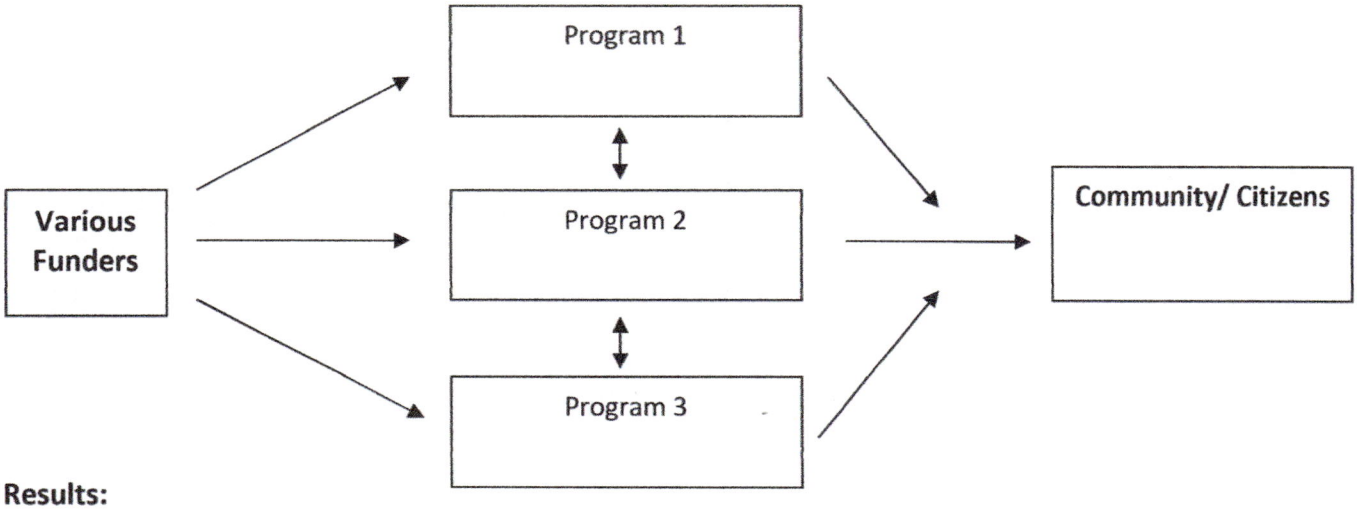


Results:

- services driven by external funding mandates.
- limited ability to connect services to overall strategic direction or Nation-driven priorities.
- services compete for resources.
- fragmentation and overlap
- citizens as recipients of service

Previous TRM reports and the Lheidli T'enneh Constitution contributed to early versions of staffing requirements for Effective Date and provide a starting point for the planning work to build upon. In the time that has passed since previous plans were developed new positions and directions have been explored and are worthy of incorporation into new structures. Several conversations with staff, Leadership, and community members occurring within the development processes for the CCP, Lands Department Strategic Plan, and various Capacity Development initiatives have resulted in newly developed connections between programs and exploration of a linked systems approach to service delivery for the Lheidli Nation.

Linked System Approach



Results:

- ability to develop targeted strategies that support advancement of Nation priorities.
- ability to link programs to leverage additional resources and to develop shared initiatives.
- capacity for integrated case management to improve outcomes.
- increased cohesion within service providers
- improved community communication and accountability

To create a linked system approach to service delivery management philosophy must evolve to support new practices. Old approaches are not likely to develop new skills and new tools will be required. Encouraging leadership to emerge from within and for the staff to be involved in setting direction and collaborative problem solving will require management skills that can channel and direct new capacities. The intention is to create an entire system that operates in a cohesive manner and that has ongoing improvement and information sharing as its core values.

In a linked system of management what we begin to see is the value of the collective and how each person working with and for the organization has the capacity to create improvement and to contribute to change. It enables us to shift away from practice based on seeking the one person who will change it all into collective responsibility for developing responsive systems and recognizing the inherent expertise of the staff and community to solve complex problems. The idea of management and leadership then changes from one of bringing in a person with command and control to fix the problems, also called the hero myth, into management as an overall approach that values stewardship, shared accountability, and collaboration wherein

managers become champions, mentors, and coaches and support the development of skills throughout their team within the context of an enabling system (Cashman, 2008).

Creating a Linked System

In the Directorship model presented for Lheidli's consideration, we begin to see built in mechanisms for a linked system approach. As staff are given increased responsibility and authority for directing their departments and programs and services are connected within a linked network of plans, it is possible for progress to be monitored and managed at multiple points with a team of staff accountable for moving the Nation forward and overseeing growth and expansion. Missions, mandates, and plans become the parameters that guide and focus the work.

The foundational components of a linked system are information sharing, integrated practice, and collaborative decision making with shared responsibility. In order for these components to begin to take root within the organization, it needs to be within an environment of trust and communication. Relationships within the organization and with Management and Leadership need to be strengthened and opportunities for ongoing collaboration developed. Staff meetings, director's meetings, collaborative planning sessions, and communication and relationship building with the community will be activities that will support the creation of a new system.

Regardless of model chosen, Lheidli needs to begin to build their internal capacity for higher level planning, design, and administration in preparation for the responsibilities they will eventually draw down. Developing a strategic, incremental approach to deal with expanded jurisdiction will require a combination of both internal and external expertise. Lheidli's current structure holds the majority of staff positions to support this shift if their programs are resourced to do so as it will take time before major expansions occur.

Investment in developing new skills and knowledge for existing staff would prepare them for new responsibilities and give them the experience they would need to be able to train and mentor entry level employees as expansion occurs. Areas that currently require development and expansion such as economic development, communications, and dispute resolution can be further developed through strategic planning and partnership opportunities as well as targeted strategies such as the WEDI initiative. That said, building knowledge and skill is only one component in an overall strategy to support the Nation to move forward. New information will be of little value unless developed within an enabling environment that is ready for change.

The Enabling Environment

Transition and change are challenging to navigate as people are wary of changing patterns and have a natural desire to maintain the status quo and to stay where they are comfortable. For an environment to encourage and sustain change over the long term, there are specific processes that need to be put into place and constantly monitored. Kotter's 8 process model of sustainable change includes the following elements:

1. Initiate Change – make the case, generate investment, create buy-in
2. Bring together a group who will lead the change – change cannot be lead by one person alone. Leadership will emerge from multiple levels and the group will be required to work together to design and implement change.
3. Build the vision – the group needs to be very clear about what they are moving towards and to be able to share it with others.
4. Communicate and educate – share information with as many people as possible with different information for each target audience, let others know what is happening, why, and how.
5. Empower others to act – make sure that people are meaningfully involved and have opportunities to contribute and take part in the design and delivery.
6. Celebrate Milestones – create benchmarks and celebrate accomplishments along the way to keep the team energized and focussed.
7. Consolidate and Advance Change – as changes are made it is like going up a staircase, every change is a new step along the way and the organization reaches a new beginning. Build upon achievements and keep going.
8. Institutionalize Change – as changes are made make sure they become the way business is done through new policies, codes and operating structures.

The process is ongoing and unless consistently monitored and championed, advancements can be lost and organizations will often return to the way things were. Strong leadership, good communication, and a clear vision will be crucial to the creation and sustainability of change (Kotter, 1995). Lheidli will need to carefully consider the skills and abilities their senior staff and managers will require during this period of growth and expansion. To date, hiring practices have centred on problem-focussed recruiting wherein people are selected based on a demonstrable ability to deal with challenges the Nation is encountering. It is recommended that Lheidli reframe their recruitment practices to begin to look for aptitudes and abilities that will enable the required change. Looking for people with grounding in different areas of expertise such as community development, systems theory, organizational change, innovative leadership and managing high-engagement teams will assist in the process.

As mentioned previously, change is possible only within the context of an enabling environment. For new ways of working to develop, challenges that arise out of old ways of working must be addressed. Staff and community cannot be expected to invest in new ways of working while old conflicts or outstanding issues remain. It is recommended that Lheidli undertake a parallel process of planning and ground clearing in order to ensure that, to the best of their ability, any unresolved issues are put to rest. This is likely to include outstanding HR related items such as compensation, policy revisions, and development of a clear management framework.

There are several other features that will be important for the creation of an enabling organizational culture. Promising practices identify the need for trust, connectedness among the team, clear expectations and the creation of a culture of performance measurement where people know good work is recognized and rewarded. Information sharing and feedback mechanisms with the team ensure that their skills and expertise are valued and that the team's capacity is invested in. Structures will need to put into place that support collaboration over competition and benchmarking can be used as a tool for collaborative progress assessment. It will also be important to ensure that structures are in place to support celebration of successes and accomplishments as the Nation's work progresses.

Human Resources Development and Training Plan

The plan as tabled in the TRM outline is focussed on ensuring the ability to meet demand for positions that will be required at Effective Date. Although the HR requirements under the Treaty will be important to plan for and meet, the content of the HR Strategy and Training Plan has the ability to extend beyond organizational and governance capacity into the needs of the Nation and its citizens overall. This is not to say that strategies should not be developed to ensure that positions within the Nation are held by skilled, knowledgeable workers with established targets for citizen held positions. However, if Nation held jobs are the sole focus of the strategy too many members will be left behind and the HR strategy could be reframed to focus on exposure to skills, training, and supports required to ensure that Lheidli members can establish viable careers wherever they choose to and achieve equitable quality of life. As such, the HR strategy portion of this document is broken into three sections; *Community*, which can be viewed as the long-term component, *Organizational*, which will speak to current and long-term considerations, and *Leadership* which will also speak to current and long-term considerations.

The creation of an overall HR development and training plan for the Lheidli Nation is perhaps best thought of as the foundational building block for long term social and economic equity.

Although the initial TRM centred on separation into current, effective date and beyond, the HR issues facing the Nation are not indistinguishable in the context of timelines.

Missens (2008) links Human Resources to success in all other areas and takes the stance that development must be done in a holistic manner that situates the learner in a context of life-long learning. In his view, capacity development occurs across the lifespan with linkages to several teachers, encompasses Indigenous knowledge, social institutions and cultural practices, in combination with professional and technical qualifications, and moving forward is dependent upon a clear understanding of where the community has been.

> *Capacity is the combination of people, institutions, resources, organizational abilities, authority and practices that enable First Nations communities to reach their own goals. Capacity development is about change – when effective capacity development happens it is transformative and forms the basis for self-determination. (Missens, 2008, p. 10)*

Human resource development takes place within the broader context of overall capacity development and can include both targeted skill development and the creation of opportunities for personal awareness and social change. The result of such an approach is that the processes and tools used reach beyond the standard skills and training opportunities to include innovative approaches that promote collective learning, cultural methods of learning and teaching, and hands on skill development (Missens, 2008).

When approached as an overall strategy to promote transformation and self-determination, human resource development begins to take on new meaning for the Nation. The vision held within the Constitution of Lheidli T`enneh puts forward that achievement for their citizens in areas of education and employment will be comparable to those of other British Columbians. Although employment within Nation operations and enterprises may be a goal for some citizens, it is unlikely that employment opportunities will be enough to meet the needs of all members. Investing in developing a plan that is limited to those positions is going to fall short for many citizens or create a degree of competition for limited positions that has the potential to perpetuate fragmentation at the community level.

Community

It is unlikely that any single program will be the catalyst for change and it may be more effective to think of educational achievement and employment as indicators of healing and positive community change. When considered in the broadest way, it is possible to see that every program and service operating on behalf of the Nation has the potential to contribute to change. It may be that some programs can offer workshops and training, some may be able to

leverage supplies to support community-based learning opportunities, and others may be able to offer mentorship and coaching supports.

Development and training plans could be expanded beyond the needs of Nations operations into including advancement of overall goals for socio-economic equity and the Nation's programs and services could be used for supported skill development with coaching and mentorship mandates. Opportunities could be developed for citizens to be supported to learn about careers and jobs that could be of interest to them and to be encouraged to look beyond the Nation as the only option available to them. Internship style placements could be offered that would provide entry level skill development and bridging opportunities that would support readiness for employment outside of Nation programs. Skills could be built gradually with degree of difficulty and skill increasing based on readiness and a 'just in time' training approach. This may also support the ability to take advantage of opportunities for job shadowing placements with industry and government partners that could be used for mutual capacity exchanges which are currently unable to be mobilized due to personal and social issues that prevent skilled people from being suitable for the positions.

Work to date occurring within the community has repeatedly identified that social issues, access to training and skill development opportunities, and issues of dependency on government systems create the biggest barriers to employment. Offering employment related training that does not also incorporate broader aspects of wellness may fall short as people are unable to balance personal issues and work demands.

Impact of Social Issues

The delivery of health and wellness programming as a component of employment readiness has been spoken of, but to date resources have been limited. The structuring of Federally based employment initiatives often do not have the flexibility to support skill and knowledge development that does not directly result in employment and making the case for broader health and wellness initiatives can be difficult. One option explored through the Skownan Model developed through the Vision Seekers Initiative (Plumton, 2008), is to approach Life Skills as a comprehensive long term wellness strategy as opposed to program or workshop. In the Skownan Model, Life Skills is offered as a repeated cycle wherein learnings and teachings of community members are incorporated with the intention of creating a network of skills, knowledge, and support for collective change. In order to launch the program, partnerships and resources needed to be leveraged in new and innovative ways and a long term approach view of change was required.

Innovative approaches found elsewhere include establishing a pool of funds that can be allocated for community-based proposal driven projects where community members develop proposal submissions to undertake projects that benefit the entire community. Working within an Essential Skills framework is also providing positive results as it supports shifting from a designation-based to a skills-based training approach which may increase accessibility and build confidence in members to pursue careers they are interested in. The result could be that community members are offered opportunities to take on entry level positions within the Nation with the understanding that transitioning into higher level positions would take place in the context of a long-term education and training strategy that provides opportunities to mobilize the entire community with education as a both a strategy and a tool for self-determination.

Education as a Healing Strategy

Skill development, training, and employment initiatives can be strengthened if placed within a political context that can begin to view community engagement and the provision of social supports as opportunities to address and mitigate cultural inequities. Education, if approached within the framework of empowerment of the colonized mind, has the ability to be transformative and to be a liberation strategy. Reframing Colonial history into a resiliency-based framework and moving into a new way of seeing oneself both collectively and individually has the potential to heal fragmented communities and to address issues of lateral violence that perpetuate the colonial process. This can only be accomplished by the community members themselves as they are supported and encouraged to enter new ways of working together and being with one another that leads to collective knowledge, healing, and mobilization (Freire, 1970).

The process is often fearful as individuals themselves wonder what will happen if the old ways of domination, no matter how destructive, are shed. They question readiness and ability and wonder how they will adapt to change.

> *The oppressed, who have adapted to the structure of domination in which they are immersed...are inhibited from waging the struggle for freedom so long as they feel incapable of running the risks it requires. Moreover, their struggle for freedom threatens not only the oppressor, but also their own oppressed comrades who are fearful of still greater repression...The oppressed suffer from the duality which has established itself in their innermost being. They discover that without freedom they cannot exist authentically. Yet, although they desire authentic existence, they fear it....This is the dilemma which their education must take into account.* (Freire, *p. 47-48)*

It is recognized that education and skill development is critical for Indigenous People in their efforts to achieve socio-economic equity and that influencing factors that contribute to disconnection from formalized education such as discrimination, racism, low self-esteem, and historic issues that have shaped perceptions of education generationally will need to be a part of any successful strategy. Provision of culturally appropriate supports and community-based learning environments have been found promote sustained access to education through their ability to present opportunities to reframe Indigenous experiences within the education system from one of "agents of disempowerment and dismantlers of cultures and traditions" to one of cultural and community revitalization that promotes identity, empowerment, and ownership (Schwab & Sutherland, 2001, p. 5).

If we place education within a broader context the approach becomes one of moving from employment focussed programming into one of exposing the community to new ideas and opportunities that generate interest and provide encouragement, build confidence, and inspire movement. Staff members move from seeing themselves, and being seen, as administrators into becoming agents of change. Opportunities for creating moments of engagement for community members where they can discover what they may be interested in and how they might get there begin to develop as they are exposed to new ideas and people in a safe environment. At the same time, community members are supported to work together and find common ground through increased dialogue and collaboration. Opportunities develop for building relationships with community members, conflict is reduced, and collaborative planning naturally emerges.

Community-Based Learning

Lheidli currently has access to an education site with two large trailers and a well-equipped computer lab. Several community events and skill development opportunities have been offered at the site and recent CCP work has mapped out a five-year plan for the facility. The site offers the potential to play a significant role in advancing the Nation`s capacity. Evaluation of community-based learning centres in the US found that such programs resulted in a 25% reduction in violence, 40% reduction in juvenile crime, improved health, social, and educational outcomes for children and families, and improved social capital.

3 key components were found to be important to reframing perceptions of learning and for community-based approaches to be successful.

1. Development of meaningful community relationships within an empowerment approach where community members feel valued and equal.
2. Families need to be partners in supporting their children to learn.

3. Opportunities need to include social development and personal growth for individuals, families, and the community (Schwab & Sutherland, 2001)

Reframing the community`s historical experiences with the education system, providing encouragement and confidence building opportunities for members accompanied by accessible learning programs, and offering supports to those who are currently enrolled could become strategies to support educational equity for the Nation. *"The creation of a Directorship approach with expanded departments that enable the creation of entry level positions and viewing education and training as a comprehensive wellness strategy will foster the development of initiatives that will address the majority of issues that limit human resource capacity."*

While it is likely that Lheidli`s education site will required additional investment and resourcing to reach its full potential, it is possible to make use of current programs and resources to host events and activities at the site on a regular basis and to set further development as a priority within a comprehensive education plan. Offering new approaches such as *Essential Skills* programs and *Just in Time Training* may increase retention rates and support long-term change. Partnerships with local education and training institutions such as PGNAETA, CNC, UNBC, and Aboriginal trades organizations may support the development of projects and initiatives to support moving priority areas forward. Again, it is recommended that strategies and initiatives are rooted in the context of a broader education plan that is developed in partnership with Nation members so that projects are pursued based on their ability to advance the Nation`s priorities.

Potential Areas for Community Education Plan:

- Life skills – trauma and recovery, positive lifestyle support,
- Addressing Dependency
- Conflict resolution and community healing
- Cultural revitalization and cultural competency
- Work opportunity-based training initiatives
- Address "brain drain" of educated members and targeted strategies to promote positive lifestyle factors to enable members to take advantage of skill development opportunities.

Organizational

As stated previously, Lheidli's staff team currently holds a significant amount of untapped skill and potential and preparing to draw down increased jurisdictional authority is going to be less about new people or positions and more about increased skills and knowledge. Evolving into a directorship model will support both the practical and conceptual changes required to support the shift from administration to governance. Council and community begin to view staff and government institutions as delegated authorities and the processes involved in developing plans, oversight mechanisms, and governing policy ensures that the ways of working for the Nation are clear to Leadership, staff, and citizens.

As stated previously, in a directorship model senior managers and department heads become vision carriers and champions for the organization and will require skills to be able to motivate, inspire, and generate outside investment in Lheidli's vision of the future. The key for Lheidli is to begin to think about skills and abilities that can be built and trained for along with traits that are innate such as philosophy of practice, personality, and value congruence that will make a candidate an effective leader for Lheidli's unique circumstance. It is likely that Lheidli will need to continue to hire outside of membership for some positions in the foreseeable future, but including cultural education as part of professional development requirements, ensuring connections to the community, and the inclusion of Nation citizens in the design and monitoring of programs will support mutual capacity building and may provide mechanisms that would result in decreased reliance on a non-Nation workforce over time.

For Lheidli to begin to develop the capacity required, HR planning for the Nation's various endeavours becomes an exercise of forward thinking and training for what is on the horizon politically, economically, culturally and socially. Employee roles are reframed from administrators into ones of advisors and ambassadors that will require changes in knowledge and skill as they become experts in their professional areas. Local policy developed with the community to guide departments and service delivery provides the foundation for law making and committee work serves to build skill and capacity for community governance structures.

Staff capacity needs to develop with an enabling environment, as outlined earlier, and structural changes within the organization will be required to recruit and retain a skilled workforce. HR challenges are frequently the result of systemic issues and ineffective or outdated processes. For Lheidli to create sustained growth and expansion they will require a shift from a problem focussed management approach that is based on dealing with one challenge to the next, into one that is vision-driven and mobilizes initiatives that support the Nation to reach its goals.

The majority of the organizational expansion required for the Nation will be able to be addressed through the shift into directorship and comprehensive planning activities, with the exception of the area of economic development. As it stands currently, the Nation's Economic Development position is held by the Chief and specialized knowledge has been developed based on experience and exposure while in the position. As Lheidli moves forward it will be critical for the Nation to develop a comprehensive economic development strategy that includes culturally congruent protocols for development, and it is expected that the department will require an increased degree of specialized skills and knowledge. Additional resources will be required to support the creation of an economic development position in the long term, but resources leveraged from the WEDI initiative will support preliminary structural developments in the current fiscal year and will include mapping of structures to support separation of powers for corporate governance.

Additional requirements and recommendations regarding economic development are contained within the CCP in a more detailed format and are summarized below (Toth, 2010):

- separation of General Manager into two positions with distinct functions – Service Manager and Community Liaison Manager
    - recommendations in this document suggest the creation of a Department of Intergovernmental Relations
- revision of job descriptions to reflect changes.
- creation of Results-Based Management approach
    - continued within broader performance management framework.
- creation of dispute resolution mechanisms
- development of consultation/referral management program
- Aboriginal Entrepreneurial Programming
- creation of Economic Development Coordinator position
- creation of Economic Development Committee
- creation of micro-credit support
- pursue initiation of First Nations Economic Alliance
- engage UNBC's business program.
- Economic Development Officer training (CANDO)
- Development of survey's, indicators and monitoring program

Additional recommendations from this document include:

- development of Corporate Charter
- use of WEDI initiative to develop preliminary structures required for Ec Dev department

Specific initiatives to support organizational shift to long-term Context:

Administration

- Strategic planning skill development and training
- Implementation of performance management system
- Orientation to Systems Theory and linked systems approach
- Policy development training

Human Resources

- Clearly defined departmental mandates and functional responsibilities linked to strategic plans.
- Development of recruitment and retention strategy
- Development of sequential training – including linking experienced staff with new staff, transition planning for new staff positions including development of policies, training plans for each department that are linked to best practices and local knowledge.

Leadership

Increased movement towards the exercise of increased sovereignty for the Nation will require shifts in practice at the Governing level that will have implications for Lheidli's HR planning. Specifically, greater delineation of roles with regards to management of the governance/ administration boundary and challenges arising out of dual roles will need to be addressed and are contained within the draft Governance Policy recommendations. It is likely that many issues will be articulated and addressed within the context of planning and reporting frameworks, however, it is be expected that Council will require training and support to shift governing practices to fall in alignment with newly developed policies and best practices that can be tailored to Lheidli's unique circumstances.

Lheidli's leadership will have a significant role regarding intergovernmental relations, negotiation of partnership agreements, and cultural preservation and transmission. It is recommended that the Lheidli government prepare its staff to fulfill roles of advisors as Council uses them as tools to build their government's capacity to make strategic and innovative use of opportunities. Staff could be advising Council about unique opportunities and ensuring they have access to the most up to date information regarding strategic priorities in their department areas. This would enable Council to respond in a strategic manner to opportunities and to pursue new initiatives based on the broader political landscape.

Having access to internal advisors and ambassadors increases the ability of the Government to be able to respond effectively in every area of their jurisdiction without having to know details and specifics of every program. Community, staff, partners, and investors will all require varying levels of information that Council cannot be expected to manage, and staff become resources to provide the information they need. It is anticipated that investment will be required for areas of economic development, intergovernmental relations, and management to ensure that the Lheidli Government has access to the expertise it will need.

Performance management mechanisms are anticipated to offer the structures required to support effective delegation and the Governance Policy items speaking to management of boundaries are intended to address issues of micromanagement that contribute to issues of effective management. However, polices and codes will only be effective if adequate oversight and accountability structures accompany them. The organization is currently in a place where they have skilled staff who need to be empowered to take on greater responsibility and ineffective oversight mechanisms become an HR issue in that they contribute to lack of clarity and have the potential to lead to dissatisfaction and employee turnover. As Lheidli moves forward it will be important to ensure that effective oversight is provided as it will contribute to the ability to retain skilled staff.

