

Ulkatcho First Nation Strategic Plan 2022-2027



Ulkatcho First Nation's 2022-2027 Strategic Plan outlines the Nation's vision, mission, core values and strategic priorities for the next five years. It will also serve as a valuable document to help shape annual work plans and management performance objectives.

Developed and approved by the UFN Chief and Council, with the assistance from Management and input from Community members.

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Background

As the previous Strategic Plan expired in 2021, the Ulkatcho First Nation (UFN) Chief and Council embarked on a process to develop a new 5-year Strategic Plan for 2022-2027. This plan was created for a 5-year duration to align with the timeline of the 5-year Capital Projects Plan. The plan will set a long-term direction for community sustainability by creating a framework for pursuing social, economic, and environmental wellness within the community from 2022-2027. The Plan was prepared through engagement with the leadership of Chief and Council, the UFN Band Management and Administration Staff, and UFN community members, and was facilitated by the Fraser Basin Council.

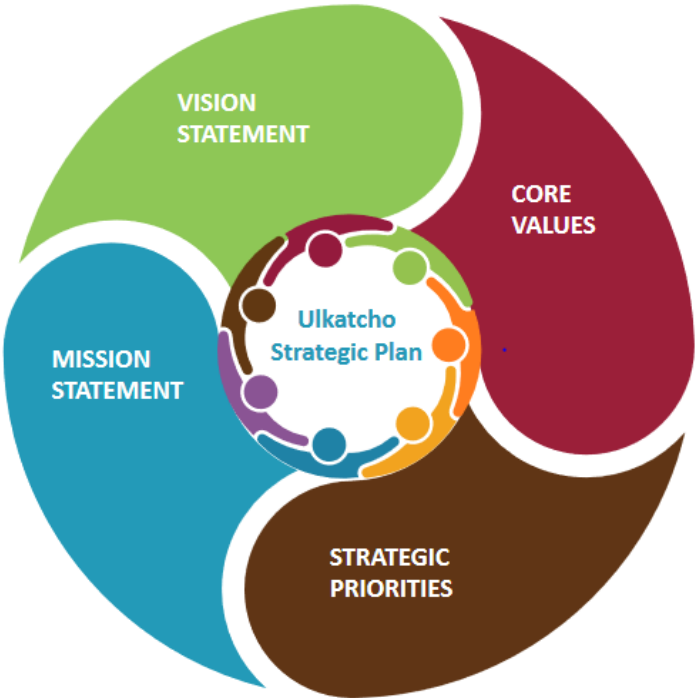
Community leaders and community members worked together to further develop and improve the vision and mission statements, core values, strategic priorities, and actionable objectives. These important pieces will help direct UFN leadership and management toward achieving the ultimate goal of fostering and maintaining a healthy, vibrant, and sustainable community.

Purpose

This 5-year strategic plan is designed to bring strength, stability, and direction to UFN governance and to reflect the dreams and goals of the UFN. This plan also sets an intention to guide Chief and Council in their decision-making approach towards meeting the goals set by the community.

This living document will shape the annual work plans developed by management and administration and, in turn, inform specific resource allocations within budgetary requirements. Annual work plans will outline how and when the strategic priorities and actions set out in this Strategic Plan will be achieved by each respective responsibility centre. Annual staff performance reviews and Council achievements will link directly to the strategic plan, ensuring the plan is grounded, monitored, and continuously implemented on an ongoing basis.

Components of the Strategic Plan



Vision

An independent Nation and interconnected community whose members are working together for all generations to re-establish our languages and all our rights, title, and responsibilities and are connected by diverse cultures, languages, and land, to promote and develop our ancestral territory and a sustainable and diverse economy.

Mission

To offer transparent, respectful, and efficient services to all members of the Ulkatcho First Nation and to provide opportunities for physical, cultural, spiritual, mental, economic, and social wellness within a supportive, collaborative, safe and healthy UFN membership.

Core Values

Respect

We have a special relationship with the land and water and all living things: a relationship based on a profound spiritual connection to the earth that empowers us to respect ourselves, respect each other, and respect the natural environment.

Accountability

Each one of us is responsible for the social, economic, and environmental consequences of our decisions and accountable for our actions.

Transparency

We take seriously our responsibility of fiscal openness in our decision-making while fulfilling our fiduciary responsibility to all members of the Ulkatcho First Nation. Open and honest communication within our governance structure is essential to holding leaders accountable and maintaining integrity and transparency.

Trust

We believe that accountable and transparent leadership will result in reliable, trustworthy, and strong governance with respect to the management of our community affairs and ancestral lands.

Unity

We believe that our goals can be best fulfilled through cooperation and commitment to working as a team, three Nations brought together as one.

Strategic Priorities

In setting a direction and priorities within the Strategic Plan, UFN leadership has taken into consideration the UFN community members' priorities and the challenges (political, social, economic, and environmental) facing the UFN and current and emerging opportunities. The UFN leadership and community have identified the following six strategic priorities with related goals and objectives that can be pursued over the next five years. **The strategic priorities are numbered for convenience only, and not to suggest a hierarchy or ranking.**

1. Enhancing health and wellness

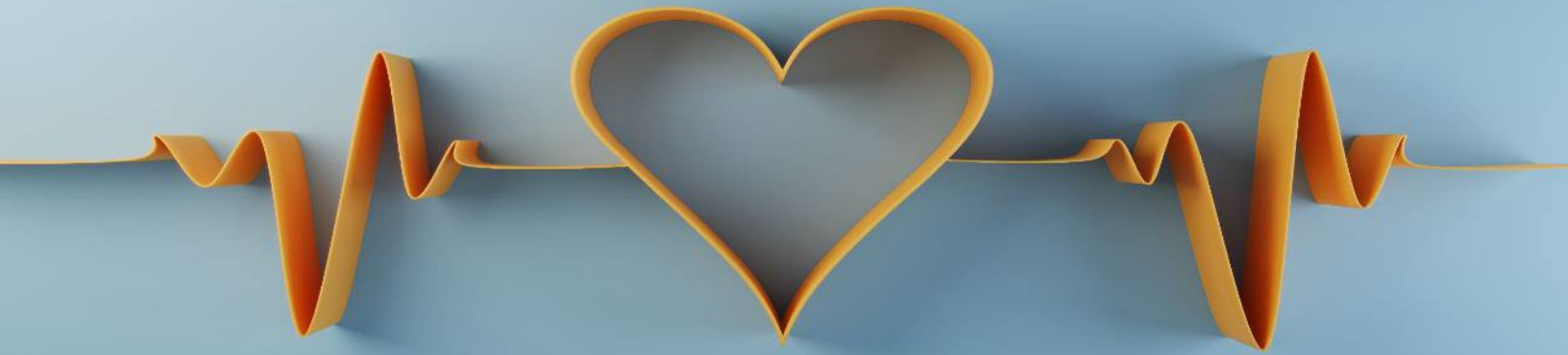
2. Ensuring appropriate housing

3. Recognizing, developing, and protecting ancestral lands, rights, languages, and culture

4. Enhancing education and providing educational opportunities

5. Achieving economic prosperity

6. Increasing organizational strength and resilience



STRATEGIC PRIORITY 1

Enhancing Health and Wellness

“Our leaders need to be of strong mind, body and spirit, healthy and addiction free, and well educated in every aspect of government. Then and only then can we even think of moving forward as a community. Just like at home, when the head of a household is strong, educated, and healthy the rest of the household is secure and happy. This is what our community needs, to be secure and happy.”

— UFN Elder during a community meeting, January 2017



The UFN Health Centre is committed to creating a healthy, strong, and vibrant community through effective programs and services that promote mental, physical, spiritual, and emotional well-being. UFN members expect strong leadership to guide them and set an example of a strong, sovereign, and self-reliant community.

Community members continue to look forward to having opportunities to help them establish and maintain healthy lifestyles that should create the positive changes needed in the UFN community.

The determinants of health impact the health and wellness of the community and therefore the health and wellness department are dedicated to improving those determinants, including housing, income, education, and cultural restoration; and therefore, work with relevant departments.

STRATEGIC PRIORITY 1: ENHANCING HEALTH AND WELLNESS	
Goals	Objectives
<p>1.1 Improve Health and Wellness of the Community</p>	<ul style="list-style-type: none"> Continue the development and implementation of these goals and objectives based upon community input, resulting in a health and wellness strategic plan <p>Physical</p> <ul style="list-style-type: none"> Provide in-home supports to create a comfortable environment Ensure accessibility to a safe and welcoming space (e.g., long house) to obtain health and wellness services Develop opportunities to connect to Keyah lands Ensure determinants of health, such as safe housing, healthy food, education, etc. are improved. Identify options for providing in-community elder care <p>Social</p> <ul style="list-style-type: none"> Create social and cultural opportunities for people to get out of their homes and connect with others <p>Child Welfare</p> <ul style="list-style-type: none"> Develop and implement a comprehensive child health and wellness plan Develop and implement a child and family services plan Develop a transition plan to move from Denisiqi to UFN based Child Protection in a staged approach <p>Mental</p> <ul style="list-style-type: none"> Enhance healing of the community by providing health and wellness learning opportunities and individual counselling