Specific initiatives to support organizational shifts from Current to long-term Context:

Governance:

- Development of community governance initiatives
- Formalization of consultation protocols
- Formalization and implementation of Governance Policy and recommendations
- Creation of strategic planning and performance measurement system
- Policy analysis skills
- Development of information management systems
- Corporate Governance structures

Analysis of Existing Data:

The HR data held by Lheidli currently consists of responses to a skills survey comprised of over 17 pages of data. The original date for the survey is unclear, but documents pertaining to its use were located with dates as early as 2003, and it appears that revisions were made and surveys updated in 2009. The survey as it stands is comprised of both open-ended and checklist data that provides a limited pool of preselected options. The data does not have meaningful groupings or clusters and categories are difficult to create without knowing ahead of time what

the information will be used for. It offers little to inform Lheidli's long-range plans as it is a skill assessment tool rather than a planning based one.

Although spoken of as a database that would support Lheidli with its HR planning and capacity development work, there does not appear to be a plan in place for how the data is to be compiled or used and it is unclear what the amalgamated data is to meant to inform. One could assume that the sections on interests for knowledge and skill development could be used for information and training purposes, but it is not clear if this is intended to be used for training for employment opportunities within the Nation or the broader workforce. The data collected is not done with a view towards future planning or linked to HR needs for the Nation. Although it would make sense for education and training efforts to be part of a larger Employment and Training plan for the Nation, this does not currently exist.

The Education and Training department as structured is limited in its ability to engage in long-term planning and expansion as their work currently centres on administering existing agreements and INAC program contributions. As Lheidli develops its capacity to leverage additional funds through the creation of a non-profit education society and a comprehensive education strategy is developed, the department's mandate is likely to expand. As the department grows, information gathering and planning tools will need to be revised in order to become effective mechanisms to inform processes and improve service delivery. It is anticipated that layers of this work will be embedded in the development of evaluation structures and the remaining information can be gathered through intake mechanisms for employment related activities. It is recommended that opportunities for community members to update their skill profiles and contact information be provided electronically as a component of upcoming work on a comprehensive communication strategy.

Data Limitations

Early conversations with previous Education and Training Department staff regarding the Human Resource Inventory database centered on limitations of data entry, storage, and search capacity as well as low return rates. In reviewing the data that has been collected, there are clear limitations that will need to be addressed as a simple matter of effective information management. Limitations fall into three broad categories – quality, management, and gaps.

Quality:

Several surveys have missing information or answers that do not provide useful information for administrative planning. The result is that users of the information are left to make meaning from a limited source and missing data has no way of being interpreted in a useful way. The program used to capture the information has limited search capabilities and does not reduce

the need to go through the surveys individually. The amount of data and the overlap contained within it makes it limited in its capacity as an employment recruitment and screening tool.

Management:

Several of the surveys appear to be duplicates, dates of collection are unclear, files are still held for members who are deceased, and contact information is no longer accurate. The database is not currently maintained as an assigned component of anyone's job and turnover in staff has led to much of the information becoming outdated. There are no easily accessible ways for members to update their information and keeping it current has the potential to become an onerous task. The data needs to be culled and is likely to be more effective if transferred from Excel to Access. Capacity needs to be built within the education department to manage the data and to ensure that the dimensions are meaningful. It may be more effective to approach the creation of an HR database from an aptitude and interests' perspective that also captures previous experience and skills.

Gaps:

Gaps in the system as it currently exists extend beyond the issues outlined above and centre mainly on clearly articulated responsibilities for managing and implementing an overall HR strategy for the Nation. Although the need for a broader strategy has been spoken of many times, higher level planning for the Nation has yet to occur. It is hoped that increased administrative stability will support the mobilization of planning frameworks included in this document as well as those that have been developed as components of other projects such as the CCP.

The challenges encountered within the HR data base are indicators of larger issues that have been repeatedly acknowledged within this document. The need for plans that identify priorities, strategies that are linked to departmental mandates, and effective monitoring systems impacts every area of the Nations work. It is difficult to manage the flow of information into and out of the Nation when clearly articulated plans do not provide guidance for what needs to be known and how it is used and shared both internally and externally. Again, it is anticipated that shifts in practice that will require clearly articulated program mandates will support new perspectives simply by reframing the question from *'what are the guidelines of the program?'* into *'what do we want the program to accomplish?'*

As a Lheidli driven agenda emerges, the information that will be required will become clearer. It is recommended that Lheidli invest time and resources into establishing standards for information gathering and maintenance that are based on intentional use and consideration for ownership and access. Mechanisms should be put into place that ensure that information is collected in a strategic way with the goal of informing and advancing the Nation`s priorities.

This will require investment in policies and infrastructure that support design, implementation, and ongoing monitoring along with effective procedures for information storage and archiving.

Risk Management and Control Systems

Current policies used in the administration of the business of the Nation are largely silent on issues of risk assessment and risk reduction. The finance department currently works within GAAP and Lheidli undergoes an annual audit with measures taken within departments and programs to reduce the possibility of mistakes. There is currently no comprehensive, multi-level approach to risk management that is shared across departments. The development of such a system is beyond the scope of this document; however, recommendations and a preliminary framework have been included for consideration.

Risk Assessment / Management Framework

Risk Management can be loosely defined as having two components - the identification and analysis of risk as well as the implementation of monitoring and control measures that help to reduce them. In developing a framework for assessing and mitigating risk, Lheidli will be well served by a coordinated system of responses and control mechanisms that include various tools and information gathered at multiple points inside the Nation's enterprises.

Previous TRM reports (see Financial Administration TRM, 2005) outline anticipated areas of risk that may arise for the Nation and are broken into three sections; Government, Organizational, and Delivery and are laid out in point form below.

Government:

- regulatory
- stewardship
- management
- security – manufactured and technological

Organizational:

- ensuring risk ownership is linked to accountability and expertise
- ensuring reporting informs processes and mechanisms
- ensuring that specialists are linked to policy and operation decision makers

Delivery:

- price – service delivery costs exceed resources.
- volume – need exceeds available resources.

- agreement – cost sharing agreements between provincial and federal governments could be dissolved impacting access to funds for Lheidli.
- emergencies – related to land and forests.

Recommendations for a risk management strategy contained within previous TRM reports include the development of assessment processes that have the capacity to identify contingencies, control mechanisms, and financing for responses to ensure capacity to respond to situations of risk. Further recommendations include allocating responsibility for dealing with risk to those with required competency to develop an appropriate response, developing capacity to respond, ensuring accountability to public interests and cost effectiveness, ensuring effective management, and supporting those closest to the service to make operational decisions.

In a coordinated system of risk management, we would see an integrated response that would include risk assessment as a component of each Manager's or Director's responsibilities, and the incorporation of risk related dialogue into long-term plans, policy documents, and budgeting processes. Risk assessment and mitigation would become required reporting and a component of performance measurement for department heads. The system could include the incorporation of internal auditing processes that would table recommendations for improving control systems and the development of an internal risk management committee made up of department heads and executive level managers who would hold ongoing risk assessment and management dialogue.

Risk management is not currently a formalized component of employee positions, but most staff engage in some form of risk management almost daily. Ensuring program compliance through eligibility and reporting, financial tracking mechanisms used within the Finance department, policy development and enforcement, and the use of evaluative tools to assess quality of service delivery have all been used within the organization. As Lheidli moves forward their systems will need to have the ability to meet expanded jurisdictional responsibilities and significant training and development resources will be required. Questions will need to be answered with regard to who participates and how they are to be monitored, mechanisms for assessing effectiveness, and risk audit procedures will need to be mapped out with each department and governing bodies. Mechanisms for coordination, community engagement, and transparency will all need to be articulated and are likely to be congruent with structures developed in the process of comprehensive strategic planning.

Lheidli is currently in a position where they have internal expertise with skilled staff and Leadership that can engage in design and implementation of control and monitoring systems.

Much of the risk facing the Nation can be addressed through incorporation into planning and evaluation frameworks as well as internal codes, policies, and Lheidli T'enneh law.
It may make sense to frame risk management for the Nation along similar dimensions to those identified in the performance management framework. This would enable the Nation to identify risks that may occur within standard approaches such as the one put forward in the Financial Administration TRM as well as dimensions related to the advancement of sovereignty through preservation of cultural knowledge and practice.

The development of a comprehensive risk management strategy may find as its starting point conversations with management, staff, and leadership to determine how a standardized approach to risk management could be implemented. The recommendation at this point is that a targeted initiative be developed to build comprehensive, multi-level risk management tools that can be used across departments that are comprised of both generic instruments for overall use and department specific components.

It is anticipated that early focus areas for risk management will include skill and knowledge development for staff, implementation of dispute and conflict resolution mechanisms, and finalization of financial policies and codes. Mobilization of mechanisms to ensure controlled growth and expansion for the Nation including clearly articulated lines of authority, decision making structures, and strategic priorities and plans will provide the guidance to this process and is likely to be supported by the implementation of the performance management system.

Initial Development of a Control System:

To begin to develop a foundation for the creation of an integrated risk assessment and control system, Lheidli will need to think of the different areas that will be impacted by risk. Again, this may be best conceptualized within the context of advancing sovereignty and collective mobilization. There is a significant degree of overlap with recommendations for the creation of a performance management system and they are intricately linked.

The following section breaks down preliminary risk reduction elements into 3 areas – strategic, compliance and operational, with the understanding that comprehensive risk reduction strategies tied to jurisdictional authority at effective date will need to be mapped out during the implementation process with the required legal expertise present. The elements outlined below are preliminary considerations and not intended to be interpreted as an exhaustive list. As the TRM specifically requested financial risk measures, it is included in the following section.

Strategic

- Creation of long-term departmental growth and expansion plans
- Profile for departments – mandates, key positions, training requirements, compliance standards, local policy, and reporting mechanisms.
- targeted investment in areas anticipated to have the greatest impact over the next 3-5 years.
    - economic development department that includes structural requirements and oversight mechanisms
    - planning and policy development
    - community governance mechanisms
    - mechanisms to support linkages to local government and industry partners

- Strategic approach to information sharing with citizens and locality - promotional materials with consistent messaging, designated contact persons, communication protocols

Compliance

- Monitoring and Evaluation Mechanisms as articulated in performance management system.
- Standards for service delivery - contractual obligations and legal/fiduciary responsibility
- Reporting requirements for staff and executives
- development of local policy with articulated approval/ratification processes

Operational

- Representative Government
    - Culturally congruent practice
    - Training and orientation process for Council and Staff
    - community oversight structures for Government
    - Governance Code
- Recruitment and retention strategy for skilled workforce
- Succession planning
- Effective management and oversight mechanisms

Financial Management

Lheidli has made significant advancement toward developing financial control systems and addressing elements of risk. Any system designed will not be able to achieve absolute

elimination of risk as there are always unforeseen circumstances or events that cannot be anticipated. The intention is to develop mechanisms that lead to the reduction of risk and to control as many of the elements as possible with the understanding that it will need to be a responsive system that will continue to grow and evolve.

Conversations have occurred wherein suggestions have been made regarding the finalization and implementation of the Lheidli Finance Code, formation of a non-profit education society to oversee training and education contribution funds, and the development of standardized processes for establishing access and expenditure policies for own source revenue. The system would also benefit from direction setting at the Lheidli government level that would be used to guide yearly expenditures and expansion priorities along with the development of oversight mechanisms through the creation of processes and skills that would have the potential to evolve into Lheidli's Capital Commission.

In looking at current needs of the financial management system for Lheidli, the area of greatest importance may be funds received by the Nation from sources other than the federal government. This includes resource sharing partnerships and other areas of own source revenue. These funds have the least amount of restriction and the greatest amount of potential to support activities directly related to advancing Lheidli sovereignty. As it currently stands there does not appear to be a systematic approach governing the use of the funds or clearly set priorities for expenditures.

As stated previously, the creation of a performance management system will include many of the issues the risk management strategy is meant to address. The processes involved in setting direction, establishing priorities, and monitoring progress will inevitably need to address elements of risk and include control systems with regard to financial monitoring. It is the community oversight and control mechanisms that will require investment and development. However, this is again likely to be addressed within the overall performance management framework as community governance mechanisms have been identified as a priority in several areas.

As with any control system there will need to be appropriate checks and balances in place that ensure compliance and standardized enforcement. Preliminary recommendations for the current system include the following:

- Strategic planning and priority setting
- Annualized budget review and approval processes accompanied by reporting mechanisms and internal audit processes

- Development of oversight and reporting mechanisms for all projects and initiatives that include feedback loops to Finance Department
- Development of policy and procedure to define access and expenditure parameters for own source revenue.
- Quarterly budget review accompanied by program and project updates – mini audits.
- Asset management processes assigned to departments and line managers.
- Finalization and implementation of Finance Code
- Development and formalization of community oversight mechanisms

Intergovernmental Relations

Lheidli is situated to become a major player within the economic and political context within the boundaries of their traditional territory. The capacity to leverage investment and partnership opportunities will be directly linked the Nation`s ability to demonstrate the capacity to manage their role fully and to provide a strategic approach to development. External partners and institutions will want to see the articulation of structures that will support management of political interference, corporate governance structures, and effective dispute resolution mechanisms.

These are not new items for Lheidli`s consideration as they have been mentioned in other reports including the economic development section of the CCP. In looking beyond these items into areas for consideration within h the context of this document, Lheidli will also want to consider the ability to offer a responsive and enabling environment for partnership development with local governments and industry. Laws, codes, and policies along with identified cultural protocols, clear organizational structures, and strategic plans that can be shared with outside interests will assist in advancing Lheidli's position. Strategies for supporting partnership development can be placed within Lheidli`s performance management framework and opportunities can be explored to support the recruitment and leverage of partners and investors that are prepared to do business with Lheidli in ways that are culturally congruent. If done in a strategic way, it will ensure that the right people are involved at the right time and that sustainable processes are developed.

Having an increased understanding of how all of the components fit together and how Lheidli can increase their appeal to potential investors is likely to be part of the upcoming WEDI initiative activities and would become part of the responsibility of the Economic Development Coordinator/Director position and is beyond the scope of this document. However, it is anticipated that streamlined decision making processes, the pursuit of strategic partnerships

that are accompanied by resources from Lheildi – including dedicated staff, and the ability to empower Directors to leverage investment and opportunities will support investment.

Conclusion

While there have been several significant advances in the ability of the administrative team and leadership to mobilize assets and develop partnerships to support growth and expansion, the need for a comprehensive strategy remains and will be essential to the exercise of sovereignty. The ability to move forward within a systematic approach that has measurable, incremental change will be critical to gauging progress and leveraging opportunities.

Priority areas for investment have been identified and outlined and can be supported within the current organizational structure with development of capacity to support growth and expansion creating the long-term shifts required to meet effective date responsibilities. As we look at how all of the elements combine to advance sovereignty what we see is that planning, direction setting, and monitoring within a culturally congruent context enable the Nation to mobilize its capacity to be self-determining. The development of processes that support the codification of Lheidli values and traditions ensure that Institutions developed are rooted in culturally relevant ways. Shifting practice from administration to governance which includes collective mobilization through collaborative direction setting and the recreation and expansion of community accountability mechanisms, will ensure that Lheidli's governing structures reflect the needs of its citizens.

Systems for information management are supported to develop within the process of setting evaluation plans and structures, and the Nation's operations become more responsive as they operate within a linked system context. Planning, oversight, and evaluation processes provide for the linkages between departments and support streamlined decision making processes. Staff shift into a Directorship model and local expertise is built to ensure that the Lheidli government and community has access to the level of information required to become responsive and innovative and to leverage investment and partnership opportunities.

Community engagement processes and practices provide the foundation for cultural revitalization and offer healing and remembrance for the Nation as layers of consultation reframe how the community is defined and governed - representatives of families, clans, Keyohs, urban local, and regional members can all be included and lines separating the community can be redrawn. Progress becomes a collective responsibility as community, staff and leadership are empowered to make decisions and set standards and policy development

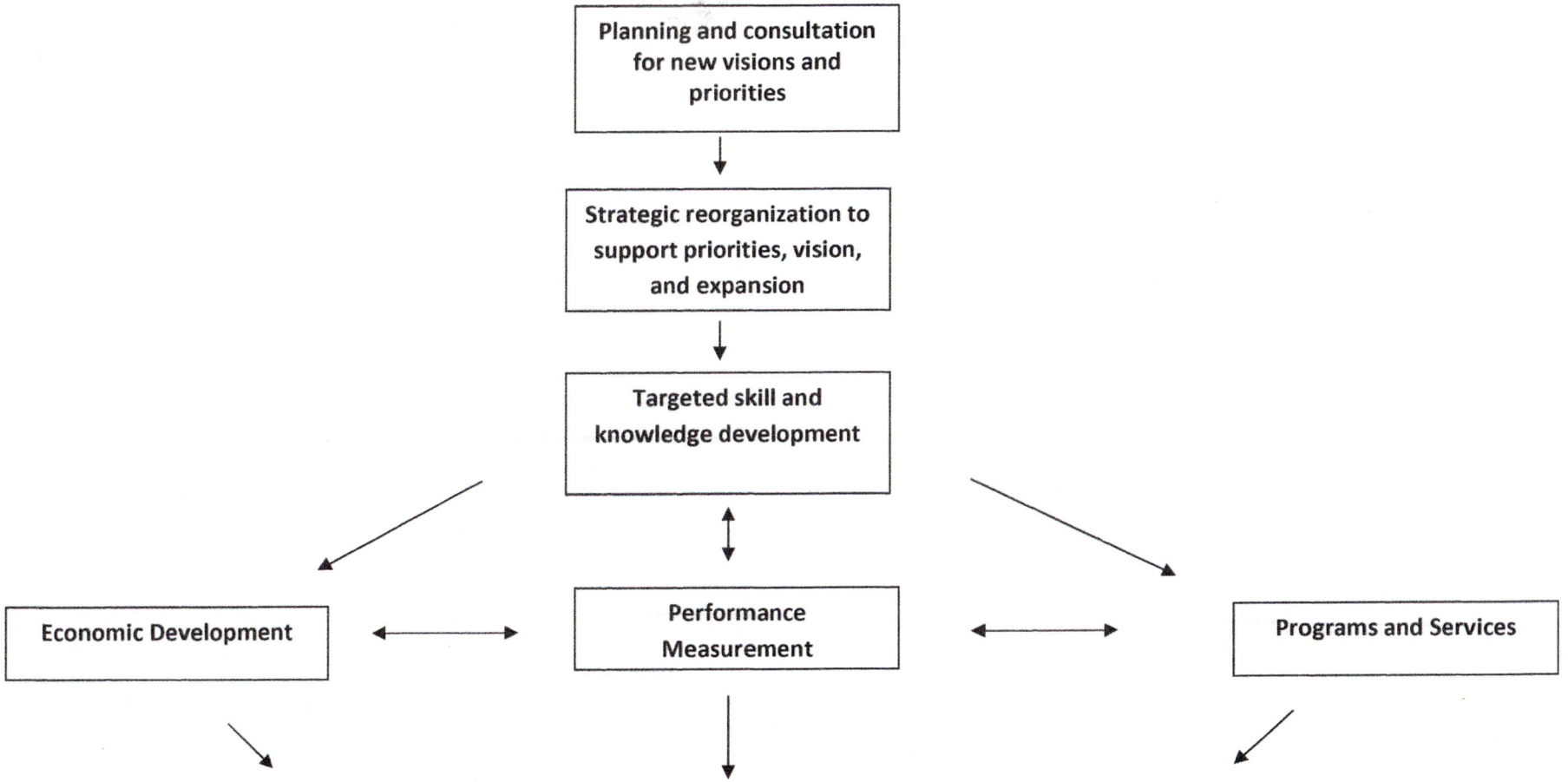
and risk assessment tools provide opportunities to develop skills valuable for future law making and enforcement.

Transitional Plan

1. Identification of clearly articulated priorities – comprehensive strategic planning including mechanisms for cultural preservation and transmission
2. Organizational Redesign with departmental mandates – Directors, Department of Intergovernmental Relations and Policy, Economic Development department with tools and resources
3. Implementation of Performance management system – including policies and codes that serve as foundation for law making and linkages between and across departments.
4. Implementation of dispute resolution mechanisms that support preparation for judiciary.
5. Capacity development for community-based governance – Finance Authority, Community Governance Council
6. Strategic mobilization of partnerships and agreements aligned with Lheidli priorities.

Key Instruments:

- Corporate Charter – responsibilities, accountability structures, ethics, social and environmental responsibilities
- Comprehensive planning framework
- Governance Policy
- Dispute resolution mechanisms.

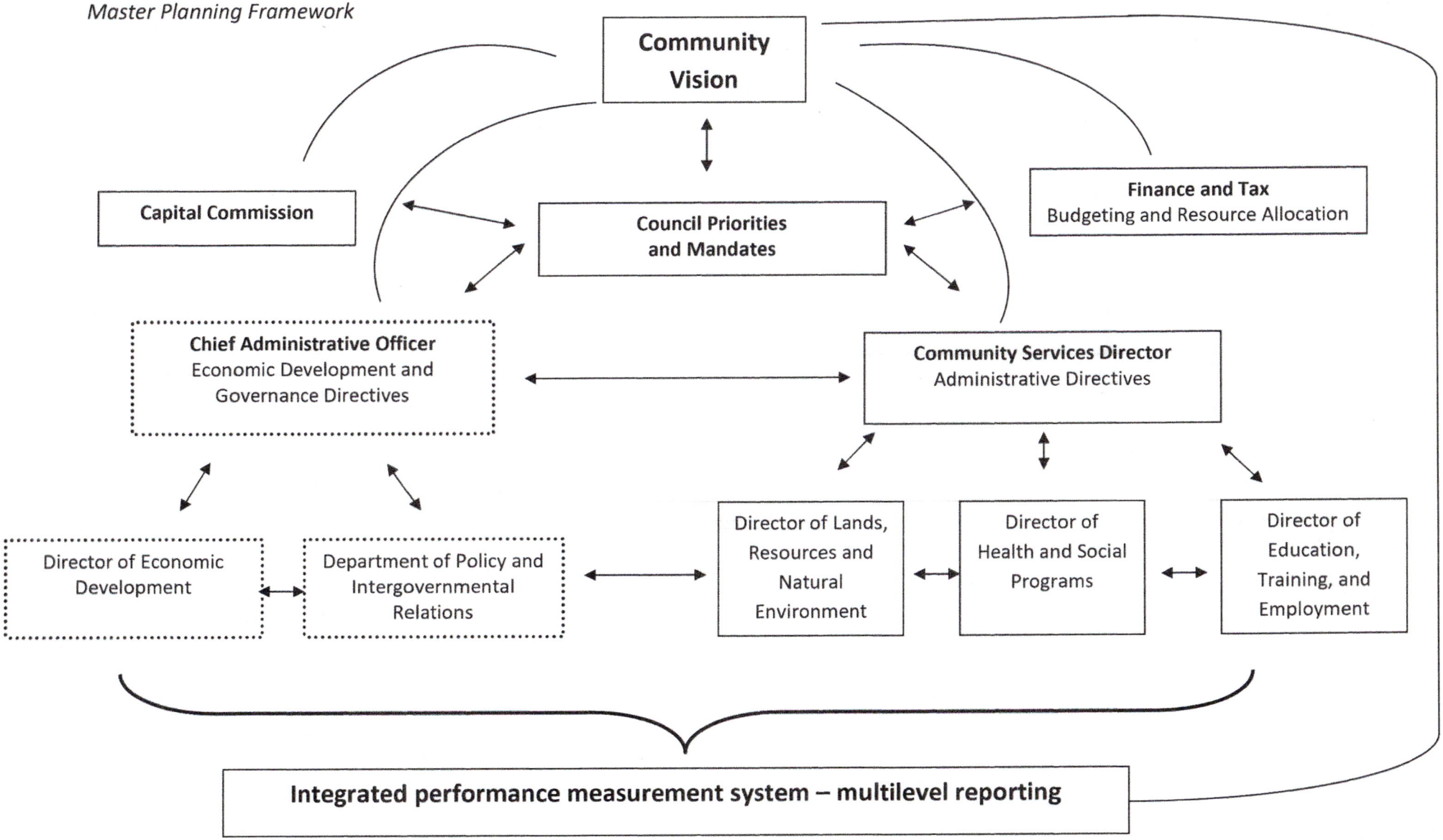


- Performance measurement and consultation processes lay foundation for revitalized cultural practice as well as transparency and accountability.
- Priorities become incorporated as mandates.
- Plans create foundation for partnership development.
- Policies create foundation for laws.
- Expansion plans incorporate mentorship and training opportunities that lead to improved socio-economic status

Appendix A

Master Planning Framework

Master Planning Framework



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Lheidli T'enneh

Land Code

RATIFIED
October 25, 2000

Certified:

Mel W. Jacobs, Verifier
November 15, 2000.

AMENDED
March 7, 2003
March 10, 2009

TABLE OF CONTENTS

PREAMBLE 4

PART 1: PRELIMINARY MATTERS 4
1. Title 4
2. Interpretation 4
3. Authority to Govern 7
4. Purpose 7
5. Description of First Nation Land 7

PART 2: FIRST NATION LEGISLATION 9
6. Law-Making Powers 9
7. Law-Making Procedure 9
8. Publication of Laws 10
9. Commencement of Laws 11

PART 3: COMMUNITY APPROVALS 11
10. Rights of Eligible Voters 11
11. Community Input 11
12. Community Approval at a Meeting of Members 12
13. Procedure at a Meeting of Members 13
14. Ratification Votes 14

PART 4: PROTECTION OF LAND 15
15. Expropriation 15
16. Heritage Sites 18
17. Voluntary Land Exchanges and Protections 18

PART 5: ACCOUNTABILITY 20
18. Conflict of Interest 20
19. Financial Management 21
20. Financial Records 23
21. Audit 24
22. Annual Report 26
23. Access to Information 26

PART 6: LAND ADMINISTRATION 26
24. Lands Authority 26
25. Membership of the Lands Authority 28
26. Chair of the Lands Authority 31
27. Revenue From Lands 31
28. First Nations Lands Register 32

29. Registration of Interests and Licenses 32

PART 7: INTERESTS AND LICENSES IN LAND 33
30. Limits on Interests and Licenses 33
31. Existing Interests 34
32. New Interests and Licenses 34
33. Possession of Land by Members 35
34. Allocation of Land 35
35. Transfer and Assignment of Interests 36
36. Limits on Mortgages and Seizures 36
37. Residency and Access Rights 37
38. Transfers on Death 39
39. Spousal Property Law 40

PART 8: DISPUTE RESOLUTION 41
40. Dispute Resolution Panel 41
41. Dispute Procedure 41
42. Impartiality 43
43. Powers of Panel 43

PART 9: OTHER MATTERS 44
44. Liability 44
45. Offences 45
46. Amendments to *Land Code* 45
47. Commencement 45

LHEIDLI T'ENNEH FIRST NATION LAND CODE

PREAMBLE

WHEREAS the Lheidli T'enneh aspire to move ahead as an organized, highly-motivated, determined and self-reliant nation;

AND WHEREAS the Lheidli T'enneh are proud, united people whose purpose is to establish a future that will ensure a high quality of life while flourishing with the environment;

AND WHEREAS Lheidli T'enneh traditions and cultural beliefs are the driving force of our success and destiny;

AND WHEREAS the Lheidli T'enneh First Nation has entered into the *Framework Agreement on First Nation Land Management* with Canada on February 12,1996, as amended, and as ratified on behalf of the Government of Canada by the *First Nations Land Management Act*, S.C. 1999, c. 24;

NOW THEREFORE, this Lheidli T'enneh First Nation Land Code is hereby enacted as the fundamental land law of the Lheidli T'enneh First Nation.

PART 1
PRELIMINARY MATTERS

1. Title

Title

1.1 The title of this enactment is the *Lheidli T'enneh First Nation Land Code.*

2. Interpretation

Definitions

2.1 The following definitions apply in this *Land Code*:

"Common-law Marriage" means a man and woman not married to each other, who have lived together as husband and wife for a period of not less than one year; (Amended March 7, 2003)

"Community Land" means any First Nation Land in which all Members have a common interest;

"Council" means the Chief and Councilors of the First Nation or any successor elected government of the Lheidli T'enneh First Nation;

"Eligible Voter" means, for the purpose of voting in respect of land matters under this *Land Code*, a Member who has attained the age of 18 years on or before the day of the vote;

"Extended Family", in respect of a person, means the person's Immediate Relatives, grandparent, uncle, aunt, cousin or grandchild;

"First Nation" means the Lheidli T'enneh First Nation;

"First Nation Land" means any portion of a First Nation reserve that is subject to this *Land Code*;

"First Nations Land Register" means the register maintained by the Department of Indian Affairs and Northern Development under the *Framework Agreement*;

"Framework Agreement" means the *Framework Agreement on First Nation Land Management* entered into between the Minister of Indian Affairs and Northern Development and fourteen First Nations, including the Lheidli T'enneh First Nation, on February 12, 1996, as amended;

"Immediate Relatives", in respect of a person, means the person's parent, sister, brother, child or Spouse;

"Lands Authority" means the Lands Authority established under this *Land Code*;

"Law" means a Law enacted pursuant to this *Land Code*;

"Lheidli T'enneh Land Register" means the register maintained by the First Nation under section 29.1;

"Meeting of Members" means a meeting under Part 3 of this *Land Code*;

"Member" means a person whose name appears on the Lheidli T'enneh First Nation Band Membership List;

"Panel" means the Dispute Resolution Panel established under section 40.1 of

this *Land Code*;

"Ratification Vote" means a vote under section 14 of this *Land Code*;

"Resolution" means a Resolution of Council enacted under this *Land Code*;

"Spouse" means a person who is married to another, whether by a traditional, religious or civil ceremony, and includes a spouse by Common-law Marriage; and

"Transfer Agreement" means the Individual First Nation Agreement made between the First Nation and Her Majesty in right of Canada in accordance with section 6.1 of the *Framework Agreement*, dated August 25, 2000.

Paramountcy

2.2 If there is an inconsistency or conflict between this *Land Code* and any other enactment of the First Nation, this *Land Code* prevails to the extent of the inconsistency.

Culture and traditions

2.3 The structures, organizations and procedures established by or under this *Land Code* shall be interpreted in accordance with the culture, traditions and customs of the First Nation, unless otherwise provided.

Non-abrogation

2.4 This *Land Code* does not abrogate or derogate from any Aboriginal, treaty or other rights or freedoms that pertain now or in the future to the First Nation or its Members.

Fair interpretation

2.5 This *Land Code* shall be interpreted in a fair, large and liberal manner.

Fiduciary Relationship

2.6 This *Land Code* does not abrogate the fiduciary relationship between Her Majesty the Queen in Right of Canada, the First Nation and its Members.

Lands and interests affected

2.7 A reference to "land" in this *Land Code* means all rights and resources in and of the land, and includes:

(a) the water, beds underlying water, riparian rights, and renewable and non-renewable natural resources in and of that land, to the extent that these are under the jurisdiction of Canada or the First Nation; and

(b) all the interests and licenses granted to the First Nation by Her Majesty in right of Canada listed in the Transfer Agreement.

3. Authority to Govern

Origin of authority

3.1 By enacting this *Land Code* the First Nation is giving effect to its aboriginal title to that portion of its territories comprised of First Nation Land.

Flow of authority

3.2 The authority of the First Nation to govern its lands and resources flows from its aboriginal title and inherent right of self-government.

4. Purpose

Purpose

4.1 The purpose of this *Land Code* is to set out the principles and administrative structures that apply to First Nation Land and by which the First Nation will exercise authority over those lands.

Ratification

4.2 The *Framework Agreement* is ratified and confirmed by the First Nation when this *Land Code* takes effect.

5. Description of First Nation Land

First Nation Land

5.1 The First Nation Land that is subject to this *Land Code* is:

(a) Shelley Indian Reserve #2, Indian Land Registry No. 07477, Cariboo Land District;

(b) Clesbaoneecheck Indian Reserve #3; Indian Land Registry No. 07478, Cariboo Land District; and

(c) Salaquo Indian Reserve #4, Indian Land Registry No. 07479, Cariboo Land District.

Excluded Lands

5.2 Notwithstanding section 5.1, the land described as follows is excluded from the application of this *Land Code* and may only be included after it is cleaned up and a full environmental assessment declares it to be free of environmental hazard and safe for community or other use, or it is designated as a reserve, as the case may be:

Fort George Cemetery, Indian Land Registry No. 07476, Cariboo Land District, Lot 343, Block Z within the City of Prince George.

Additional lands

5.3 The following lands may be made subject to this *Land Code* if they are, or become, reserve lands and the following conditions are met:

(a) any lands owned jointly by the First Nation and another First Nation, when both First Nations agree upon a joint management scheme for those lands; and

(b) any land or interest acquired by the First Nation after this *Land Code* takes effect, whether by land claim, purchase or other process, when an environmental audit declares it free of environmental hazard and safe for community use.

Land exchange

5.4 For greater certainty, section 5.3 does not apply to land acquired by land exchange in accordance with section 17.

Inclusion of land or interest

5.5 When the relevant conditions in sections 5.2 and 5.3 are met, Council shall call a Meeting of Members under section 11(b) and, after receiving their input, may by enacting a Law declare the land or interest to be subject to this *Land Code*.

PART 2
FIRST NATION LEGISLATION

6. Law-Making Powers

Council may make Laws

6.1 Council may, in accordance with this *Land Code*, make Laws respecting:

(a) the development, conservation, protection, management, use and possession of First Nation Land;

(b) interests and licenses in relation to First Nation Lands; and

(c) Any matter necessary or ancillary to Laws respecting First Nation Land.

Examples of Laws

6.2 For greater certainty, Council may make Laws including, but not limited to:

(a) regulation, control and prohibition of zoning, land and land development;

(b) creation, regulation and prohibition of interests and licenses in relation to First Nation Land;

(c) environmental assessment and protection;

(d) provision of local services in relation to First Nation Land and the imposition of equitable user charges;

(e) enforcement of First Nation Laws; and

(f) provision of services for the resolution, outside the courts, of disputes in relation to First Nation Land.

7. Law-Making Procedure

Introduction of Laws

7.1 A proposed Law may be introduced at a duly convened meeting of Council by:

(a) the Chief;

(b) a Councilor; or

(c) a representative of the Lands Authority.

Tabling and posting of proposed Laws

7.2 Before a proposed Law may be enacted by Council, the proposed Law shall be:

(a) tabled at a meeting of Council held at least 28 days before the Law is to be enacted;

(b) deposited with the Chair of the Lands Authority at least 21 days before the Law is to be enacted; and

(c) posted in public places on First Nation Land at least 21 days before the Law is to be enacted.

Urgent matters

7.3 Council may enact a Law without the preliminary steps required under section 7.2, if Council is of the opinion that the Law is needed urgently to protect First Nation Land or Members.

7.4 A Law enacted under section 7.3 expires 28 days after its enactment unless it is re-enacted in accordance with section 7.2.

Approval of Law by Council

7.5 A Law is enacted if it is approved by a majority of Council at a meeting of Council open to the Members.

Certification of Laws

7.6 The original copy of any Law or Resolution concerning First Nation Land shall be signed by a quorum of Council present at the meeting at which it was enacted.

8. Publication of Laws

Publication

8.1 All Laws shall be published in the minutes of Council.

Posting Laws

8.2 Within 7 days after a Law has been enacted, Council shall post a copy of the Law in the administrative offices of the First Nation.

Registry of Laws

8.3 Council shall cause to be kept, at the administrative offices of the First Nation, a register of the original copy of all Laws and Resolutions, including Laws and Resolutions that have been repealed or are no longer in force.

Copies for any person

8.4 Any person may obtain a copy of a Law or Resolution on payment of such reasonable fee as may be set by Council or a body designated by Council.

9. Commencement of Laws

Laws taking effect

9.1 A Law enacted by Council takes effect on the date of its enactment or such later date as may be specified by the Law.

PART 3
COMMUNITY APPROVALS

10. Rights of Eligible Voters

Rights of eligible voters

10.1 Every Eligible Voter is eligible to vote at a Meeting of Members and at a Ratification Vote.

11. Community Input

Prior Meeting of Members (Amended March 7, 2003)

11.1 Council shall convene a Meeting of Members to receive their input prior to the introduction of a Law:

(a) respecting a community plan or subdivision plan;

(b) declaring land or an interest referred to in section 5.2 or 5.3 to be subject to this *Land Code*;

(c) affecting a heritage site or an environmentally sensitive property;

(d) respecting environmental assessment;

(e) respecting the transfer or assignment of interests in land;

(f) respecting spousal property under section 39;

(g) respecting the rate and criteria for the payment of fees or rent for land; and

(h) respecting any other matter or class of matters that Council, by Resolution, declares to be subject to this section.

Process to Implement Laws

11.2 Subject to section 39, Council shall, in consultation with the Lands Authority and within a reasonable time after this *Land Code* takes effect, establish a community process to develop and implement the Laws referred to in section 11.1.

12. Community Approval at a Meeting of Members

Community approval by meeting

12.1 Community approval at a Meeting of Members must be obtained for the following:

(a) subject to section 16, any land use plan or amendment to a land use plan;

(b) Repealed, March 7, 2003;
(c) Repealed March 7, 2003;
(d) Repealed March 7, 2003;
(e) Repealed March 7, 2003;

(b) any Law enacted under section 39; (Amended March 7, 2003)

(c) any amendment to this *Land Code*; and (Amended March 7, 2003)

(d) any Law or class of Law that Council, by Resolution, declares to be subject to this section. (Amended March 7, 2003)

12.2 Council shall, in consultation with the Lands Authority, enact a Law respecting:

(a) grant and disposition of an interest or license,

(b) renewal of a grant or disposition of an interest or license,

(c) grant or disposition of natural resources, and

(d) charging or mortgaging of a leasehold interest,

in First Nation Land. (Enacted March 7, 2003)

13. Procedure at a Meeting of Members

Voting

13.1 Decisions at a Meeting of Members shall be made by a majority vote of the Eligible Voters present at the meeting.

Notice of meeting

13.2 Council shall give written notice of a Meeting of Members that:

(a) specifies the date, time and place of the meeting; and

(b) contains a brief description of the matters to be discussed and decided on at the meeting.

Manner of notice

13.3 Written notice of a Meeting of Members shall be given to the Members by:

(a) posting the notice in public places on First Nation Land at least 21 days before the meeting;

(b) mailing the notice to Members;

(c) publishing the notice in a community newsletter or local newspaper at least ten working days before the meeting; and

(d) such additional methods as Council may consider appropriate in the circumstances.

Who may attend

13.4 A Member may attend a Meeting of Members.

13.5 A person other than a Member may attend a Meeting of Members only with permission of Council.

Quorum

13.6 The quorum for a Meeting of Members under this *Land Code* is twenty-five percent of the Eligible Voters.

Other meetings

13.7 Council may schedule more than one Meeting of Members to discuss and decide a matter that requires a Meeting of Members.

Other Laws

13.8 Subject to sections 13.1 through 13.7, Council may make Laws respecting Meetings of Members.

14. Ratification Votes

Community approval by Ratification Vote

14.1 Community approval by a Ratification Vote must be obtained for the following:

(a) any development on a heritage site designated in a land use plan;

(b) any voluntary exchange of First Nation Land;

(c) any amendment to the Transfer Agreement that reduces the amount of funding provided by Canada; and

(d) any Law or class of Law that Council, by Resolution, declares to be subject to this section.

Transfer Agreement with Canada

14.2 For greater certainty, an amendment to, or renewal of, the Transfer Agreement does not require community approval by a Ratification Vote unless the amendment or renewal reduces the amount of funding provided by Canada.

Ratification Process

14.3 Any Ratification Vote required under this *Land Code* shall be conducted in substantially the same manner as the *Lheidli T'enneh First Nation Community Ratification Process* which was used to ratify this *Land Code*.

No verifier

14.4 A verifier is not required in a Ratification Vote.

Minimum requirements for approval

14.5 A matter shall be considered approved by a Ratification Vote if a majority of the Eligible Voters participate in the vote and at least a majority of the participating voters cast a vote in favour of the matter.

PART 4
PROTECTION OF LAND

15. Expropriation

Rights and interest that may be expropriated

15.1 An interest or license in First Nation Land or in any building or other structure on such land may only be expropriated by the First Nation in accordance with the *Framework Agreement* and any Law enacted in accordance with section 15.3.

Community purposes

15.2 A community expropriation may only be made for a necessary community purpose or works of the First Nation, including but not limited to a fire hall, sewage or water treatment facility, community center, public works, road, school, day-care facility, hospital, health-care facility and retirement homes.

rights and interests

15.8 The First Nation shall, in accordance with its Laws and the *Framework Agreement*:

(a) serve reasonable notice of the expropriation on each affected holder of the interest or license to be expropriated; and

(b) pay fair and reasonable compensation to the holder of the interest or license being expropriated.

Compensation calculations

15.9 The total value of the compensation under section 15.8(b) shall be based on:

(a) the fair market value of the interest or license being expropriated;

(b) the replacement value of any improvement to the land being expropriated;

(c) the damages attributable to any disturbance; and

(d) damages for any reduction in the value of a remaining interest.

Market value

15.10 The fair market value of an expropriated interest or license is equal to the amount that would have been paid for the interest or license if it had been sold on First Nation Land by a willing seller to a willing buyer.

Neutral evaluation to resolve disputes

15.11 The resolution of disputes concerning the right of the First Nation to expropriate shall be determined by neutral evaluation in the same manner as provided in Part IX of the *Framework Agreement* and the 60 day period referred to in clause 32.6 of the *Framework Agreement* shall be applied, as appropriate in the circumstances, by the neutral evaluator.

Arbitration to resolve disputes

15.12 The resolution of the following disputes shall be determined by arbitration in the same manner as provided in Part IX of the *Framework Agreement*: (amended

Expropriation Laws

15.3 Before proceeding to make a community expropriation in accordance with this *Land Code*, Council shall enact a Law respecting the rights and procedures for community expropriations, including provisions respecting:

(a) the taking of possession of the interest or license;

(b) transfer of the interest or license;

(c) notice of expropriation and service of the notice of expropriation;

(d) entitlement to compensation;

(e) determination of the amount of compensation; and

(f) the method of payment of compensation.

Public report

15.4 Before the First Nation expropriates an interest or license, it shall make a public report on the reasons for the expropriation.

Rights that may not be expropriated

15.5 An interest of Her Majesty the Queen in right of Canada, or an interest previously expropriated under section 35 of the *Indian Act,* is not subject to expropriation by the First Nation.

Acquisition by mutual agreement

15.6 The right of the First Nation to expropriate can be exercised only after a good faith effort to acquire, by mutual agreement, the interest or license in First Nation Land.

Community approval

15.7 An expropriation of a Member's interest has no effect unless the proposed expropriation first receives community approval by Ratification Vote.

Compensation for

March 7, 2003)

(a) disputes concerning the right of the holder of an expropriated interest or license to compensation; and

(b) disputes concerning the amount of compensation.

16. Heritage Sites

Community approval

16.1 No amendment may be made to a land use plan to delete a heritage site designated under that plan unless the amendment receives community approval by a Ratification Vote.

17. Voluntary Land Exchanges and Protections

Conditions for a land exchange

17.1 The First Nation may agree with another party to exchange a parcel of First Nation Land for a parcel of land from that other party in accordance with this *Land Code* and the *Framework Agreement.*

No effect

17.2 A land exchange is of no effect unless it receives community approval by a Ratification Vote under section 14.1(b).

Land to be received

17.3 No land exchange may be agreed to unless the land to be received by the First Nation in the exchange:

(a) is of equal or greater area than the First Nation Land to be exchanged;

(b) is at least comparable to the appraised value of the First Nation Land; and

(c) becomes a reserve and First Nation Land subject to this *Land Code.*

Negotiators

17.4 Any person who negotiates a land exchange agreement on behalf of the First Nation must be designated by Resolution.

Additional land

17.5 The First Nation may receive other compensation, such as money or other land in addition to the land referred to in section 17.3, and any other land may be held by the First Nation in fee simple or other manner.

Federal consent

17.6 Before the First Nation concludes a land exchange agreement, it must receive a written statement from Canada stating that Her Majesty in right of Canada:

(a) consents to set apart as a reserve the land to be received in exchange, as of the date of the land exchange or such later date as Council may specify by Resolution; and

(b) consents to the manner and form of the exchange as set out in the exchange agreement.

Community notice

17.7 At such time as negotiation of a land exchange agreement is concluded, and at least 21 days before the Ratification Vote provided in section 17.2, Council or the Lands Authority shall provide the following information to the Members:

(a) a description of the First Nation Land to be exchanged;

(b) a description of the land to be received by the First Nation;

(c) a description of any other compensation to be exchanged;

(d) a report of a certified land appraiser stating that the conditions in sections 17.3(a) and (b) have been met;

(e) a copy of the exchange agreement; and

(f) a copy of the statement referred to in section 17.6.

Process of land exchange

17.8 A land exchange agreement shall provide that:

(a) the other party to the exchange must transfer to Canada the title to the land which is to be set apart as a reserve;

(b) Council must pass a Resolution authorizing Canada to transfer title to the First Nation Land being exchanged, in accordance with the land exchange agreement; and

(c) a copy of the instruments transferring title to the relevant parcels of land must be registered in the First Nation Lands Register.

PART 5
ACCOUNTABILITY

18. Conflict of Interest

Application of rules

18.1 The rules in section 18.2 apply to the following persons:

(a) each member of Council who is dealing with any matter before Council that is related to First Nation Land;

(b) each person who is an employee of the First Nation dealing with any matter that is related to First Nation Land; and

(c) each person who is a member of a board, committee or other body of the First Nation dealing with any matter that is related to First Nation Land.

Duty to report and abstain

18.2 If there is any interest, financial or otherwise, in the matter being dealt with that might involve the person or his or her Immediate Relatives, that person shall:

(a) disclose the interest to the Council, board, committee or other body as the case may be;

(b) take no part in any deliberations on that matter; and

(c) not vote on that matter.

Common interests

18.3 Section 18.2 does not apply to any interest that is held by a Member in common with every other Member.

Meeting of Eligible Voters

18.4 If Council is unable to vote on a proposed Law or Resolution due to a conflict of interest Council may refer the matter to a Meeting of Members and, if a quorum of Eligible Voters is present, a majority of the Eligible Voters present at the meeting may enact the Law or Resolution.

Inability to act

18.5 If a board, committee or other body is unable to act due to a conflict of interest, the matter shall be referred to Council.

Specific Conflict Situations

18.6 Not more than two members from the same Extended Family may be members of a board, committee or other body dealing with any matter that is related to First Nation Land.

18.7 For greater certainty, section 18.6 does not apply to Council or the Lands Authority. (Amended March 7, 2003)

Disputes

18.8 Questions about whether a breach of this section has occurred may be referred to the Panel.

Other Laws

18.9 Council may enact such further Laws as may be necessary to implement this section.

19. Financial Management

Application

19.1 This section and sections 20, 21, 22 and 23 apply only to matters relating to First Nation Land.

Establishment of bank accounts

19.2 Council shall maintain one or more financial accounts in a financial institution and shall deposit in those accounts:

(a) transfer payments received from Canada for the management and administration of First Nation Land;

(b) moneys received by the First Nation from the grant or disposition of any interests or licenses in First Nation Land;

(c) all fees, fines, charges and levies collected under a Law or land Resolution;

(d) all capital and revenue moneys received from Canada from the grant or disposition of any interests and licenses in First Nation Land; and

(e) any other land revenue received by the First Nation from First Nation Land. (Amended March 7, 2003)

Signing officers

19.3 Council shall authorize at least three persons, one of whom shall be a member of Council, one of whom shall be a member of the Lands Authority and one of whom may be a person employed as Land Manager to sign cheques and other bills of exchange or transfer drawn on the accounts referred to in section 19.2.

Two signatures

19.4 A cheque or other bill of exchange or transfer drawn on an account referred to in section 19.2 must be signed by two signing officers.

Fiscal year

19.5 The fiscal year of the First Nation shall begin on April 1 of each year and end on March 31 of the following year.

Adoption of budget

19.6 Council shall, by Resolution, prior to the beginning of each fiscal year, adopt a land management budget for that fiscal year and may, if Council deems it necessary in the course of the fiscal year, adopt supplementary budgets for that

fiscal year.

19.7 Prior to adopting a budget referred to in section 19.7, Council shall consult with the Lands Authority.

Procedure

19.8 After adopting a land management budget or supplementary budget, Council shall, without undue delay:

(a) explain the budget or supplementary budget to the Members at a community meeting or Meeting of Members; and

(b) make a copy of the budget or supplementary budget available at the administrative offices of the First Nation for inspection by Members.

If no budget

19.9 If Council fails to adopt a land management budget for a fiscal year prior to the beginning of that fiscal year, the budget and any supplementary budgets of the previous fiscal year shall apply until a new budget is adopted.