- Customize mental wellness activities and supports by different life stages such as children, youth, adults, and Elders

Spiritual & Cultural

- Develop and implement programs in traditional medicine and healing
- Offer opportunities for activities that foster cultural restoration
- Develop opportunities for traditional food use and development of community gardens
- Provide community-based healing for survivors of Residential Schools and the 60s Scoop with the support and collaboration of Provincial, Federal, and other First Nation communities
- Develop a Heritage and Culture Department

Infrastructure & Policy

- Put policies in place to ensure cultural safety is achieved in the community and workplace
- Provide infrastructure for program delivery, such as a safe shelter, as a component of the Safe Shelter Plan for immediate and emergent concerns for vulnerable persons
- Form an inclusive, community-based Healthy Living Advisory Board/Committee to foster communications with the community
- Explore opportunities for the development of a wellness centre and a cultural and heritage centre
- Explore opportunities for pedestrian infrastructure
- Explore further opportunities for emergency response technologies and facilities including designated food security sites

Staff Wellness

- Maintain a strong, resilient staff by providing wellness support
- Do planning to limit the potential for staff burnout in emergency situations and during their regular duties
- Provide debriefing and mental health support for employees after an emergency

	<ul style="list-style-type: none"> • Provide a safe working environment
<p>1.2 Foster safety with respect to the use of substances for all community members, including leadership and staff</p>	<ul style="list-style-type: none"> • Establish a harm-reduction policy that promotes safe use of alcohol and drugs for the community • Offer and develop various, accessible wellness treatment opportunities • Offer and develop healing and learning opportunities with respect to safe use of drugs and alcohol • Support individual wellness goals with respect to the use of drugs and alcohol • Work towards ensuring clients are able to access treatment programs within 72 hours after release from a detox center
<p>1.3 Foster connection between youth and Elders</p>	<ul style="list-style-type: none"> • Create opportunities for enhanced interaction between youth and Elders (e.g., formation of a Youth Council) • Develop more activities for youth to stay engaged within the community • Provide youth with strong role models, peer supports, and mentors in the community • Develop programs to expose youth and Elders to opportunities on the land and outside the community





STRATEGIC PRIORITY 2

Ensuring Appropriate Housing



The current Housing policies need to be reviewed and updated, and management must take into account options for long-term sustainable housing that is both fair and equitable for the Band and the individuals. The current rental deficit needs to be addressed through affordable housing opportunities that meet individuals’

needs and long-term housing goals. UFN will continue to lobby INAC for funding direction and support to bring UFN housing to an acceptable standard and to maintain and develop standards for UFN Band members living in UFN housing.

STRATEGIC PRIORITY 2: ENSURING APPROPRIATE HOUSING	
Goals	Objectives
<p>2.1 Seek to provide UFN members with affordable housing opportunities in a manner that meets both their current needs and the long-term UFN housing goals</p>	<ul style="list-style-type: none"> • Complete repairs identified by the 2016-2017 audit of the housing situation that includes home safety inspections to address the home vacancy situation • Address abandoned homes and reallocate to owning families • Renovate abandoned homes because of rental shortage

	<ul style="list-style-type: none"> • Explore the possibility of locating one or two staff rental housing units for staff members from outside the community so that they don't take up housing space required for community members • Explore Federal government funding opportunities that may be available for alternative housing, solar power and retrofitting for "greenhouses" • Explore opportunities for rebuilding homes on ancestral lands • Ensure new houses and renovations of existing houses are completed to code • Build and update houses that reduce energy costs, withstand the cold climate, and are suited to singles and smaller families • Create housing for single parents ("tiny houses") and decrease the number of under-populated homes • Develop a rental regime for the Nation • Explore opportunities for designated housing for Elders
<p>2.2 Review and strengthen current housing policies</p>	<ul style="list-style-type: none"> • Revise the policy on traditional home ownership so that it enables responsible home ownership • Introduce a policy to ensure that community members become more responsible for their own homes • Transfer home ownership to community members who have the means to do so • Support community members moving into the community who want and have the capacity to build their own homes in a responsible manner • Develop a plan to address current and future housing development needs • Encourage optimum use of resources in the community (e.g., wood fibre from territory and labour from the community) • Maintain infrastructure, roads, potable water and sewer systems, fire protection services, electrical power supply and distribution systems