Budget rules

19.10 Council may make rules respecting the preparation and implementation of land management budgets.

Expenditures

19.11 Council may not expend moneys related to land or commit itself, by contract or otherwise, to expend moneys related to land unless the expenditure is authorized by or under a Law or an approved budget.

Other Laws and policies

19.12 Council may enact such further Laws or adopt such further policies as may be necessary to implement this section.

20. Financial Records

Financial records

20.1 The First Nation shall keep financial records in accordance with generally accepted accounting principles.

Offences

20.2 A person is guilty of an offence if that person:

(a) impedes or obstructs anyone from exercising their right to inspect the financial records of the First Nation; or

(b) has control of the financial records of the First Nation and fails to give all reasonable assistance to anyone exercising their right to inspect those financial records.

Preparation of financial statement

20.3 Within 90 days after the end of each fiscal year, Council on behalf of the Lheidli T'enneh First Nation shall prepare a financial statement in comparative form, containing at a minimum:

(a) a balance sheet;

(b) a statement of revenues and expenditures and a comparison of these with the amounts stated in the land management budget and any supplementary budget; and

(c) any other information necessary for a fair presentation of the financial position of Lheidli T'enneh First Nation.

Consolidated accounts

20.4 The accounting, auditing and reporting requirements of this *Land Code* may be consolidated with, other accounts, audits and reports of Lheidli T'enneh First Nation.

21. Audit

Appointment of auditor

21.1 For each fiscal year, a duly accredited auditor shall be appointed by Council to audit the financial records of the First Nation.

Holding office

21.2 The auditor appointed under this section shall hold office until reappointed or replaced.

Vacancy in office

21.3 Where a vacancy occurs during the term of an auditor, Council shall, without delay, appoint a new auditor for the remainder of the former auditor's term.

Remuneration

21.4 The auditor's remuneration shall be fixed by Council.

Duty of auditor

21.5 The auditor shall, within 120 days after the end of the First Nation's fiscal year, prepare and submit to Council, an audit report on the First Nation's financial statement, stating whether, in the opinion of the auditor, the financial statement presents fairly the financial position of the First Nation in accordance with generally accepted accounting principles applied on a basis consistent with that applied in the previous fiscal year.

Access to records

21.6 In order to prepare the report on the First Nation's financial statement, the auditor may at all reasonable times inspect any financial records of Lheidli T'enneh First Nation and the financial records of any person or body who is authorized to administer land-related money on behalf of the First Nation.

Explanation of auditors report

21.7 Council shall present the auditor's report to the Members at a Meeting of Members.

21.8 Nothing precludes an auditor appointed for other First Nation audits from being appointed under section 21.1.

22. Annual Report

Publish annual report

22.1 Council shall, within 30 days of receiving an audit report under section 21.5, prepare and table with the Lands Authority, an annual report on First Nation Land management which includes:

(a) an annual review of land management activities;

(b) a copy and explanation of the audit report as it applies to First Nation Lands; and

(c) such other matters as may be determined by Council or the Lands Authority.

23. Access to Information

Access

23.1 Any person may, during normal business hours at the main administration office of the First Nation, have reasonable access to the register of Laws.

Copies for Members

23.2 Any Member may, during normal business hours at the main administration office of the First Nation, upon payment of any reasonable fee set by Resolution, obtain a copy of the auditor's report, annual report on First Nation Land management, budget or supplementary budget.

PART 6
LAND ADMINISTRATION

24. Lands Authority

Lands Authority established

24.1 A Lands Authority is hereby established to:

(a) assist with the development of the land administration system;

(b) advise Council and its staff on matters respecting First Nation Land;

(c) recommend to Council Laws, Resolutions, policies and procedures respecting First Nation Land;

(d) hold regular and special meetings of Members to discuss land issues and make recommendations to Council on the resolution of these land issues;

(e) assist in the flow of information on land issues between Members and Council; and

(f) oversee community approvals under this *Land Code*.

Development of land related rules and procedures

24.2 Within a reasonable time after this *Land Code* takes effect, Council shall, in consultation with the community and the Lands Authority, establish rules and procedures that address the following matters:

(a) the process and criteria for granting interests in First Nation Land;

(b) the process and criteria for appeal from a decision to grant or refuse to grant interests in First Nation Land;

(c) environmental protection and assessment in relation to First Nation Land;

(d) resolution of disputes in relation to First Nation Land;

(e) land use planning and zoning; and

(f) section 39 respecting spousal separation, including whether any change should be made to the policy upon which that section is based.

Implementation of policies

24.3 Rules and procedures developed in accordance with section 24.2 shall be considered by Council for implementation as Laws, policies or amendments to this *Land Code*.

Internal procedures

24.4 The Lands Authority may establish rules and procedures for the conduct of its meetings and general affairs, provided that any such rules and procedures are not inconsistent with any rules and procedures established by Council.

25. Membership of the Lands Authority

Composition

25.1 The Lands Authority shall be composed of an uneven number of no less than five and no more than seven Members, all of whom must be Eligible Voters.

Eligibility to be nominated as a Lands Authority Member

25.2 Any Eligible Voter, whether resident on or off First Nation Land, is eligible for appointment or election to the Lands Authority, except for the following:

(a) any Eligible Voter convicted of an offence that was prosecuted by way of indictment;

(b) any undischarged bankrupt; and

(c) any Eligible Voter convicted of a corrupt practice in connection with an election, including accepting a bribe, dishonesty or wrongful conduct.

Selection of Lands Authority Members (Amended March 7, 2003)

25.3 The members of the Lands Authority are to be selected as follows:

(a) one member of Council appointed by Council; and

(b) the remaining members elected by Eligible Voters.

Term of office

25.4 The term of office of a member of the Lands Authority elected under this *Land Code* shall not exceed four years, but nothing precludes such member from being elected for further terms.

25.5 The appointment under section 25.3(a) shall be made as soon as practicable after an election of Council.

Staggered terms

25.6 In the first election held under this *Land Code*:

(a) the one half of the number of elected members of the Lands Authority with the highest and sequentially next highest number of votes shall hold office for a term commencing at midnight of the election date and terminating at midnight four years following the election date or upon being replaced in a subsequent election, whichever occurs first; and

(b) the remaining one half of the number of elected members of the Lands Authority shall hold office for a term commencing at midnight of the election date and terminating at midnight two years following the election date or upon being replaced in office in a subsequent election, whichever occurs first.

25.7 Subject to section 25(12), thereafter the elected members of the Lands Authority will hold office for a term commencing at midnight on the date of their election and terminating at midnight four years following that date, or upon being replaced in office in a subsequent election, whichever occurs first. (Amended March 7, 2003)

Election Law

25.8 Council shall enact a Law to establish the procedure for the Lands Authority election, including such additional transitional rules as may be necessary for the members of the first Lands Authority.

25.9 An election for members of the Lands Authority shall be held no more than 14 days after an election of Council.

Vacancy on Lands Committee

25.10 The office of a member of the Lands Authority becomes vacant if the member,

while holding office:

(a) resigns;

(b) is or becomes ineligible to hold office under section 25.2;

(c) ceases to be a Member because of a transfer of membership from the First Nation;

(d) is absent for three consecutive meetings of the Lands Authority for a reason other than illness or incapacity without being authorized to be absent by the Lands Authority;

(e) dies or becomes mentally incompetent; or

(f) the member of the Lands Authority appointed under section 25.3(a) ceases to be a member of Council.

(Amended March 7, 2003)

Vacancy in term

25.11 Where the office of a member of the Lands Authority becomes vacant more than 90 days before the date when another election would ordinarily be held:

(a) The nominee, if any, having the next highest count of votes without being declared elected at the last Lands Authority election will be declared elected to the Lands Authority; or

(b) A special election may be held in accordance with this Land Code to fill the vacancy.

(Amended March 10, 2009)

Balance of term of office

25.12 The term of a member of the Lands Authority selected to fill a vacancy under section 25.10 is the balance of the term in respect of which the vacancy occurred.

(Amended March 10, 2009)

26. Chair of the Lands Authority

Chair

26.1 The member of Council who is appointed under section 25.3(a) shall be the Chair of the Lands Authority.

Alternate Chair

26.2 If the Chair is unable to perform the functions of office, the Lands Authority shall appoint another member of the Lands Authority to act as the Chair, subject to confirmation by Council.

Duties of the Chair

26.3 The duties of the Chair are to:

(a) chair meetings of the Lands Authority;

(b) ensure the preparation of financial statements relating to all activities of the Lands Authority, including any applicable revenues and expenditures concerning First Nation Lands;

(c) table any Lands Authority financial statements with Council;

(d) report to the First Nation on the activities of the Lands Authority;

(e) ensure the audited annual financial statements are presented under section 21.7; and

(f) perform such other duties as the Lands Authority may reasonably prescribe.

27. Revenue from Lands

Determination of fees and rent

27.1 The Lands Authority, shall subject to the approval of Council, establish a process for determining:

(a) fees and rent for interests and licenses in First Nation Land;

(b) fees for services provided in relation to any First Nation Land and compliance with this *Land Code*; and

(c) standards and qualifications for employees and contractors hired for purposes of implementing and administering this *Land Code*.

Consideration of obligation

27.2 Subject to section 19.2, the Lands Authority shall recommend to Council processes and criteria for managing the First Nation's obligations in relation to revenue from lands.

28. First Nations Lands Register

Duplicate Register

28.1 Council shall ensure that a duplicate copy of the following instruments is deposited in the First Nations Land Register:

(a) any grant of an interest or license in First Nation Land;

(b) any transfer or assignment of an interest in First Nation Land;

(c) every land use plan, subdivision plan or resource use plan; and

(d) this *Land Code* and any amendment to this *Land Code*.

29. Registration of Interests and Licenses

Duty to maintain

29.1 Council shall maintain a Lheidli T'enneh Land Register in the same form and with the same content as the First Nations Land Register.

Enforcement of interests and licenses

29.2 An interest or license in First Nation Land created or granted after this *Land Code* takes effect is not enforceable unless it is registered in the Lheidli T'enneh Lands Register.

Duty to deposit

29.3 Council shall ensure that an original copy of the following instruments is deposited in the Lheidli T'enneh Land Register:

(a) any grant of an interest or license in First Nation Land;

(b) any transfer or assignment of an interest in First Nation Land;

(c) every land use plan, subdivision plan or resource use plan; and

(d) this *Land Code* and any amendment to this *Land Code*.

29.4 Every person who receives an interest or license in First Nation Land from a Member shall deposit an original copy of the relevant instrument in the Lheidli T'enneh Lands Register.

Registration of consent or approval

29.5 No instrument that requires the consent of Council, or community approval, may be registered unless a certified copy of the document that records the consent or approval is attached.

PART 7
INTERESTS AND LICENSES IN LAND

30. Limits on Interests and Licenses

All dispositions in writing

30.1 An interest in, or license to use, First Nation Land may only be created, granted, disposed of, assigned or transferred by a written document issued in accordance with this *Land Code*.

Standards

30.2 Council may, after full and fair consideration of any recommendations made in accordance with section 24.2, establish mandatory standards, criteria and forms for interests and licenses in First Nation Land.

Improper transactions void

30.3 A deed, lease, contract, instrument, document or agreement of any kind,

whether written or oral, by which the First Nation, a Member or any other person purports to grant, dispose of, transfer or assign an interest or license in First Nation Land after the date this *Land Code* takes effect is void if it contravenes this *Land Code*.

Non-Members

30.4 A person who is not a Member may hold a lease, license or permit in First Nation Land.

Grants to non-Members

30.5 The written consent of Council must be obtained for any grant or disposition of a lease, license or permit in First Nation Land to a person who is not a Member.

31. Existing Interests

Continuation of existing interests

31.1 Any interest or license in First Nation Land that exists when this *Land Code* takes effect will, subject to this *Land Code*, continue in force in accordance with its terms and conditions.

32. New Interests and Licenses

Authority to make dispositions

32.1 Subject to section 12.1, Council may, on behalf of Lheidli T'enneh First Nation, grant:

(a) interests and licenses in Community Lands, including leases, permits, easements and rights-of-ways; and

(b) permits to take resources from Community Lands, including but not limited to, cutting timber or removing minerals, stone, sand, gravel, clay, soil or other substances.

Conditional grant

32.2 The grant of an interest, license or permit may be made subject to written

conditions.

Role of the Lands Authority

32.3 The Lands Authority shall advise Council on the granting of interests, licenses and permits and may be authorized to act as a delegate of Council under this section.

33. Possession of Land by Members

Nature of Members Interest

33.1 Subject to section 12.1, Council may enact Laws providing for an interest in First Nation Land that entitles a Member holding First Nation Land to:

(a) permanent possession of the land;

(b) benefit from the resources arising from the land;

(c) grant subsidiary interests and licenses in the land, including leases, permits, easements and rights-of-ways;

(d) transfer, devise or otherwise dispose of the land to another Member; and

(e) any other rights, consistent with this *Land Code*, that are attached to Certificates of Possession under the *Indian Act*.

34. Allocation of Land

Allocation of lots

34.1 Council may, by lease or rental arrangement, allocate lots of available land to Members in accordance with procedures established by Council.

34.2 No community approval is required for an allocation under section 34.1.

No allocation of lots to non-Members

34.3 A person who is not a Member shall not be allocated a lot or hold a permanent interest in First Nation Land.

Issuance of certificate of interest

34.4 Council may issue a certificate of the interest to a Member for a lot allocated to that Member.

35. Transfer and Assignment of Interests

Transfer of Interests

35.1 A Member may transfer or assign an interest in First Nation Land to another Member without the need for community approval or consent of Council.

Consent of Council

35.2 Except for transfers under section 35.1 and transfers that occur by operation of Law, including transfers of estates by testamentary disposition or in accordance with a Law enacted pursuant to section 39:

(a) there shall be no transfer or assignment of an interest in First Nation Land without the written consent of Council; and

(b) the grant of an interest or license is deemed to include section 35.2(a) as a condition of any subsequent transfer or assignment.

36. Limits on Mortgages and Seizures

Protections

36.1 In accordance with the *Framework Agreement,* section 29, section 87 and subsections 89(1) and (2) of the *Indian Act* continue to apply to First Nation Land.

Mortgage of
Member's interest

36.2 The interest of a Member in First Nation Land may be subject to a mortgage or charge only to the First Nation.

Mortgages of leasehold
interests with consent

36.3 A leasehold interest may be subject to charge or mortgage only with the written consent of Council.

Time limit

36.4 The term of any charge or mortgage of a leasehold interest shall not exceed the lesser of:

(a) the term of the lease;

(b) 25 years; or

(c) such longer period as may receive community approval.

Default in mortgage

36.5 In the event of default in the terms of a charge or mortgage of a leasehold interest, the leasehold interest is not subject to possession by the chargee or mortgagee, foreclosure, power of sale or any other form of execution or seizure, unless:

(a) the charge or mortgage received the written consent of Council;

(b) the charge or mortgage received community approval where required;

(c) the charge or mortgage was registered in the Lheidli T'enneh Land Register; and

(d) a reasonable opportunity to redeem the charge or mortgage was given to Council on behalf of the First Nation.

Power of redemption

36.6 If Council exercises its power of redemption with respect to a leasehold interest, the First Nation becomes the lessee of the land and takes the position of the chargor or mortgagor for all purposes after the date of the redemption.

37. Residency and Access Rights

Right of residence

37.1 The following persons may reside on First Nation Lands:

(a) a Member who has been allocated a residential lot by Council;

(b) a Spouse and children of a Member referred to in subsection (a);

(c) a Member with a registered interest in First Nation Land;

(d) any invitee of a Member referred to in subsection (a) or (b); and

(e) lessees and permitees, in accordance with the provisions of the instrument granting the lease or permit.

Right of Access

37.2 The following persons have a right of access to First Nation Lands:

(a) a lessee;

(b) a lessee's invitees;

(c) a permitee and any person who is granted a right of access under the permit;

(d) a Member;

(e) a Member's Spouse and children;

(f) a person who is authorized by a government body or any other public body, established by or under an enactment of the First Nation, Parliament or the province of British Columbia to establish, operate or administer a public service, to construct or operate a public institution or to conduct a technical survey; or

(g) a person authorized in writing by Council, the Lands Authority or by a First Nation Law.

Public access

37.3 A person may have access to First Nation Land for social or business purposes if:

(a) the person does not trespass on occupied land and does not interfere with any interest in land;

(b) the person complies with all applicable Laws; and

(c) no Resolution has been enacted barring that person from having access to First Nation Land.

Trespass

37.4 Any person who resides on, enters or remains on First Nation Land other than in accordance with a right of residence or access under this *Land Code* is guilty of an offence.

Civil remedies

37.5 All civil remedies for trespass are preserved.

38. Transfers on Death or Mental Incompetence

Right of widow or widower

38.1 In the event that:

(a) a Member holding an interest in First Nation Land dies and is survived by a Spouse who does not hold a registered interest in that land; or

(b) a Member holding an interest in First Nation Land is declared incompetent due to mental incapacity;

the Member's Spouse may reside on and use the land until such time as a determination is made under section 38.2(b).

Location of family Members

38.2 If no provision has been made by such Member for the disposition of the interest in the First Nation Land to another Member:

(a) Council shall take reasonable steps to advise the Member's Immediate Relatives that the land held by the Member is available for disposition; and

(b) the Member's Immediate Relatives may, with the assistance of the Panel if necessary, decide who among them is to receive the interest in the land.

Meeting of Members

38.3 If the Member left no Immediate Relatives, or if the Immediate Relatives cannot decide who is to receive the interest within 12 months of the date of the death or declaration of incompetence, Council shall call a Meeting of Members to discuss the issue and make a decision on the disposition of the interest.

39. Spousal Property Law

Development of rules and procedures

39.1 Within 12 months after the date this *Land Code* takes effect Council shall enact a spousal property Law providing rules and procedures applicable on the breakdown of a marriage, to:

(a) the use, occupancy and possession of First Nation Land; and

(b) the division of interests in that land.

Enactment of rules and procedures

39.2 The rules and procedures contained in the spousal property Law shall be developed by the Lands Authority in consultation with the community.

General principles

39.3 For greater certainty, the rules and procedures developed by the Lands Authority under this section shall respect the following general principles:

(a) the children of the Spouses, if any, should have a right to remain undisturbed in the matrimonial home;

(b) each Spouse should have an equal right to possession of the matrimonial home;

(c) each Spouse should be entitled to an undivided half interest in the matrimonial home as a tenant in common;

(d) the rules and procedures shall not discriminate on the basis of sex; and

(e) only Members are entitled to hold a permanent interest in First Nation Land or a charge against a permanent interest in First Nation Land.

Interim rules

39.4 Council may enact a spousal property Law as soon as this *Land Code* comes into force.

39.5 A Law enacted under section 39.4 will expire twelve months after the coming into force of this *Land Code*, unless re-enacted, replaced or amended in accordance with section 39.1.

PART 8
DISPUTE RESOLUTION

40. Dispute Resolution Panel

Panel established

40.1 A Dispute Resolution Panel is hereby established with jurisdiction to resolve disputes in relation to First Nation Land.

Appointment of Panel

40.2 A Panel shall be composed of three Eligible Voters.

Representation

40.3 The Lands Authority shall appoint the Panel, and shall ensure that the Panel represents the various elements of the community, including Elders, youth and non-resident Members.

Term of office

40.4 Panelists hold office for a term of 3 years.

No remuneration

40.5 Unless Council by Resolution provides otherwise, panelists shall receive no remuneration.

41. Dispute Procedure

Disputes

41.1 Any matter or dispute related to First Nation Land may be referred to the Panel for Resolution.

Prior Disputes

41.2 For greater certainty, disputes that arose before this *Land Code* takes effect may be referred to the Panel.

Optional process

41.3 Referral of a dispute to the Panel is optional and all other civil remedies continue to be available to a party to the dispute. (Amended March 7, 2003)

Disputes not resolved by Council

41.4 If a Member, or a non-Member with an interest in First Nation Land, has a dispute with Council or the Lands Authority, that person shall attempt to resolve the dispute with Council or the Lands Authority, before referring the dispute to the Panel.

Application procedures

41.5 Referral to the Panel shall be made in accordance with procedures established by the Panel.

Limitation period

41.6 The limitation period for referring a matter or dispute to the Panel is:

(a) 30 days after the day the decision, act or omission being referred was made;

(b) in the case of an estate dispute under section 38.2(b), 18 months after the date of the decision; or

(c) in the case of a dispute with the Lands Authority or Council, 30 days after the Lands Authority or Council rejects the attempt at resolution under section 41.4.

Disputes with the Lands Authority

41.7 Notwithstanding section 40.3, in the event of a dispute with the Lands Authority, and unless otherwise agreed by the Parties to the dispute, a Panel shall be appointed as follows:

(a) one Panelist by the Lands Authority;

(b) one Panelist by Council; and

(c) one Panelist by the person initiating the dispute resolution.

42. Impartiality

Duty to act impartially

42.1 The Panel shall act impartially and without bias or favour to any party in a dispute.

Offence

42.2 It is an offence for a person to act, or attempt to act, in a way to improperly influence a decision of the Panel.

Rejection of application

42.3 In addition to any other sanction, the Panel may reject a referral without hearing it if the Panel reasonably concludes that the applicant acted, or attempted to act, in a way to improperly influence the Panel's decision.

43. Powers of Panel

Powers of Panel

43.1 The Panel may, after hearing a dispute:

(a) confirm or reverse the decision, in whole or in part;

(b) substitute its own decision for the decision in dispute;

(c) direct that an action be taken or ceased; or

(d) refer the matter or dispute for reconsideration.

Rules of Panel

43.2 The Panel may establish rules for the procedure at its hearings and general conduct of its affairs.

Professional services

43.3 The Panel may obtain the service of professionals to assist it in fulfilling its functions, in which case it shall make best efforts to use professional services available in the community.

Written decisions

43.4 Decisions of the Panel must be in writing, signed by the person chairing the Panel or by an officer designated by the Panel to do so.

Reasons

43.5 The Panel shall give reasons for a decision.

43.6 The Panel shall give written reasons for a decision if a party to the proceedings so requests within 14 days after the date of the decision.

Appeal of decision

43.7 A decision of the Panel is binding but, subject to any exception established by a Law, may be appealed to the Federal Court (Trial Division).

PART 9
OTHER MATTERS

44. Liability

Liability Coverage

44.1 Council shall arrange, maintain and pay, out of the transfer payments received

from Canada, insurance coverage for:

(a) liability of the First Nation in relation to First Nation Land; and

(b) the First Nation's officers and employees engaged in carrying out any matter related to First Nation Land to indemnify them against personal liability arising from those activities.

Extent of coverage

44.2 The extent of the insurance coverage shall be determined by Council.

45. Offences

Application of the Criminal Code

45.1 Unless some other procedure is provided for by a Law, the summary conviction procedures of Part XXVII of the *Criminal Code* apply to offences under this *Land Code* or under a Law.

Justices of the peace

45.2 For greater certainty, Council may enact Laws respecting justices of the peace for the enforcement of this *Land Code* and Laws.

Provincial courts

45.3 If no justice of the peace is appointed, this *Land Code* and Laws are to be enforced in the Provincial Court of British Columbia.

46. Amendments to *Land Code*

Community approval

46.1 Amendments to this *Land Code* must receive approval at a Meeting of Members.

47. Commencement

Preconditions

47.1 This *Land Code* shall not take effect unless:

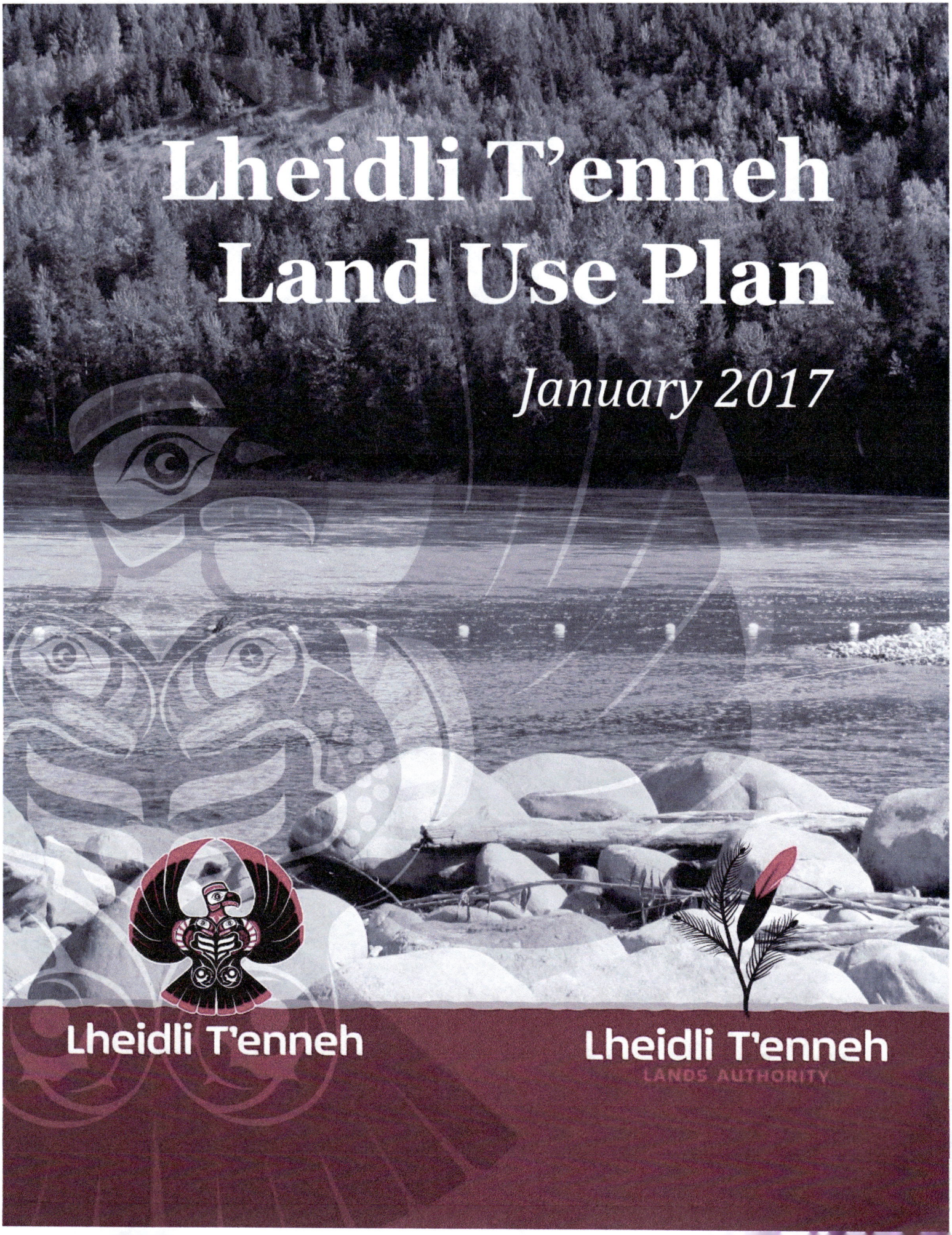
(a) the community approves this *Land Code* and the Transfer Agreement with

Canada; and

(b) this *Land Code* has been certified by the verifier pursuant to the *Framework Agreement*.

Commencement date

47.2 Subject to section 47.1 this *Land Code* shall take effect on the first day of the month following the certification of this *Land Code* by the verifier.


Lheidli T'enneh
Land Use Plan
January 2017
Lheidli T'enneh
Lheidli T'enneh
LANDS AUTHORITY

Acknowledgments

The *Lheidli T'enneh Land Use Plan* 2015 is the accumulation of efforts that should be acknowledged. The Lands Authority dedicated numerous hours of review and meeting time to the completion of this document. Their knowledge and assistance throughout the process was invaluable. In addition, the Lands Department staff assisted with the provision of necessary information, documents and numerous reviews.

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Contents

ACKNOWLEDGMENTS **1**

CONTENTS **2**

PART 1: BACKGROUND **3**

1.1 Introduction 3
1.2 Purpose of the Plan 3
1.3 Components of Plan 4
1.4 Planning Process 5
1.5 History of Land Management 6
1.6 Brief History of Lheidli T'enneh Lands 7

PART 2: PLANNING CONTEXT **12**

2.1 Reserve Lands 12
2.1.1 Lheidli T'enneh Cemetery IR #1A (Ts'unk'ut) *13*
2.1.2 Shelley IR #2 (Khast'an Lhughel) *13*
2.1.3 Clesbaoneecheck IR #3 (Lhezbaonichek) *14*
2.1.4 Salaquo IR #4 (Dzulhyazchun Tsalakoh) *15*
2.2 Community Demographics 16
2.2.1 Population History *18*
2.2.2 Population Projections *19*

PART 3: GUIDING PRINCIPLES **20**

3.1 Community Vision 20
3.2 Guiding Principles 20

PART 4: LHEIDLI T'ENNEH LAND USE **21**

4.1 General Objectives and Priorities 21
4.1.1 Objectives *21*
4.1.2 Priorities *21*
4.2 Land Use Designations 22
4.3 Vision, Objectives and Priorities for Reserves 23
4.3.1 IR #1A Ts'unk'ut (Lheidli T'enneh Cemetery) *23*
4.3.2 IR #2 Khast'an Lhughel (Shelley) *24*
4.3.3 IR #3 Lhezbaonichek (Clesbaoneecheck) *27*
4.3.4 IR #4 Dzulhyazchun Tsalakoh (Salaquo) *29*

PART 5: PLAN IMPLEMENTATION **31**

5.1 Land Use Plan Approval and Amendment *31*
5.2 Zoning Law *31*
5.3 Coordination and Local Government Relationships *31*
5.4 Capital Project Priorities *31*

APPENDICES **33**

Appendix A: Glossary 33
Appendix B: Reports Consulted 34

Part 1: Background

1.1 Introduction

In 2014, the Lheidli T'enneh Lands Department retained Kerry Pateman Planning Services to review and update the *Lheidli T'enneh Land Use Plan 2005* and to assist the Lands Authority with the drafting of a Zoning Law. The mandate was to update the 2005 Plan, incorporating information and changes, as well as providing clear direction on land use developments.

The Zoning Law is reasoned to be the implementation tool for the Land Use Plan. A Zoning Law includes specific zones for land parcels, the corresponding site development regulations, as well as processes and procedures for development.

This Land Use Plan considers the broader jurisdictional context for any development occurring on reserve lands. The Plan takes into consideration the land use policies of adjacent and surrounding local governments. In addition, the Plan is developed with the knowledge that the designations may be used on additional lands that will come under the authority Lheidli T'enneh in the future.

This Plan is intended to be a relevant guide to future land use on reserve for a period of up to ten years, recognizing that a plan update should be carried out every five years.

The 2015 Lheidli T'enneh Land Use Plan is prepared under the provisions of the Lheidli T'enneh Land Code. The Land Code provides the legal authority for the Lheidli T'enneh to plan, develop, conserve and manage their lands.

1.2 Purpose of the Plan

The purpose of a Land Use Plan is to capture the community's vision for its lands. The vision will be supported with objectives and priorities for the four Lheidli T'enneh reserves. The plan will be used to support and guide future decisions about land use on reserve, within a clear, accountable decision-making process. A further planning component will involve the development of refined priorities and procedures in a zoning law.

This Land Use plan does not recreate all of the information contained in the 2005 Reserve Land Use Plan. This is intended to be a refinement and update, under the direction of the Lands Authority.

1.3 Components of Plan

The document has been laid out with ease of use as a priority. The document is divided into discrete parts for quick reference.

Part 1 – Introduction

After a brief introduction, this part outlines the purpose of the plan and the planning process. The section also provides the necessary background information on the Lheidli T'enneh lands and land management history.

Part 2 – Planning Context

This part looks at the current situation, both the lands and the people. A brief description of the current state of each reserve is provided. The historical population pattern along with population projections are provided

Part 3 – Guiding Vision and Principles

The guiding principles relate the community vision to the Land Use Plan. Also within this section are general objectives for all the reserve lands.

Part 4 Lheidli T'enneh Land Use

This part is the core of the Land Use Plan, presenting the Land Use Plan for all of the Lheidli T'enneh Reserve Lands. General development objectives and priorities for Lheidli governed lands are identified, as well as a description of the designations and type of developments permitted. The third component of this section provides the vision, objectives and priorities for each of the reserves, including IR #1A Ts'unk'ut (Lheidli T'enneh Cemetery), IR #2 North and South Khast'an Lhughel (Shelley), IR #3 Lhezbaonichek (Clesbaoneecheck), and IR #4 Dzulhyazchun Tsalakoh (Salaquo) in addition to the Land Use maps.

Part 5 Plan Implementation

This section will guide the Chief and Council with respect to land use decision making on reserve lands.

Appendices

This section includes a glossary and a brief listing of the reports reviewed for the completion of the Land Use Plan.

1.4 Planning Process

This plan is an update to the 2005 Lheidli T'enneh Reserve Land Use Plan. Extensive community consultation occurred during the initial development of the 2005 Land Use Plan. That information was gathered through the formation of a Land Use Planning Committee that oversaw the process and guided community input. Much of that information has been considered in the drafting of this Land Use Plan. The 2005 Land Use Plan contains extensive background information and should be consulted for more detail. Planning objectives and priorities are very similar and have been updated to reflect new information. To oversee that process, the formation of a Land Use Planning Committee comprising of nine Band Members was formed. Community input for the 2005 Lheidli T'enneh Reserve Land Use Plan was largely obtained through community mapping sessions. A total of 11 community mapping sessions and 3 information meetings were held with various community groups.

It is important to recognize that both the 2005 and 2015 Lheidli T'enneh Land Use Plans are living documents and that the planning statements created through community participation are flexible and may be amended over time. The 2015 Land Use Plan Update was conducted with input from the Lheidli T'enneh Lands Authority and through consultation with the Lheidli Dakelh Elders Society and the Lheidli T'enneh community.

The 2015 Land Use Plan was presented to the community during the 2015 Annual General Meeting. Members were encouraged to provide comment throughout the next couple of months, feedback was considered and incorporated into the final draft of the document.

Project Objectives

a) Develop a plan that is practical and usable for all community members

b) Project community growth to better understand on reserve housing demand

c) Revise the land use designations and accompanying maps on reserves

d) Provide increased direction for land development and set the framework for the Zoning Law and further process documents

e) Articulate land use development objectives

1.5 History of Land Management

This section provides a brief history of Lheidli T'enneh land management. This outlines the fact that traditional lands were historically managed, prior to creation of the Reserves. More recently, steps under the First Nations Land Management Act were taken so the Lheidli T'enneh could control management of their reserve land base.

Traditional Management

Prior to first contact, Lheidli T'enneh had a complex system of land tenure and governance with Deneza or heads of clans controlling the use of a specific area of land known as a keyoh for hunting, trapping, and gathering. Conservation and management of resources were contingent upon respect for keyoh and territorial boundaries, and for hereditary rights and regulated access to resources. Although the keyoh system has since diminished, the Lheidli T'enneh recognizes the rights of families and clans over specific areas of land prior to the establishment of the reserve system. Lheidli history and land management has primarily been passed down through word of mouth. After first contact, the early voyagers, the Hudson Bay Company and the Roman Catholic Church had recorded and catalogued family keyohs, significant events and changes to Lheidli T'enneh.

Indian Act and Land Management

Within Canada's Constitution Act of 1867, Native issues are assigned to the federal government. In 1876, the Indian Act was first passed which severely restricted traditional forms of governance and land management. This legislation continues to regulate many aspects of management of reserve lands across Canada today. It is important to note that reserve lands are held by the Crown and set aside for the use and benefit of the First Nation occupying it. As such, fee simple land tenure does not exist on reserve land.

First Nations Land Management Act (FNLMA)

In February 1996, the Lheidli T'enneh, along with 13 other First Nations across Canada, signed the *Framework Agreement on First Nation Land Management*. The Framework Agreement outlined a new land management regime and set out the guidelines that would enable First Nations to opt out of the land related provisions of the *Indian Act*. This meant that First Nations could have authority over reserve lands, natural resources and revenues generated on their reserve lands. Every First Nation wanting to come under the FNLMA is required to create and adopt a land code following the guidelines set out by the Framework Agreement. Once ratified by the community, the Land Code replaces the land management provisions of the *Indian Act*, however, land is still owned by the federal government. The Lheidli T'enneh Land Code was ratified by a membership vote in 2000.

Ultimately the Lheidli T'enneh Land Code allows for the people of Lheidli T'enneh to make decisions about their reserve land base and how it will be used for generations to come. The mechanisms used for consultation and community approval attempt to ensure that families are represented and decisions are made at the grassroots level.

BC Treaty Process

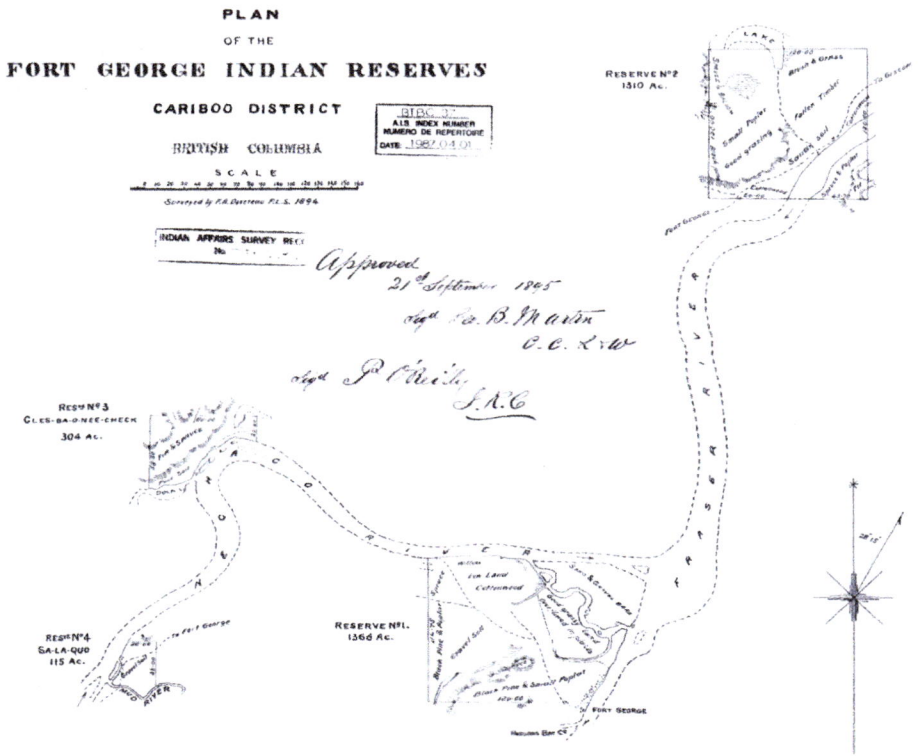
Lheidli T'enneh entered the BC Treaty Process in 1993. In 2006, the Chief Councillor for the Lheidli T'enneh initialed a Final Agreement that went to the community for a vote. In April 2007 that agreement was rejected by a narrow margin. Since then, a Community Engagement Process has been undergoing dialogue with the members about the Treaty and a subsequent second vote.

1.6 Brief History of Lheidli T'enneh Lands

The Lheidli T'enneh Traditional Territory extends eastward to the Rocky Mountains, westward to Cluculz Lake, northward to Summit Lake and southward to Hixon. Prior to first contact, and through the fur trade era to the turn of the 20th century, the Lheidli T'enneh were composed of distinct villages and family groups who lived at seasonal camps associated with various activities on the Nechako and Fraser Rivers and throughout their traditional territories. These groups shared a distinct dialect and ties of marriage and kinship; they united for seasonal tasks particularly related to the usually abundant annual salmon runs.

Land and resource knowledge was critical to the traditional Lheidli T'enneh way of life which incorporated use of the entire territory in a 'seasonal round' of activities. These movements varied from year to year but involved returning to key sites in the summer for salmon and fish; the mountains for hunting in the fall; and fishing on the lakes in spring. Varying resource locations or campsites were used depending on shifts in caribou movements, cycles in rabbit populations, or changes in water levels affecting the operation of traps.

As part of governmental policy, in 1892 two surveyors were delegated to map out BC for specific allocations of Indian Reservations, which they competed within a year. In 1894 the Indian Reserve designations were then passed in legislation. The Lheidli T'enneh were allocated our numbered reserves totalling 1239 hectares of land. Fort George/Shelley (IR #2) and Clesbaoneecheck (IR #3) remain largely unchanged today, however Fort George (IR #1) and Salaquo (IR #4) have both diminished in size, as discussed below.



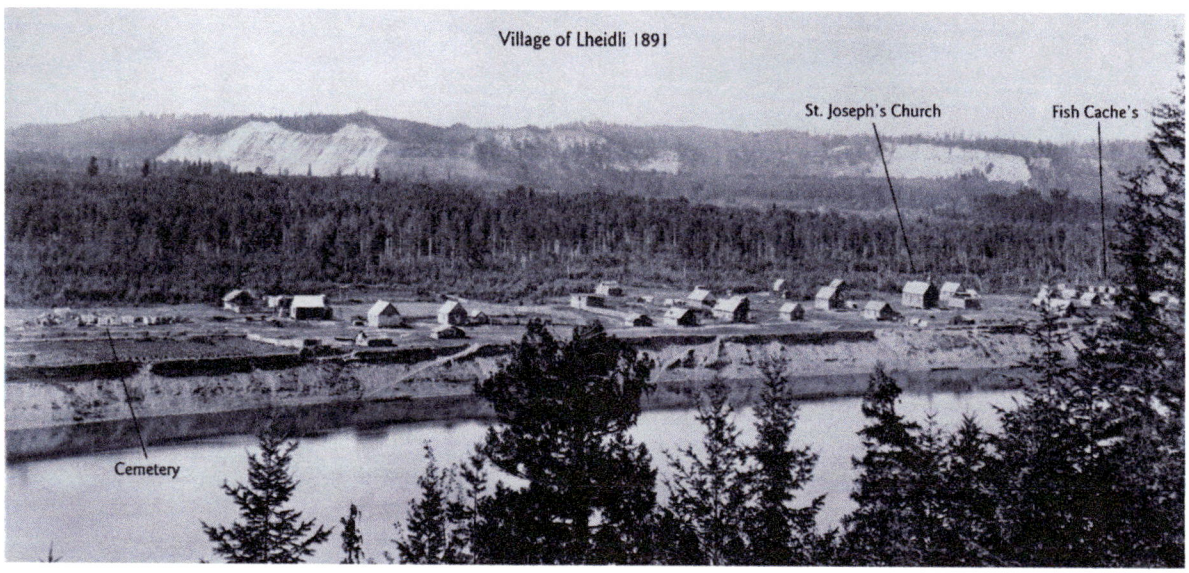
1.6.1 Fort George (Lheidli T'enneh Cemetery) IR #1

IR #1 was established at the confluence of the Nechako and Fraser Rivers. This site is the current location of Prince George's downtown core. IR #1, the site of the main settlement, had an area of 552.8 hectares (1366 acres).

In 1907, the Grand Trunk Pacific Railway Company (GTPR) announced its intentions to create a route across BC. This created a frenzy of real estate speculation around IR#1. The high prices that the speculators demanded for the adjacent land led the GTPR to plan to expropriate the reserve land instead.

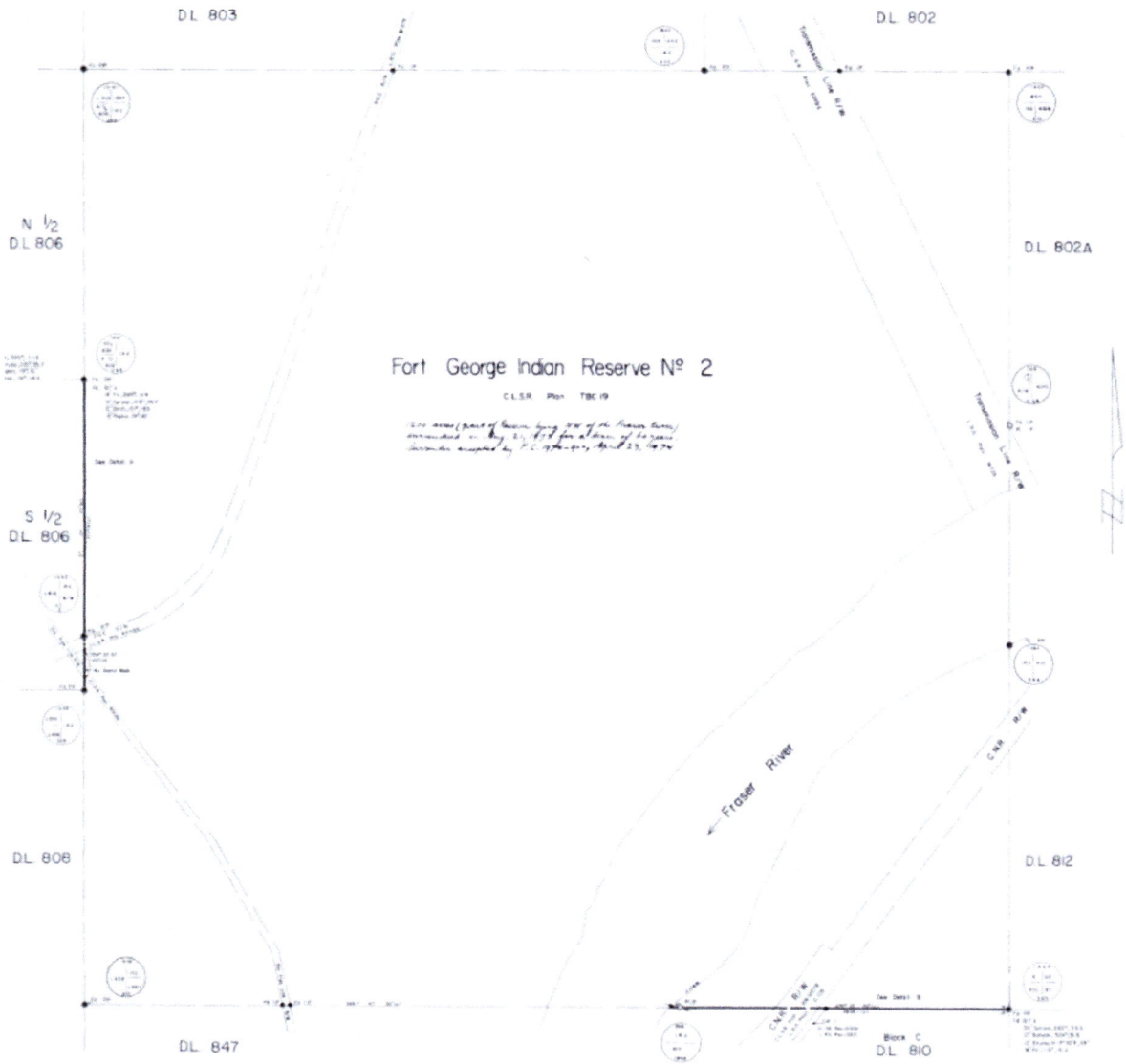
Between 1908 and 1911, IR #1 was subject to a land dispute between the Lheidli T'enneh Band, the GTPR, the Natural Resources Security Company (NRS), and provincial and federal officials. Since the GTPR could not justify the expropriation of the entire reserve under the Railway Act, the GTPR entered into negotiations with Lheidli T'enneh. After three and a half years, the GTPR bought the reserve for $125,000 and Lheidli T'enneh members were given seven months to leave the property, with most choosing to relocate to the designated Indian Reserve north of Prince George, Fort George (Shelley) IR #2. The surrender is now subject to a Specific Claim in the Federal Court of Canada and the Indian Claims Commission against the federal government.

As a stipulation to the sale of IR #1, it was agreed that the cemetery, consisting of 0.91 ha of the original reserve, be returned to the band. During the finalization of the Lheidli T'enneh Band Land Code in 2000, it was discovered that this reserve was never transferred to the federal government. A 2005 Order in Council rectified this error. This is now referred to as the Fort George Cemetery IR #1A (Ts'unk'ut) or the Lheidli T'enneh Cemetery.



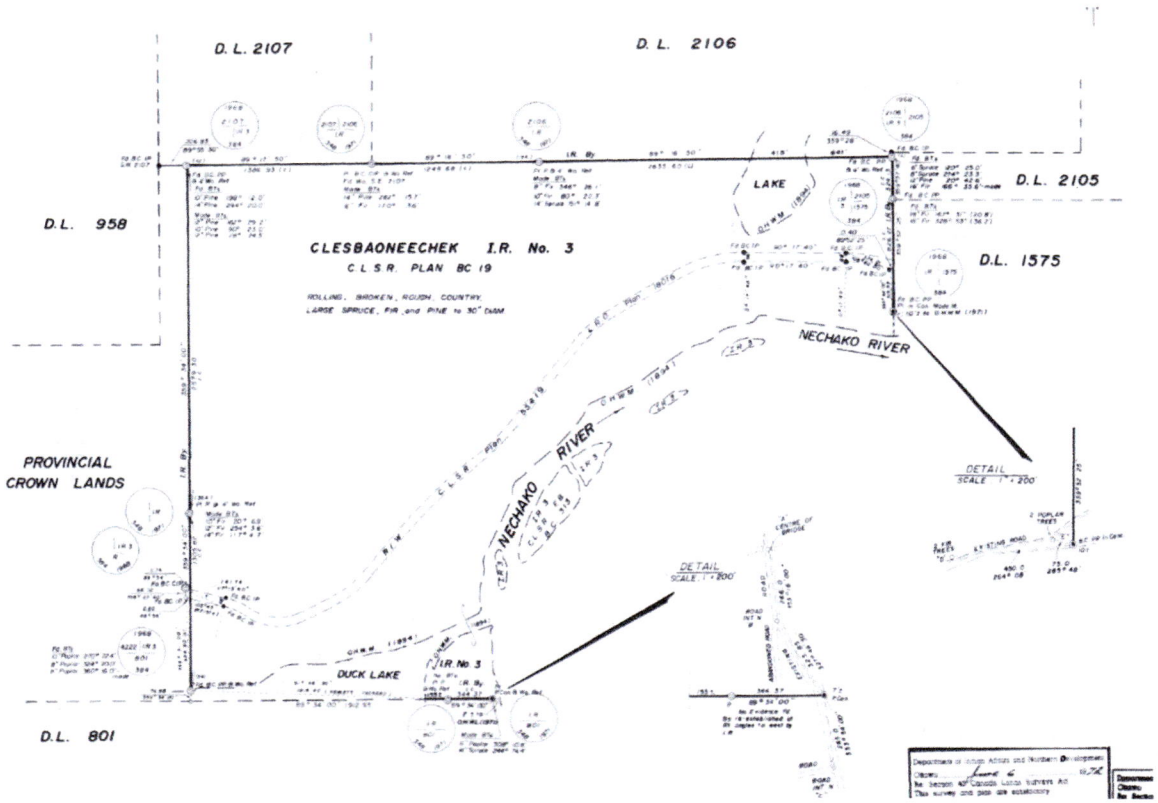
1.6.2 Fort George (Shelley) IR #2 (Khast'an Lhughel)

This reserve has not diminished greatly in size since its creation in 1892. After Fort George IR #1 was transferred to the GTPR, many Lheidli T'enneh members relocated to Khast'an Lhughel (Shelley), where there was already a significant member population. This reserve is separated by the Fraser River into North and South Khast'an Lhughel (Shelley) and is located approximately 22 km upstream from the confluence of the Nechako and Fraser Rivers.

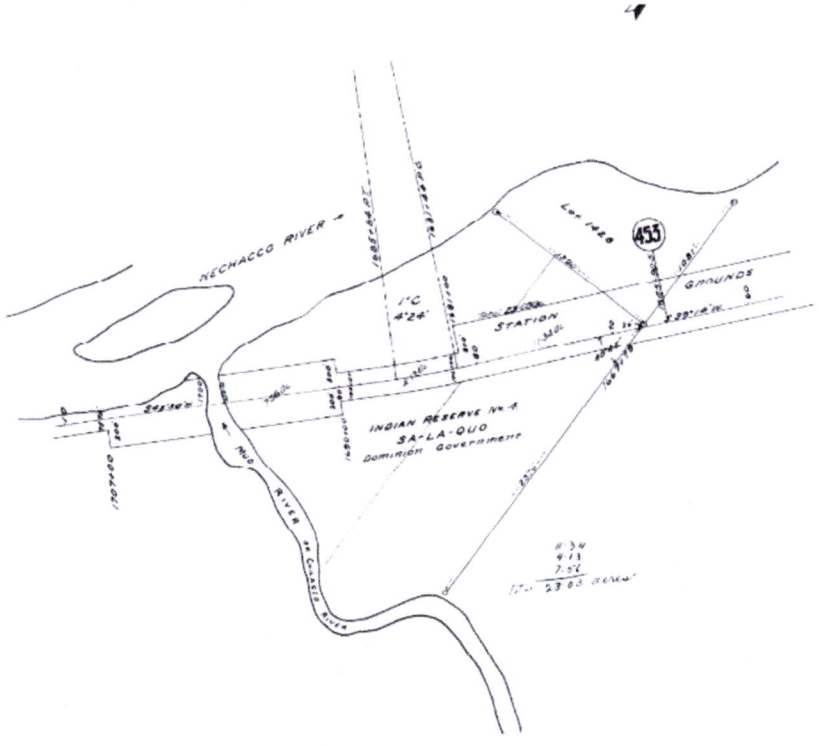


1.6.3 Clesbaoneecheck IR #3 (Lhezbaonichek)

Also one of the original numbered reserves, Clesbaoneecheck remains much the same as it was upon transfer to the Band. The reserve is 123 ha, with only possible change in size resulting from erosion of the river bank. The reserve is located past the end of North Nechako Road on the west bank of the Nechako River, at Duck Lake.



1.6.4 Salaquo IR #4 (Dzulhyazchun Tsalakoh)



This reserve is now smaller than when originally designated as an Indian Reserve. In an effort to raise money for the community, a Band Council Resolution was passed in 1922 to surrender 17 ha (42 acres). This was sold by the Government of Canada with the proceeds to be held for the Band. However, the title to the property was not registered with the BC Land Title Office. The land status is uncertain and has been deemed "no man's land". Unfortunately the 17 hectare surrender and the events around the sale of this land were not recognized at the community level until March of 2005. The Band has considered obtaining these lands as part of the final treaty settlement, although other means should be considered as well. These questions are currently under investigation.

Part 2: Planning Context

This part looks at the current situation of the Lheidli T'enneh, both the reserve lands and the community members.

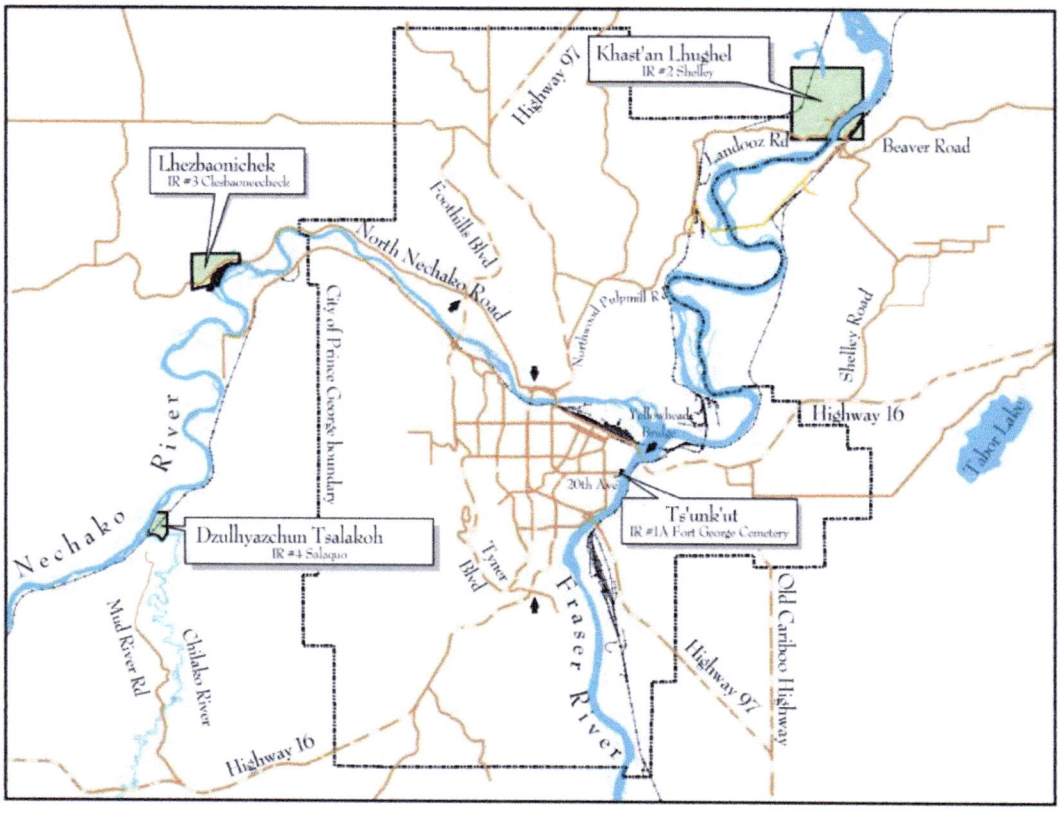
2.1 Reserve Lands

This *Lheidli T'enneh Land Use Plan 2015* provides planning direction on Lheidli Tenneh's four existing reserve lands. These four reserves and their approximate current land area are presented below in Table #1. See also Map #1 for the location of each reserve and proximity to the City of Prince George. A description of the current status of each reserve is provided.

TABLE 1

Reserve Number	Reserve Name	Area in Hectares (ha)
IR #1A	**Ts'unk'ut** – *Lheidli T'enneh Cemetery IR #1A*	0.91 ha
IR #2	**Khast'an Lhughel** - *North and South Shelley IR #2*	524.17 ha
IR #3	**Lhezbaonichek** – *Clesbaoneecheck IR #3*	123.02 ha
IR #4	**Dzulhyazchun Tsalakoh** – *Salaquo IR #4*	18.6 ha
	Total Area	**667 ha**

FIGURE 1



2.1.1 Lheidli T'enneh Cemetery IR #1A (Ts'unk'ut)

Lheidli T'enneh Cemetery IR #1A (Ts'unk'ut) is physically located within the present boundaries of the City of Prince George's Lheidli T'enneh Memorial Park near to the Exploration Place museum. The City of Prince George renamed the park from Fort George Park in June 2015. The burial ground is located within the northern portion of the reserve and has at least 27 marked and unmarked gravesites, although the full extent of the gravesites is currently unknown. The reserve is an active cemetery with burials occurring as recently as 2014 and there is the potential to accommodate additional graves within the existing cemetery plan.

The cemetery has cultural and heritage value as the original burial ground for Lheidli people who lived at the confluence of the Nechako and Fraser Rivers. Due to the cemetery's physical location within the Lheidli T'enneh Memorial Park, Ts'unk'ut (Lheidli T'enneh Cemetery) has the potential to increase its profile within the City of Prince George and Region.

2.1.2 Shelley IR #2 (Khast'an Lhughel)

This reserve is the present home to the majority of current residents of the Lheidli T'enneh. Khast'an Lhughel (Shelley) consists of 524.17 ha and is divided by the Fraser River creating North and South Khast'an Lhughel (Shelley). This reserve is approximately 22 kilometres upstream from the confluence of the Fraser and Nechako rivers. Figure 2 depicts the current and future subdivision of reserve lands on both the North and South sides.

FIGURE 2

North Khast'an Lhughel (Shelley) is approximately 480 ha in size and is generally level with large areas of swampy land in proximity to Rancheree Lake and a number of intermittent watercourses draining to the south into the Fraser River. Access to the north side of the reserve is via Landooz Road to the west and also a forest road, aligned with the hydro right of way, to the east connecting to the Hart Highway near Salmon Valley. Significant slopes occur primarily in the northwest portion of the reserve and along a bench dividing the existing fields and the water tower from the floodplain area west of the existing houses

On the north side of the reserve, there are 20 houses, a cemetery, church, offices and a play area with the remainder of lands dedicated to agriculture. Also on the north side BC Hydro's 500 KV power line runs north and south through the reserve utilizing 21 ha (53 acres) of land paralleling the eastern boundary of the reserve. There is also a major gas transmission pipeline right of way (3.0 ha) on the western portion of the reserve in proximity to the BCR rail right of way (3.6 ha). The Lheidli T'enneh Final Treaty Agreement will potentially add significant lands (Salmon B and D, Shelley A blocks) adjacent to the existing reserve.

South Khast'an Lhughel (Shelley) is approximately 50 ha in size with 16 houses, Band and Treaty office. Access to this reserve is via Whenun Road from Shelley Road to the west. A number of single family detached homes and an old mill site are located adjacent to the reserve in the village of Shelley located within the Regional District of Fraser Fort George. The Canadian National (CN) mainline traverses the reserve. A significant hill is located to the south of the CN tracks. Existing housing and Band office are located north of the tracks together with a low lying area adjacent to the Fraser River. Final Treaty Settlement may result in the addition of Lheidli T'enneh traditional territory (Beaver A, B, C blocks) abutting the south and east boundaries of the reserve.

2.1.3 Clesbaoneecheck IR #3 (Lhezbaonichek)

Lhezbaonichek (Clesbaoneecheck) was surveyed and established in 1894. The reserve is 123 ha (304 ac) in size and located on the left bank of Nechako River within the Regional District of Fraser Fort George, upstream from the confluence of the Nechako and Fraser Rivers on the west boundary of the City of Prince George.

The reserve is mostly forested, sloping from northwest to southeast, and is bisected by the former Takla Forest Road extending from the end of North Nechako Road. This road continues to the Reid Lake area and is constructed to a gravel standard. It was formerly a private log haul road originally "permitted" through the reserve by Prince George Pulp and Paper. The responsibility for the road beyond the City boundary is not certain as the road is not public in the legal sense because it is not owned and maintained by a government. The Regional District and BC Transportation do not wish to assume responsibility for this road due to

concerns voiced by the Department of Fisheries and Oceans with respect to periodic road erosion (escarpment slumping) into the Nechako River. Resolution of this slumping problem to meet DFO requirements was estimated to cost just under $1 million in 1985. BC Forestry Services has also stated that they are not interested in assuming responsibility of this road for the same reasons.

Lhezbaonichek (Clesbaoneecheck) is the former site of the Lheidli T'enneh Pow Wow Grounds and includes an existing stage area. One residential dwelling and a drilled well are presently located on this reserve. The reserve also includes four low lying islands in the Nechako River. These islands tend to be susceptible to flooding dependent upon fluctuations in Nechako River water levels due to seasonal changes and Rio Tinto (Alcan) discharges.

2.1.4 Salaquo IR #4 (Dzulhyazchun Tsalakoh)

Dzulhyazchun Tsalakoh (Salaquo) is approximately 18.6 ha (46 ac) in size and located on the right bank upstream from Lhezbaonichek (Clesbaoneecheck) at the confluence of the Chilako (Mud) River and Nechako River within the Regional District of Fraser Fort George. There is no legal, physical or private road access to this reserve. Pedestrian access to Dzulhyazchun Tsalakoh (Salaquo) is obtained from lands to the south where permission is required to traverse adjacent lands prior to walking over the CNR railway bridge to the reserve.

The reserve is generally forested with significant pine beetle kill. The Canadian National Railway main line between Prince George and Prince Rupert bisects the reserve. This mainline is elevated with fill through the west part of the reserve to achieve an acceptable grade for the bridge crossing on the west bank of the Chilako. The mainline returns to grade toward the east reserve boundary. The reserve is generally level to rolling north of the CNR mainline with a gravel bar area at the confluence of the Chilako and Nechako Rivers. Significant slopes occur in the southeast area of the reserve.

Field site visits have identified a number of culturally modified trees and caches in proximity to the original seasonal village site.

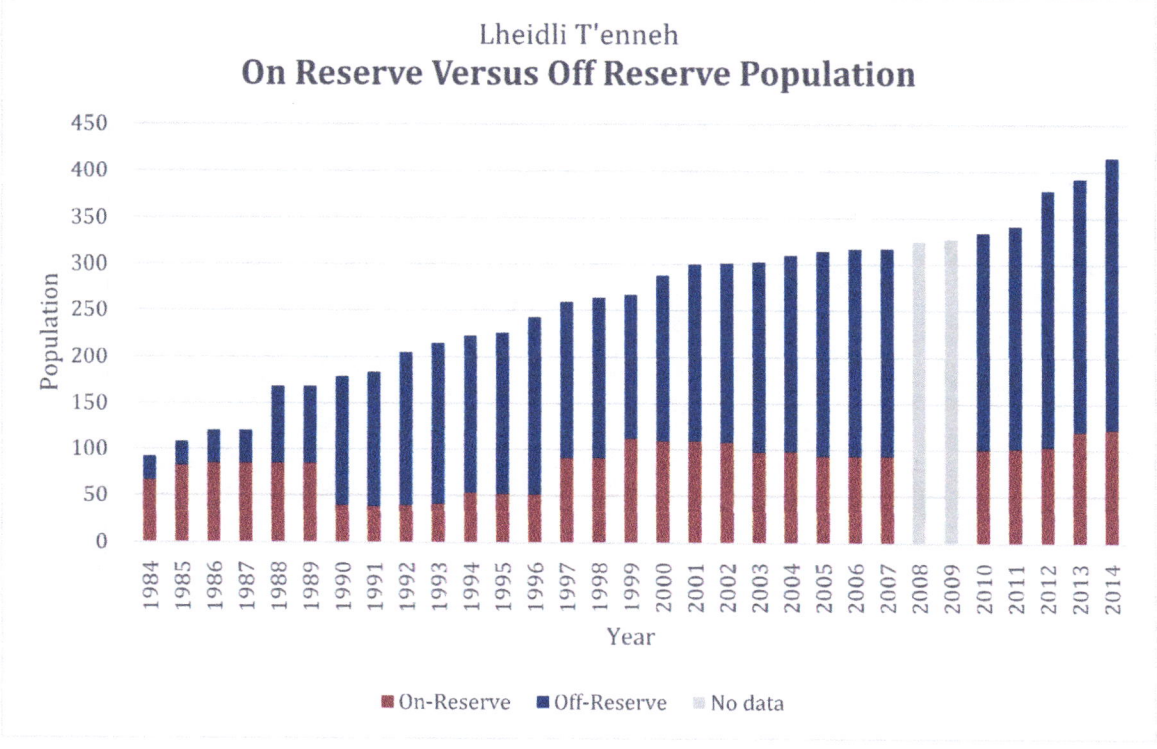
2.2 Community Demographics

For the purposes of the *Lheidli T'enneh Land Use Plan,* demographics are discussed in terms of populations. Like most First Nations, Lheidli T'enneh regards its Band Membership as two distinct groups, the on-reserve population and the off-reserve population. The historical reason for this split is largely due to Aboriginal Affairs and Northern Development Canada (AANDC) policies.

AANDC has historically only provided funding for physical infrastructure (including housing) and social programs and services for the on-reserve population. Funding provided through AANDC is often not enough to meet the demand for on-reserve housing, restricting members' ability to access affordable housing and community health services. On a community level, band members living off reserve also feel disconnected from the reserve community.

The following figure demonstrates that of the 415 registered Band Members (March 2015), 293 or 71% of Lheidli T'enneh Band Members live off reserve. The remaining 29% or 118 people live on reserve, the majority at IR #2, although there are several members living at IR #3.

FIGURE 3



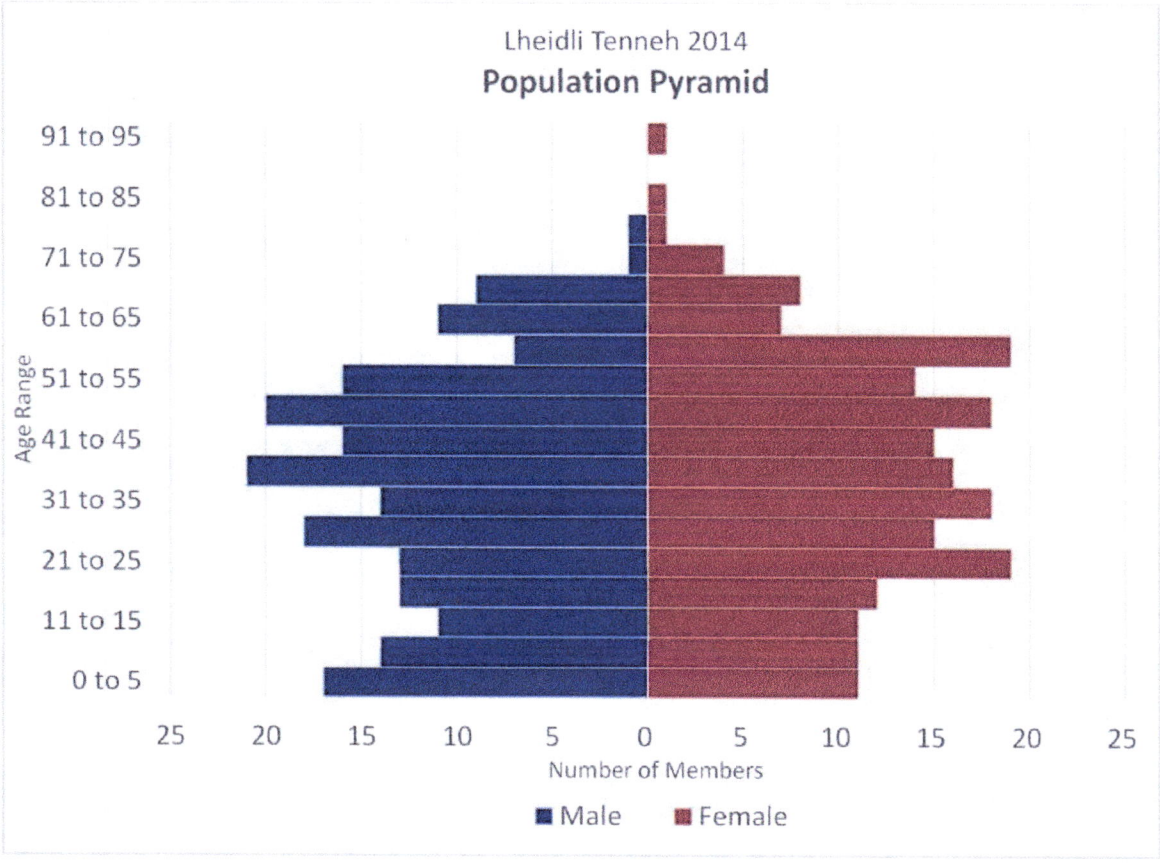
The on-reserve population of any First Nation is directly correlated to the availability of housing, community services, health and safety and overall standard of living. Since 76% of the Lheidli T'enneh housing was built after 1991, it is likely that a historical lack of housing contributed to the high percentage of Members living off-reserve. Other factors impacting the off-reserve population include legislative changes, such as Bill C-31 and Bill C-3, and the close proximity of the reserve lands to the urban centre of Prince George, where housing and services are more readily accessible.

The age demographics for the Lheidli T'enneh are demonstrated in the population pyramid (Figure 4) below. This figure represents the total Lheidli T'enneh population as of 2014 and does not distinguish between on and off-reserve.

In 2014, 33% of the population was under the age of 25. In 2004, the population under the age of 25 was 40% for the on-reserve population and 34% for the off-reserve population. Population demographics for First Nations often report a younger population than other jurisdictions. BC Stats reported that there was approximately 28% of the population under the age of 25 in 2014. In planning for this demographic, Lheidli T'enneh should focus on youth services for recreation and education and the development of affordable housing, such as attached housing units (apartments, condominiums and townhomes).

In 2014, the population over the age of 25 was 67%. This indicates there will be specific pressures for housing and health services. In planning for this demographic Lheidli T'enneh might consider developing specialized housing, including assisted living and other health services to accommodate elder Band Members.

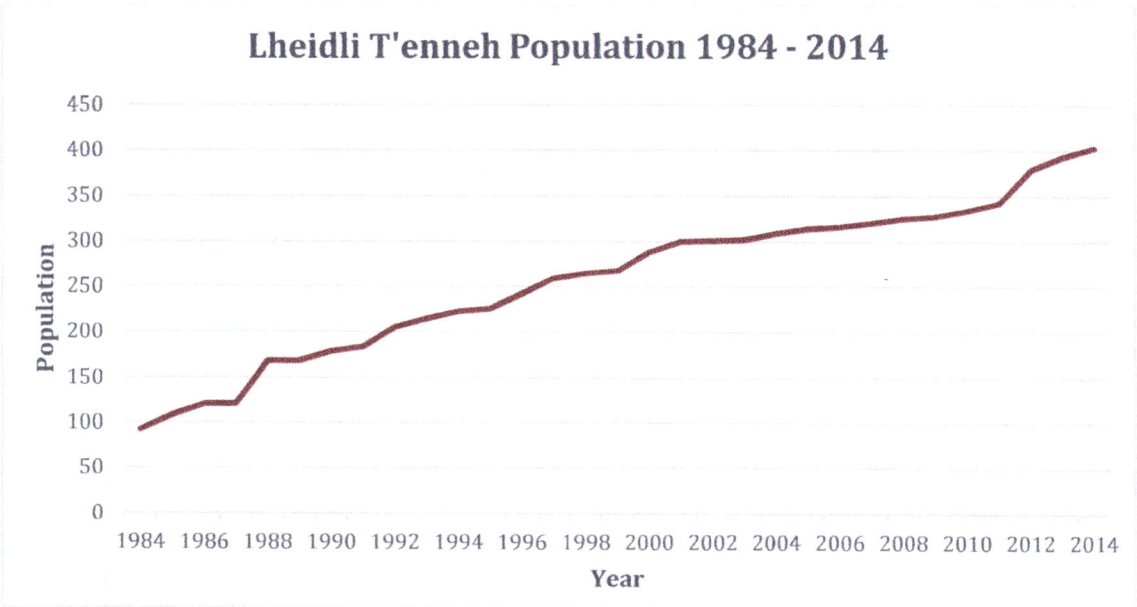
FIGURE 4



2.2.1 Population History

There are many factors affecting the population of the Lheidli T'enneh, both the historic increases and the future population growth. These factors include Bill C-31 and Bill C-3 as well as possible treaty settlement. Figure 5 below shows the historical change in population in the past 30 years.

FIGURE 5



In 1985 the Government of Canada passed Bill C-31 allowing those women and their dependants who had lost their Indian Status through enfranchisement to be reinstated. Owing to Bill C-31, in 1986 many First Nations saw dramatic increases in their populations (this particularly impacted the off-reserve population since mostly enfranchised Members and their children were living off reserve). Similarly, in 1999, INAC processed a large backlog of Bill C-31 applications resulting in another rapid increase of First Nations' populations.

On March 11, 2010, the Government of Canada introduced further legislation to enhance Gender Equity in the Registration Provisions of the Indian Act. The Gender Equity in Indian Registration Act (Bill C-3) received Royal Assent on December 15, 2010 and came into force on January 31, 2011. This is sometimes referred to as the McIvor case. Bill C-3 impacts the population of the Lheidli T'enneh as it ensures that eligible grandchildren of women who lost status as a result of marrying non-Indian men are entitled to registration (Indian Status).

Currently, in order to be a Band Member, a person must also be a registered Indian. With treaty settlement, a program for eligibility and enrollment will be implemented such that people with a family connection to Lheidli T'enneh may have the opportunity to become Band Members without being registered Indians. It is possible that Lheidli T'enneh will see a marked increase in the total Membership population due to the Eligibility and Enrollment program.

There were 320 Band members when the Lheidli T'enneh initialled the Final Agreement in October 2006. As of June 2015, 339 people over the age of 16 were enrolled as Eligible Voters under the terms of the Final Agreement.

2.2.2 Population Projections

A number of population projections have been prepared for the Band in the past.

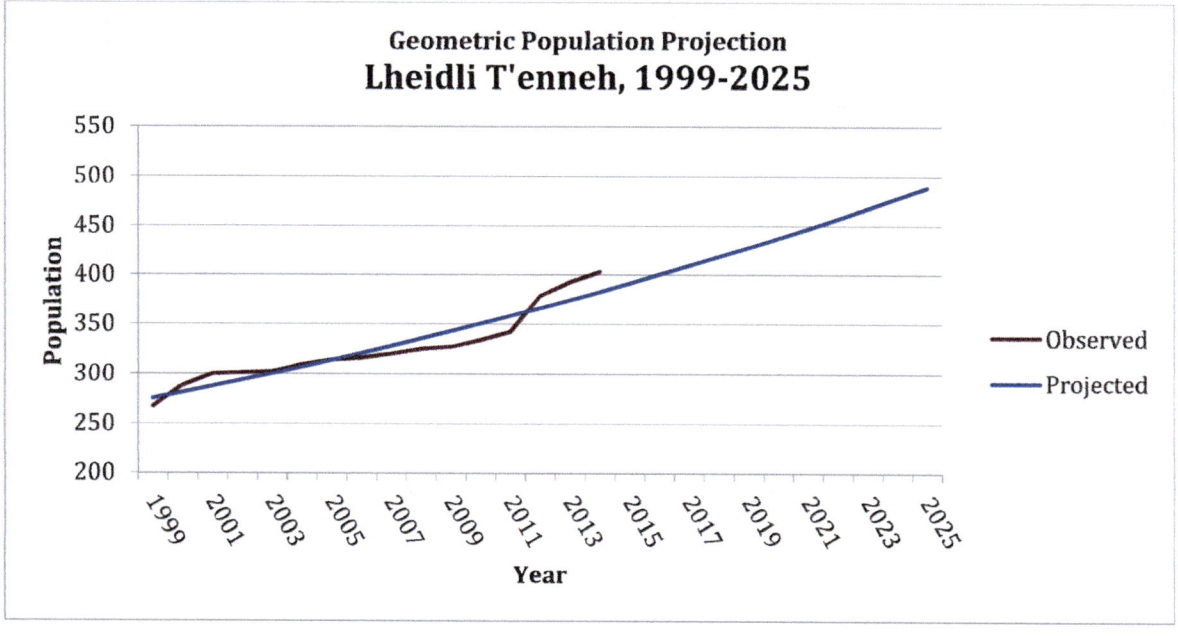
The 1998 *Lheidli T'enneh First Nation Physical Development Plan* prepared by C_4 Engineering Ltd. used 3 growth rates of 2.5%, 5% and 7% for the years 1998 to 2018. Using these 3 growth rates, future Lheidli T'enneh Membership was projected to increase to 434 (2.5%), 703 (5%) and 1025 (7%) by 2018.

The 2005 Land Use Plan projected future population growth using a geometric growth rate of 5.9% for the total Membership. This would have put the population at over 1000 members by 2025.

The City of Prince George has experienced an annual population growth of under 1%, and in their long range planning document, the Official Community Plan Bylaw No. 8383, 2011, they use the BC Stats projections of an average rate of growth of 0.4% to 1.2% a year between now and 2025.

Based upon review of the historical population data, previous population projections and further analysis, this Plan used the observed population from 1999 to 2014 and provided a geometric growth projection (approximately 2.5%) to the year 2025. This is shown in Figure 6 below, projecting a total population of 488 by 2025. Increasing the units of housing and availability of service on reserve should be a priority based on these projections.

FIGURE 6



Part 3: Guiding Principles

3.1 Community Vision

The Lheidli T'enneh maintains strong cultural ties to their Traditional Territory and historically significant sites viewing them as a source of pride and economic strength.

Land based developments strive to balance both preservation and progress to ensure the Lheidli T'enneh is able to assert their competitive advantage while upholding value for environmental stewardship.

3.2 Guiding Principles

Guiding principles are provided to help frame the development of the 2015 Land Use Plan. These are established to guide the planning process in bringing the broader vision to life.

During the LUP 2005 planning process Lheidli T'enneh Band Members identified a large number of specific developments they would like to see occur on reserve. This led to a collective vision for the values/principles to guide the development of Lheidli T'enneh Reserve lands. In addition to the Guiding Principles established in 2005, which are still relevant, there are additional principles that will guide future development of Lheidli T'enneh lands.

- Recognize sites for their historical cultural and spiritual importance.
- Develop agricultural opportunities for the Band, local markets and export purposes.
- Retain areas for traditional activities and for educational purposes so that elders can educate other members.
- Develop new outdoor recreation activities
- Develop new outdoor land and water based uses to attract, educate, draw tourists and provide employment/income (river tours, bed/breakfast).
- Provide new commercial and industrial opportunities (gas station, general store).
- Develop community facility/facilities to provide programs and services (healing centre, health care, day care, indoor recreational facilities and Elders centre).
- Provide a range of housing opportunities (affordable Band housing such as triplexes, Elder assisted living, single person units, and single-family detached Band housing) and ensure that the Membership participates in the aesthetic and construction of housing when appropriate.
- Develop or improve on and off site access to reserve lands.
- Encourage environmental stewardship and sustainable land development through energy efficient (green) building techniques, as well as innovative solutions to waste water treatment, stormwater management, and power generation.

Part 4: Lheidli T'enneh Land Use

This part is the core of the Land Use Plan. There are three sections, the first section sets out the general objectives and priorities that apply to all reserve lands.

The second section describes each of the land use designations that are shown on the land use maps.

The third section includes the vision, objectives and priorities for each of the reserves. The Land Use Maps will also provide direction to the next phase of the land use regulation, the Zoning Law.

4.1 General Objectives and Priorities

This section sets out the general objectives for all of the reserve lands.

4.1.1 Objectives

a) Promote sustainable land development.
b) Protect and enhance environmentally sensitive areas.
c) Protect culturally sensitive areas.
d) Celebrate and enhance traditional knowledge.
e) Ensure development in environmentally sensitive areas is located and carried out with sensitivity to the natural environment.
f) Ensure community input, as required by the Land Code, before amending the land use plan.
g) Strengthen relationships with the City of Prince George and the Regional District of Fraser Fort George on land management issues.

4.1.2 Priorities

a) Support initiatives to incorporate energy efficient and environmentally friendly design into new infrastructure and new buildings, and in building upgrades and retrofits.
b) Conduct a housing needs assessment to identify demand for Lheidli T'enneh lands based housing.
c) Lands within 30 m of the Fraser and Nechako Rivers, as well as lands identified as within the ESA Permit Area (within the 200 year flood plain, steep slopes and wetlands) will be subject to an Environmentally Sensitive Area Development Permit prior to any development.
d) Development Permit process to be established ensuring structures will be permitted in the ESA Development Permit areas on the condition that environmental impacts are identified and mitigated to the satisfaction of the Lands Authority.
e) Continue to comply with the environmental laws of British Columbia and Canada to establish standards and requirements for addressing environmental impacts.
f) Consider an archeological impact assessment for cultural heritage purposes prior to any development on reserve.
g) Identify cultural sites for protection on all reserves (this could be achieved through partnership with UNBC and other post-secondary institutions).
h) Develop requirements for handling hazardous materials on reserve land.
i) Prior to development within 100 m of an identified cultural site, require a development proposal to be submitted to the Lands Authority.

4.2 Land Use Designations

Land use designations have been proposed for each reserve. The designations are recommendations for land use and were developed based upon a continuation of current land use, community preferences collected during the extensive community meetings leading up to the 2005 Land Use Plan and contemporary planning principles. The designations group similar and compatible land uses together under comprehensive land use categories. The Land Use Designation Maps indicate the location of land uses that are permitted within each of the reserves.

Community Development	This land use designation refers to existing residential and commercial uses at Khast'an Lhughel (Shelley), the Band office, as well as community facilities uses serviced with or having the potential to be serviced with communal water and sewer systems. This designation also refers to areas designated for possible future expansion of the existing community development area at Khast'an Lhughel (Shelley) and potentially Lhezbaonichek (Clesbaoneecheck). Prior to the development of these lands Lheidli T'enneh will adopt a Zoning Law to ensure that new development conforms to the Plan and infrastructure requirements, and is compatible with adjacent uses.
Agricultural and Resource	This land use designation refers to the development of Lheidli T'enneh's natural resources including forestry, fisheries, gravel, agriculture and traditional plants such as food and medicinal plants.
Industrial	This designation allows for development of industrial uses such as storage compounds, warehousing, gas station, as well as uses such as mills and manufacturing. Requirements and regulations for development will be addressed in the Zoning Law.
Cultural	This designation includes lands identified as having a specific cultural and heritage value to the Lheidli T'enneh such as the church and cemeteries, and lands where traditional uses including hunting, fishing, berry picking or other culturally significant activities historically occurred or currently take place. Generally, these areas are for the use and benefit of Lheidli T'enneh Band Members, however it is possible for areas to be used for renewed land and water based uses for educational purposes and tourism, providing new employment and income. The Zoning Law would identify uses and zone lands more precisely.

Environmentally Sensitive Area (ESA Permit Area) – Development Permit Area

This overlay shown on the Land Use Maps include lands within the 1:200 year floodplain, areas with slopes greater than 20%, and wetlands. Also included, but not necessarily noted within the ESA Permit Area overlay on the Land Use Maps, are lands within 30 m of the Nechako and Fraser Rivers as these may require erosion control or shoreline protection or area lands that may be flooded. These areas should generally remain in their natural state, however, should proposals to develop these areas be submitted, a Development Permit application must be submitted to the Lands Manager for consideration. Completion of specific environmental studies and the adoption of environmental mitigation measures processes for the protection and management of these areas may be required through the Development Permit process.

Culturally Sensitive

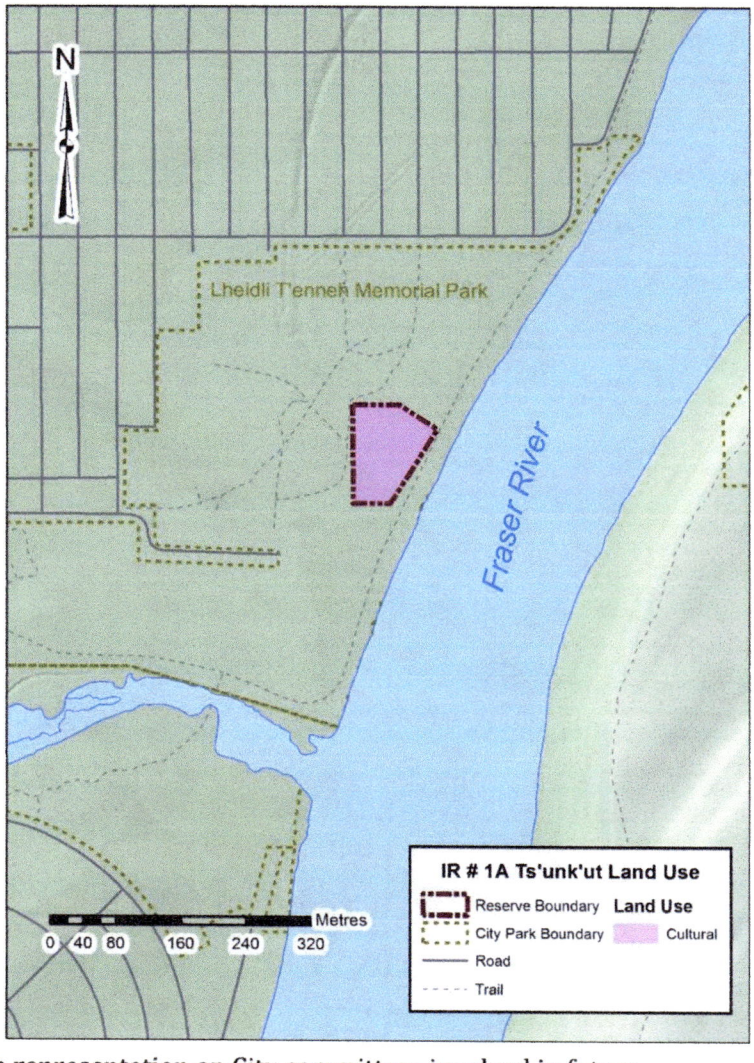
All reserve lands are culturally sensitive as the reserves were established in a select few areas traditionally well used by the Lheidli T'enneh. Prior to development an archeological impact assessment should be required in those areas not currently within the future subdivision design layout as shown in Figure 2. This would assist in identifying what lands should be protected and preserved for cultural and heritage purposes.

4.3 Vision, Objectives and Priorities for Reserves

4.3.1 IR #1A Ts'unk'ut (Lheidli T'enneh Cemetery)

Vision

Ts'unk'ut (Lheidli T'enneh Cemetery) will be celebrated as a significant cultural/heritage site for the Lheidli T'enneh Nation.



Objectives

a) Recognize Ts'unk'ut (Lheidli T'enneh Cemetery) as a cultural heritage site based upon to its cultural, spiritual and historic value and its continued use as a burial ground.

Priorities

a) Designate as a Cultural Heritage site under the Lheidli T'enneh Land Code.
b) Continue to work with the City of Prince George to ensure Lheidli T'enneh management related to landscaping and cemetery improvements/upgrades.
c) Encourage burial ground as an active cemetery for Lheidli T'enneh Members and explore potential for designation of portion of City of Prince George cemetery expansion for future Lheidli T'enneh use.
d) Ensure formal Lheidli T'enneh representation on City committees involved in future management, operation and site planning in the Lheidli T'enneh Memorial Park and

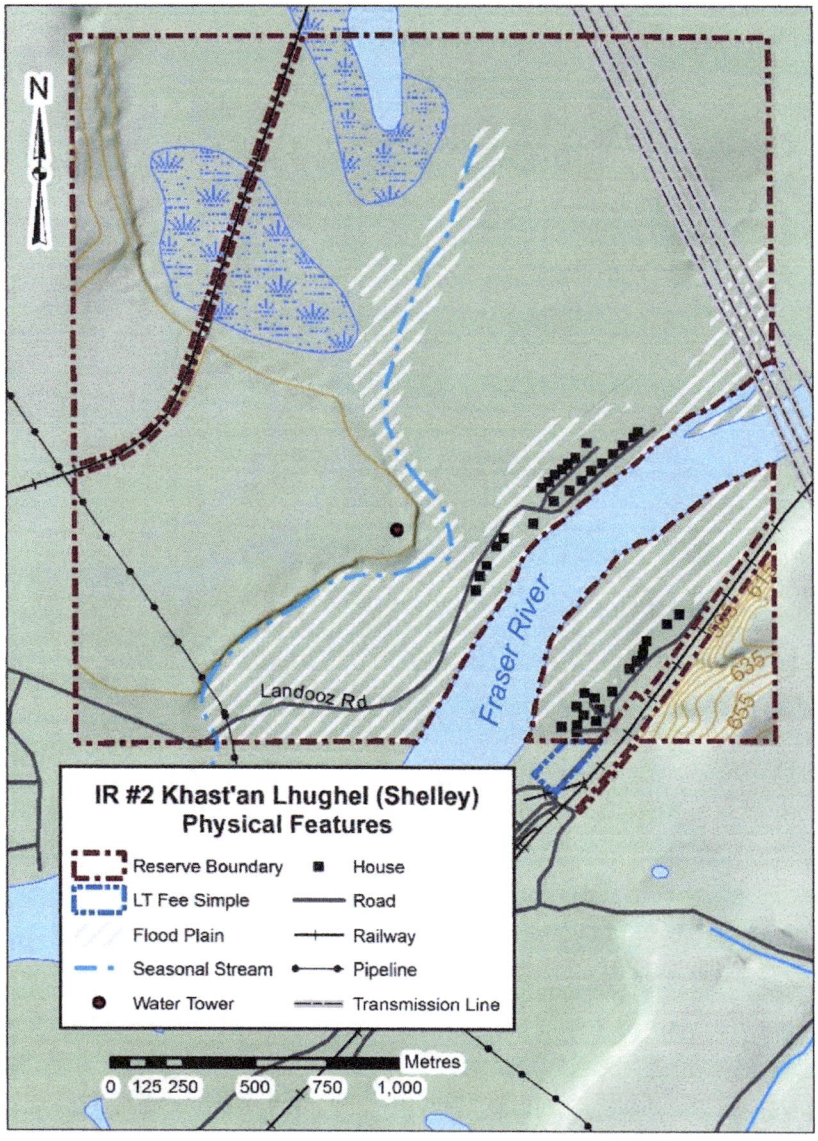
Exploration Place where adjacent activities may impact Ts'unk'ut (Lheidli T'enneh Cemetery).

e) Develop appropriate information package to educate Members, the broader Prince George Community and tourists on the traditions, culture and history of Ts'unk'ut (Lheidli T'enneh Cemetery).

4.3.2 IR #2 Khast'an Lhughel (Shelley)

Vision

Khast'an Lhughel (Shelley) will be the principle settlement area for the Lheidli T'enneh membership. North Khast'an Lhughel will be the site of all new development. This reserve is a community providing a variety of employment and housing opportunities, education, social and recreation programs to ensure a high quality of life while respecting traditions and cultural beliefs.



Objectives

a) Encourage, support and enhance economic opportunities.

b) Repair and replace existing houses and develop new housing stock.

c) Provide for future residential expansion in the area adjacent to existing community development north of the cemetery.

d) Identify and protect cultural heritage sites by requiring an archeological impact assessment prior to any development.

e) Protect traditional cultural use areas for future use and for educational and economic opportunities.

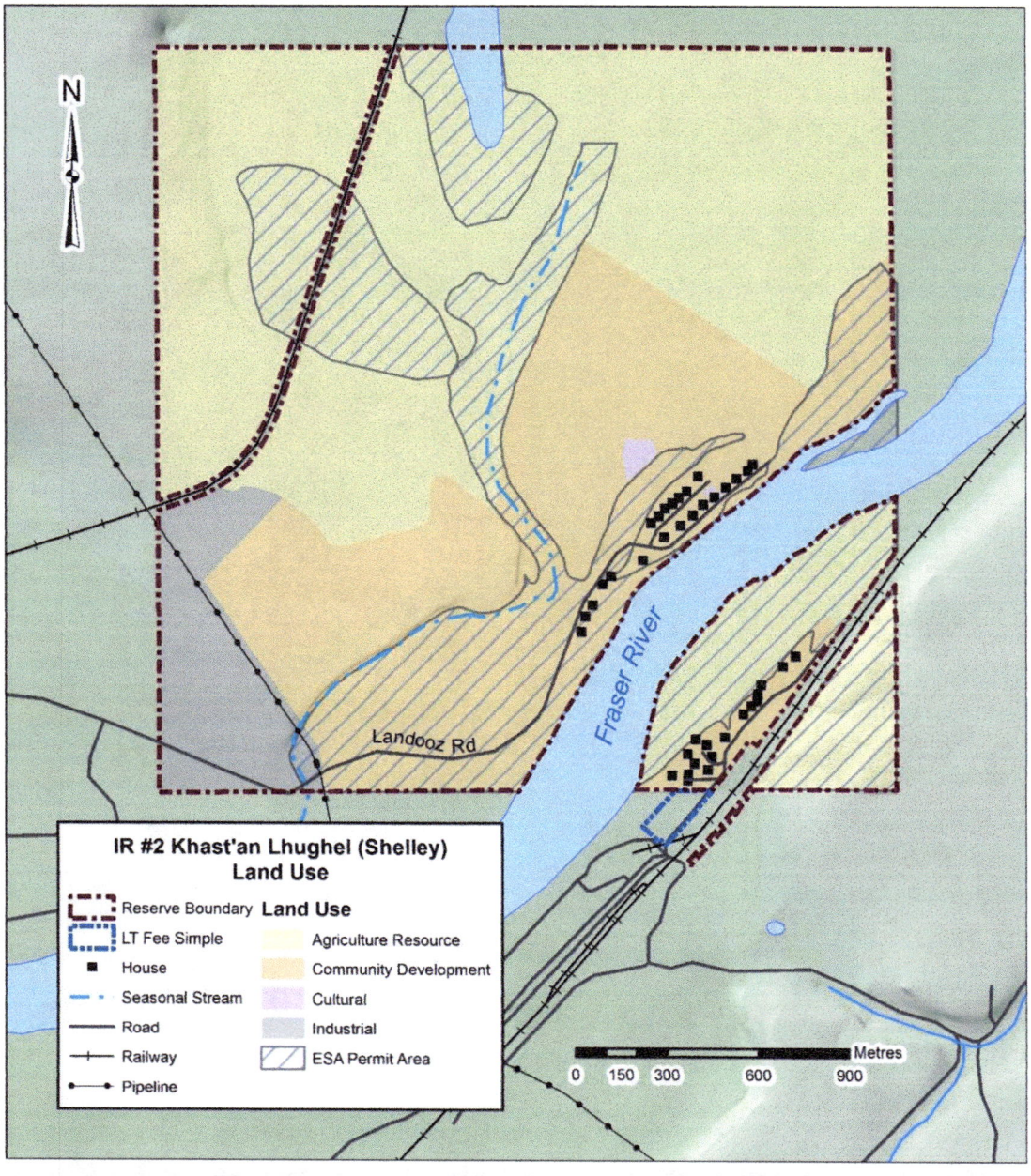
f) Explore potential for enhancing agricultural use.

g) Improve access to North Khast'an Lhughel (Shelley).

h) Retain existing forested areas for future harvesting.
i) Protect environmentally sensitive areas (1:200 year floodplain, wetlands and significant slopes) by designating these within an Environmentally Sensitive Development Permit area (shown on Land Use Map as ESA Permit Area).
j) Celebrate the existing cemetery and church grounds as a cultural heritage site based upon its spiritual, cultural and historic value.

Priorities

a) Complete road improvements projects initiated and access/allocate capital funds for recommended road construction and drainage improvements.
b) Complete the physical design and program development for community/education centre expansion.
c) Review road maintenance agreement with City of Prince George in conjunction with road construction and drainage improvements to determine whether agreement should be revised, renewed, or maintenance undertaken internally by Lheidli T'enneh for North Khast'an Lhughel (Shelley).
d) Extend and enhance existing water and sewer system on North Khast'an Lhughel (Shelley) to the west of the current developed area to provide for potential commercial/industrial development and training opportunities (forestry, log building).
e) Develop a comprehensive agriculture plan and explore opportunities.
f) Develop a program to fund Church restoration and consider lands between church and cemetery (Elders Walk) for special landscaping treatment.
g) Upgrade for North Khast'an Lhughel (Shelley) standby well in conjunction with development of new lots and use existing well as back up.
h) Contract operation and maintenance responsibility for South Khast'an Lhughel (Shelley) water system and introduce training program for staff resources to assume this function for both water systems.
i) Upgrade South Khast'an Lhughel (Shelley) reserve standby well to production well and use existing well as back up.
j) Complete domestic water systems study and allocate capital funds to complete water supply/distribution improvements and meet fire protection requirements (pumps, equipment, and additional fire hydrants).
k) Review options for north side sewage disposal and decide on preferred option for a treatment facility.

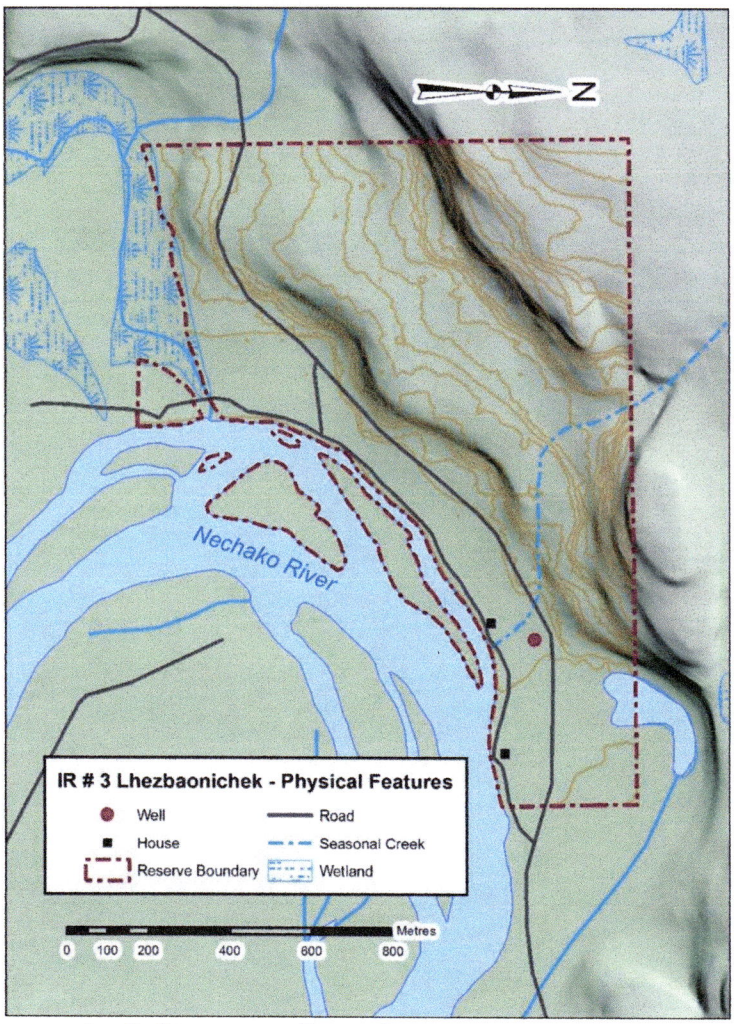


Land Use Designation	Land uses
Community Development	• Residential (houses, duplexes, multi-unit dwellings) • Commercial/business • Community Services such as Band Office, education, community facilities, and fire hall • Recreation, and playground
Industrial	• Warehousing and storage • Manufacturing and mills
Agriculture and Resource	• Agriculture, forestry, and gravel removal
Cultural	• Traditional uses such as hunting, fishing, berry picking, • Recreation and tourism related to traditional uses • Church, cemetery, identified cache pit, culturally modified trees

4.3.3 IR #3 Lhezbaonichek (Clesbaoneecheck)

Vision

Lhezbaonichek (Clesbaoneecheck) will maintain its value for resource development and as a traditional use area linked to the Nechako River. In the future, with road upgrades and power, this is a desirable alternate location for residential and community development.

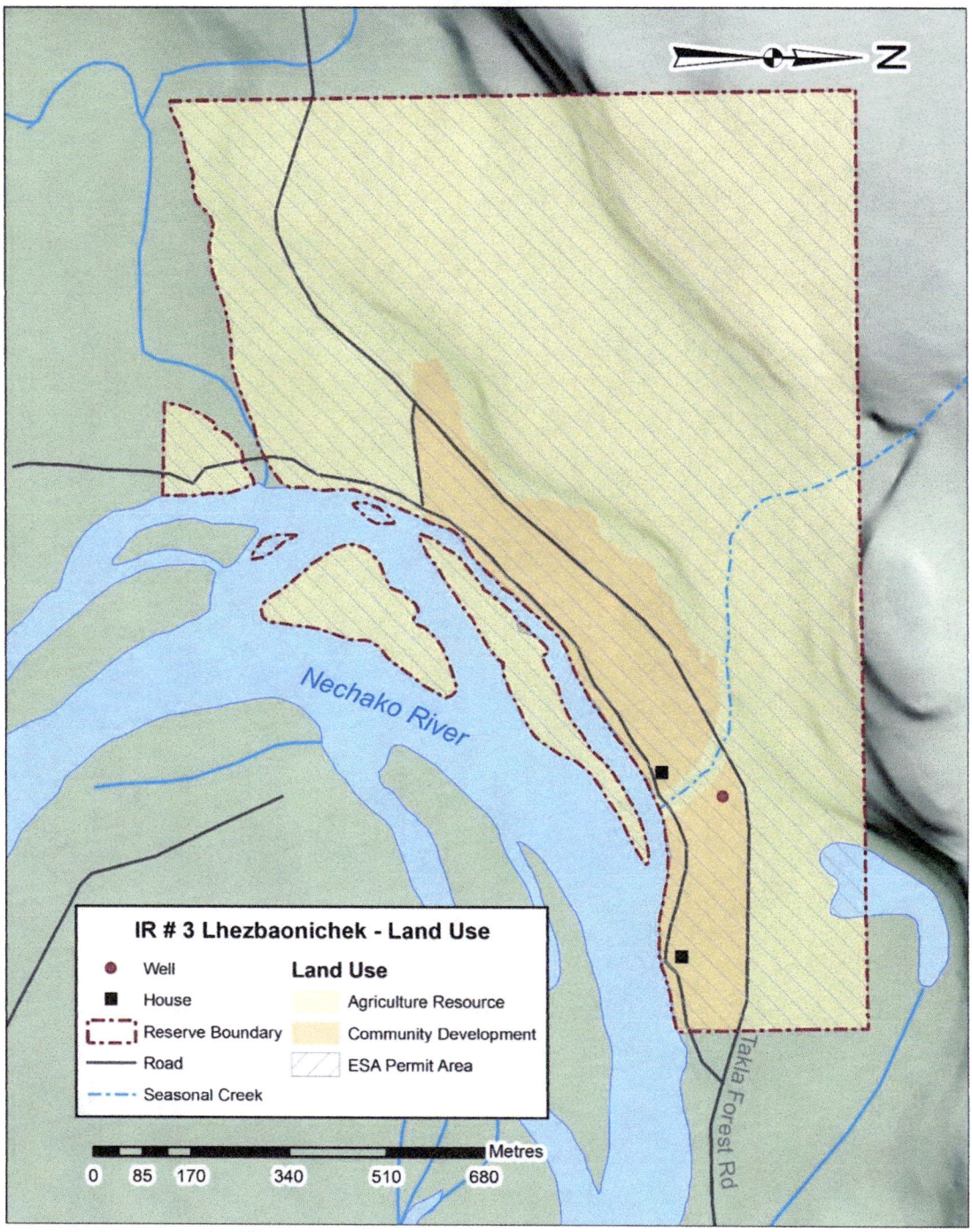


Objectives

a) Retain the northwest area for future forestry operations.
b) Re-claim low lying areas and prevent erosion of land.
c) Consider raising elevation of low lying areas for future development where appropriate.
d) Allow for recreational trails and river based traditional activities for members and for tourism.
e) Provide for future residential development dependent on off-site road and power improvements and with adequate groundwater and soils for sewage disposal.
f) Protect environmentally sensitive areas and wildlife habitat (1:200 year floodplain, wetlands and significant slopes) by designating these lands within an Environmentally Sensitive Development Permit area (shown on Land Use Map as ESA Permit Area).
g) Identify and protect cultural heritage sites by requiring an archeological impact assessment prior to any development.

Priorities

a) Confirm the status of the former Takla Forest Road providing access from North Nechako Road by meeting with stakeholders (Regional District of Fraser-Fort George, Ministry of Transportation and Infrastructure and BC Forest Services).
b) Determine if an alternate road access from the northwest.
c) Revisit BC Hydro power options for the reserve and explore alternative options for power.
d) Undertake erosion control measures as identified to stabilize the banks adjacent to the Nechako River.

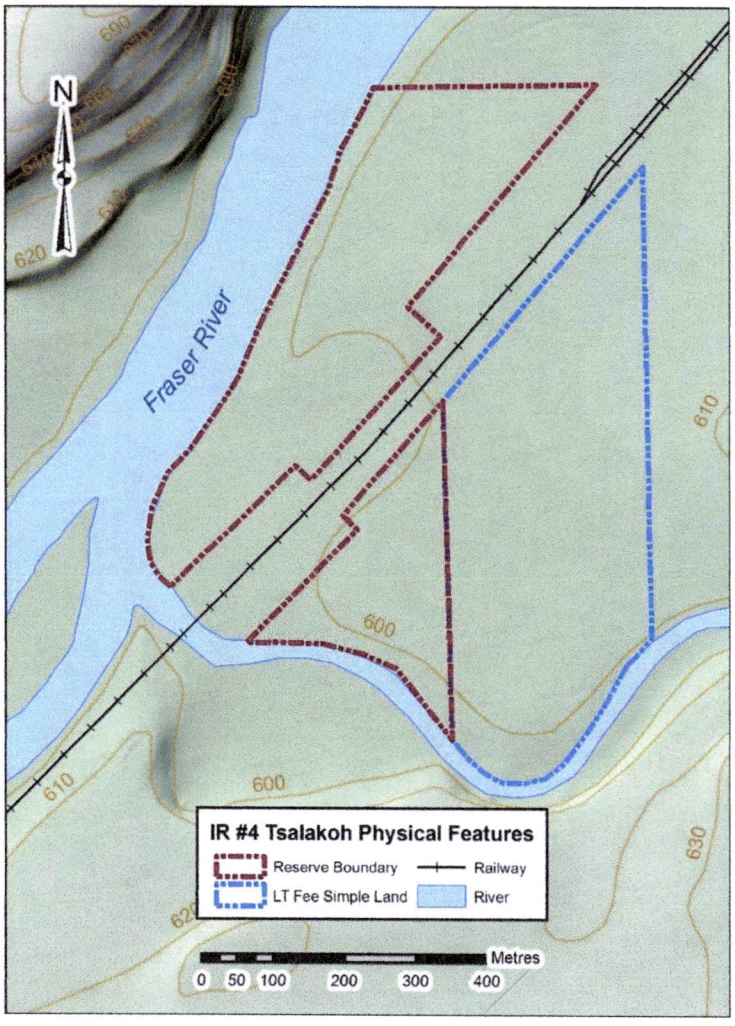


Land Use Designation	Land uses
Community Development	• Residential (houses, duplexes, multi-unit dwellings) • Commercial/business • Community Services such as Band Office, education, community facilities, and fire hall • Recreation, and playground
Agriculture and Resource	• Agriculture, forestry, and gravel removal

4.3.4 IR #4 Dzulhyazchun Tsalakoh (Salaquo)

Vision

Enhancement of cultural/traditional use focus with water based tourism priority linked to the Nechako River.



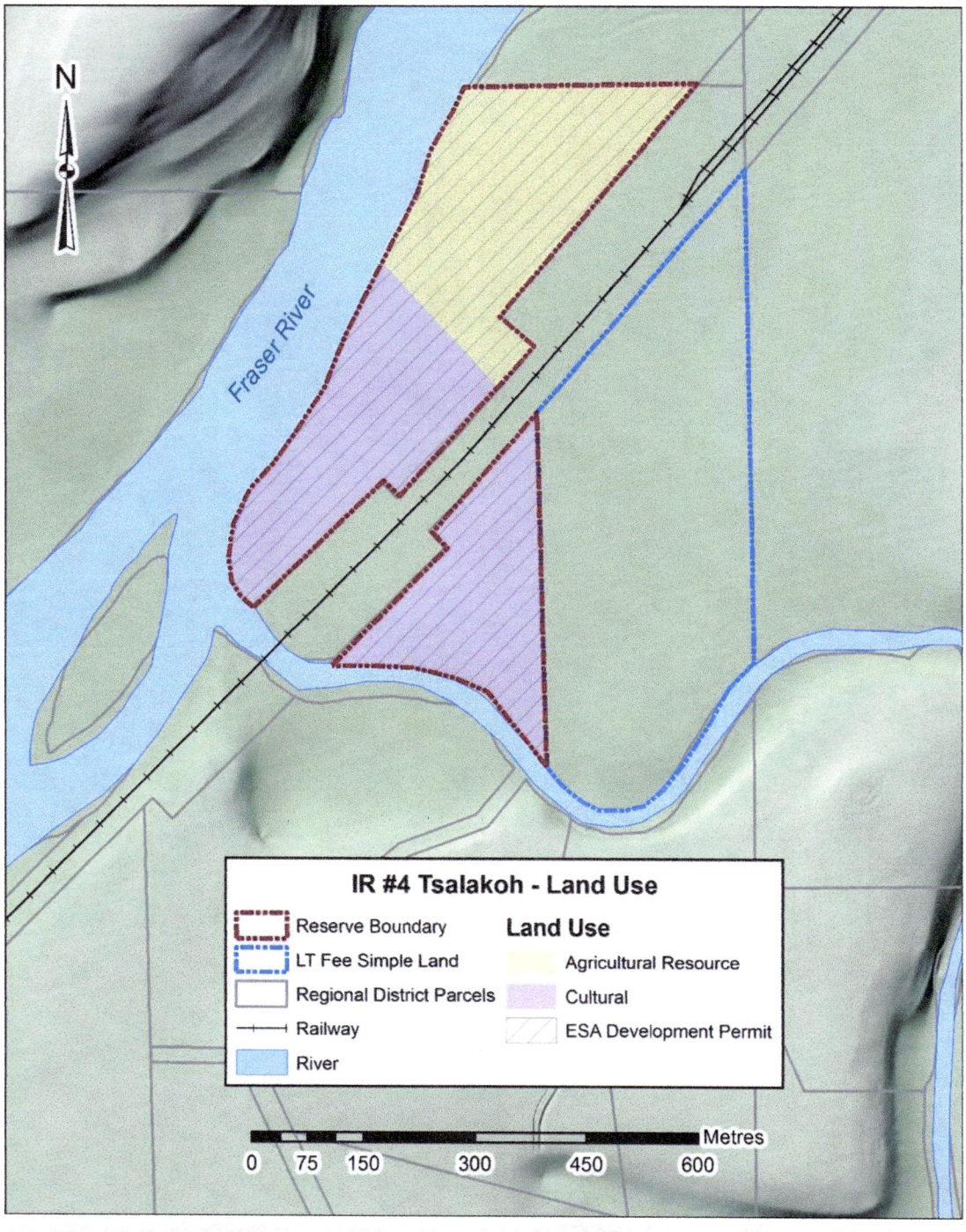
Objectives

a) Protect environmentally sensitive areas and wildlife habitat (1:200 year floodplain, wetlands and significant slopes) by designating the reserve within an Environmentally Sensitive Development Permit area (shown on Land Use Map as ESA Permit Area).
b) Identify and protect cultural heritage sites by requiring an archeological impact assessment prior to any development.
c) Retain in its primarily natural state with recognition of the original seasonal village site, culturally modified trees and caches.
d) Assess the feasibility of Fuel Management funding through the Strategic Wildfire Prevention Initiative to manage pine beetle deadfall on reserve.
e) Allow for recreational trails and river based traditional activities for members and for tourism.

Priorities

a) Identify potential for legal access to the reserve through negotiated access easements, right of refusal or purchase of adjacent lands.
b) Initiate the process to obtain the land that was surrendered in 1922.
c) Determine what is necessary to minimize the Lheidli T'enneh liability for pedestrian access using the existing CNR bridge.
d) Complete GPS inventory reserve for caches and culturally modified trees and considered protection by designating as cultural heritage sites.
e) Meet with stakeholders (Provincial Government, Regional District of Fraser-Fort George and City of Prince George) to determine if a possibility of a future trail link from the existing Cranbrook Hill Greenway to this reserve.

f) Consider trail use and a rest area for tourism potential as part of a cultural corridor water based opportunity celebrating the history and culture of the Lheidli T'enneh.



Land Use Designation	Potential Land uses
Agriculture and Resource	Forestry, gravel removal
Heritage / Cultural	Traditional uses such as hunting, fishing, berry picking, Recreation and tourism related to traditional uses Camping, seasonal cabins

Part 5: Plan Implementation

The Land Use Plan is one step in the process to the realization of the Lheidli T'enneh planning objectives. Summarized briefly in this section are several of the implementation tools required to implement the *Lheidli T'enneh Land Use Plan.*

5.1 Land Use Plan Approval and Amendment

In order for the updated Land Use Plan to become law, the following processes must be followed, as required by the Land Code:

a) Recommendation by the Lands Authority to the Lheidli T'enneh Membership under Section 24 of the Land Code;
b) Approval by Lheidli T'enneh Membership at a meeting held to consider the Plan under Section 12 of the Land Code;
c) Band Council Resolution to approve the Plan under Section 7 of the Land Code.

5.2 Zoning Law

A Zoning Law is being prepared as part of the review of the Land Use Plan. The Zoning Law includes the identification of specific zones for land parcels and the corresponding site development regulations. Development review and approval procedures, as well as the processes for amending the zoning will be contained in the Zoning Law.

5.3 Coordination and Local Government Relationships

Effective implementation of this Land Use Plan will require meaningful cooperation amongst all affected departments and with adjacent local governments on matters such as servicing, land use and transportation.

The following list reiterates the recommended projects and negotiations which will involve the local governments of the City of Prince George and the Regional District of Fraser-Fort George:

a) Continue to work with the City of Prince George to ensure Lheidli T'enneh management related to landscaping and cemetery improvements/upgrade
b) Ensure Band representation on any committees whose decisions affect the cemetery.
c) Increase the visibility of Lheidli T'enneh at Exploration Place and Lheidli T'enneh Memorial Park through the installation of additional cultural and heritage exhibits, and development of an educational package for the public.
d) Review the Road Maintenance Agreement with the City of Prince George for North Khast'an Lhughel (Shelley).
e) Initiate a meeting of all involved and affected to upgrade the former Takla Forest Road between Lhezbaonichek (Clesbaoneecheck) and the City of Prince George boundary.
f) Initiate discussion with the Provincial Government and local governments to include a future trail link from existing Cranbrook Hill Greenway to Dzulhyazchun Tsalakoh (Salaquo).

5.4 Capital Project Priorities

Based upon recommendations and priorities identified in this Land Use Plan, the Capital Plan to guide future annual budgets and capital project priorities should be updated. This should also identify applications to obtain capital funding from the Federal Government of Canada, the

Provincial Government of BC, and other funding sources.

5.5 Housing

A Land Use Plan will typically determine the residential land requirements of the community and identify land uses based on population projections. A simplified population projection was provided in Part 2 of this document, however additional study of the effects of Bill C-31 and Bill C-3 on the future population is needed. In addition, as noted previously in this Plan, on-reserve population is directly tied to available housing, community services and the amount of nearby employment. Housing tenure has also played a role in the demand for on-reserve housing.

Under the current land management regime, there are two types of housing tenure: Traditional certificates of possession (CP), and 49 year leases. Council also has the authority to designate land tenure under the Land Code. Currently, all Lheidli T'enneh land is under the management of the Band Council, without any CPs or leases. Housing and land tenure possibilities need to be developed and communicated to Band membership and prospective residents.

Khast'an Lhughel is the primary location of existing housing, with 20 homes on the north and 16 on the south side. North Khast'an Lhughel is identified as the primary expansion area for new residential development as well as commercial and industrial development. In 2008 McElhanney Consulting Services prepared the North Shelley Subdivision 3A and 3B Study which completed conceptual subdivision layout and assessed the servicing requirements. The design recommended a Stage 1 extension of Khast'an Road accommodating 18 additional lots and future staged development for an additional 80 lots. This should be reviewed to determine if the proposed staging and layout is the preferred future development.

A significant variable with respect to future on reserve population and housing demand is the number off-reserve Band Members who may wish to move to Khast'an Lhughel (Shelley) upon final treaty settlement and in subsequent years.

Appendices

Appendix A: Glossary

Bill C-31 – In 1985 the Government of Canada passed Bill C-31 allowing those women and their dependants who had lost their Indian Status because of marrying non-Indians to be reinstated.

Bill C-3 – In 2011, this legislation was passed to ensure that eligible grandchildren of women who lost status as a result of marrying non-Indians are entitled to registration (grandchildren of Bill C-31 grandmothers). Sometimes referred to as the McIvor case.

Clesbaoneecheck (IR#3) – This reserve is located past the end of the North Nechako Road on the west bank of the Nechako River at Duck Lake.

Deneza – Refers to the Traditional heads of clans or kinship groups.

Fee Simple Land – Having complete ownership, the most private property rights over land.

Keyoh – A Dakelh (Carrier) word meaning "territory". It refers to specific areas of land traditionally over which a particular clan, or group of people (extended family) have stewardship rights.

Khast'an Lhugal (IR#2) – The reserve houses most of the on-reserve Lheidli T'enneh membership. It is separated by the Fraser River into North and South Khast'an Lhugal and is located approximately 22km upstream of the confluence of the Nechako and Fraser Rivers. This reserve was called the Shelley reserve for many years.

Lands Authority – The group of elected persons established under the Lheidli T'enneh First Nation Land Code.

Land Code – Provides the basis for managing and administering Lheidli T'enneh Land. A land code set out the basic provisions regarding the exercise of a First Nation's rights and powers over their reserve land. The Lheidli T'enneh Land Code was enacted under the federal Framework Agreement on First Nation Land Management and its implementation legislation; the *First Nations Land Management Act.* Ratified by Membership vote on October 28, 2000 and came into legal force and effect on December 1, 2000.

Land Use Plan – The plan adopted to specify land use direction for development purposes, this is the guide to future land use on reserve.

Member – A person whose name appears on the Lheidli T'enneh Membership List.

Ts'unk'ut (IR #1) - Lheidli T'enneh cemetery located in the Lheidli T'enneh Memorial Park (formerly Fort George Park).

Traditional Territory – Most of the land in BC is unceded Indian land traditionally under the jurisdiction of distinct first nations. First Nations within the BC Treaty process have filed Statement of Intent Traditional Territory maps that encompass the lands traditionally used by the nation. The Lheidli T'enneh Traditional Territory encompasses the City of Prince George, extending eastward to the Rocky Mountains, southward to Hixon, northward to Summit Lake and westward to Cluculz Lake.

Salaquo (IR #4) – The reserve located on the east bank upstream from Clesbaoneecheck at the confluence of the Chilako (Mud River) and the Nechako River.

Appendix B: Reports Consulted

The following is a list of various reports and studies that have been completed for the Lheidli T'enneh since the completion of the 2005 Lheidli T'enneh Land Use Plan and which were reviewed and considered in the preparation of this Land Use Plan.

- Subdivision 3A and 3B Development (McElhanney Consulting Services Ltd), May 2008 predesign report-
- Road and Drainage Feasibility Study (McElhannney, March 2008)
- Geotechnical Report – proposed residential Subdivision, Stage 1, (GeoNorth Engineering Ltd - for McElhanney, Dec, 2010)
- Environmental Assessment – North Shelley Subdivision Expansion (stage 1) (Triton Environmental Consultants for McElhanney, Dec 2010)
- Comprehensive Community Plan (Krebs, 2010)