	<ul style="list-style-type: none"> • Develop a housing “road map” that will provide alternative housing options for those who are evicted from their homes • Explore a policy that links bank financing to home ownership and responsibility • Educate community members on home ownership and develop practices and procedures for responsible home ownership • Encourage community members to create a Will that includes property transfer • Provide accountability, transparency, and open communication with community members regarding Thomas Squinas Ranch 2A
2.3 Reduce the rental deficit	<ul style="list-style-type: none"> • Educate community members on and obtain their “buy-in” on the need to pay rent and pay for housing expenses and maintenance • Implement the rental regime • Learn how other First Nations created success in their housing strategies
2.4 Provide adequate staff housing	<ul style="list-style-type: none"> • Explore the possibility of developing the residential subdivision at the mill site • Explore rental options with homes off reserve and downriver
2.5 Establish homes for families in remote Ulkatcho Lands and upgrade IR #1 for the Nation	<ul style="list-style-type: none"> • Explore funding opportunities • Develop a comprehensive report on historical ownership of homes on ancestral lands • Establish and protect Aboriginal rights and title to areas • Put roads in to access remote IRs
2.6 Update and maintain infrastructure	<ul style="list-style-type: none"> • Explore options for band-owned gravel pit • Mend and maintain dirt roads • Fix and update water and sewer infrastructure • Address homes that are on septic systems • Address and re-dig ditching systems • Fix overgrowth situation at primary pond • Explore opportunities for pedestrian infrastructure • Explore further opportunities for emergency response technologies and facilities, including designated food security sites



STRATEGIC PRIORITY 3

Recognizing and Protecting Ancestral Lands, Rights, Languages and Culture

*“Our Elders are our encyclopaedias, and our children are our future
– I think we forget that sometimes.”*

— Survey Respondent



UFN places high value on preserving and protecting its ancestral territory as well as languages and cultural values. Fostering the links between the ancestral lands, traditional ecological knowledge and preserving customs and languages (both Tsilhqot’in and Dakelh) is crucial to maintaining a healthy and vibrant community. To achieve a sustainable way for the future, with strong connections to the past, UFN will require innovative planning, creative problem-solving, and new ways of working together at the community level.

Living off the land and having the freedom to express cultural beliefs, practices, and ceremonies are fundamental to maintaining UFN identity and growing pride for the Nation. Great hardship and adversity in the past, such as the Residential School

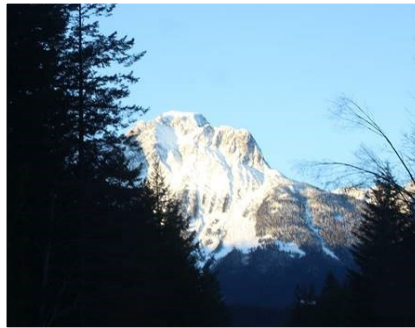
System, has made it sometimes difficult to maintain traditions or has created gaps in the knowledge-sharing and passing of stories and customs from generation to generation. UFN will work towards regaining what is being threatened within the community by preserving what is important and passing lessons down to youth, while preparing for the future and while learning from teachings from the past.

STRATEGIC PRIORITY 3: RECOGNIZING AND PROTECTING ANCESTRAL LANDS, RIGHTS, LANGUAGES AND CULTURE	
Goals	Objectives
<p>3.1 Preserve culture, languages, and traditions</p>	<p>Culture</p> <ul style="list-style-type: none"> • Collect and document traditional ecological and historical knowledge • Improve communication and understanding with community members, Elders, and governments with respect to ancestral land use, laws, and customs • Continue to work to find ways to archive and pass on the traditional knowledge, wisdom, and stories of Elders • Source additional funding for cultural programs including the rebuilding of traditional gathering areas and homes • Foster awareness of events and workshops happening in the community • Develop a strategy for addressing issues with respect to Residential schools for both immediate and long-term recovery • Develop a cultural and heritage department • Investigate opportunities for re-building totem poles on the territory and marking the locations of previous totem poles with a plaque <p>Languages</p> <ul style="list-style-type: none"> • Develop signage throughout the territory in ancestral languages relevant to the area • Mark gravesites in ancestral languages throughout the territory • Increase ancestral language capacity within the community with a priority to re-establishment

	<p>Traditions</p> <ul style="list-style-type: none"> • Re-establish cultural buildings and gathering locations for cultural use and common-use areas throughout the territory, including pit houses, longhouses, etc. • Build cabins in the traditional territory for community members to camp and practise traditional use on ancestral lands • Document traditional songs and drumming, history funeral preparation, and ceremonies on rights of passage • Aim to develop laws in accordance with ancestral practices, such as in longhouses • Establish burial grounds for Fish Trap and Kleena Kleene community members <p>Lands</p> <ul style="list-style-type: none"> • Implement Specific Claims terms of reference with a Land Authority to be administered by a Culture & Heritage Director • Establish a road to connect North Ulkatcho to Vanderhoof to ensure year-round access • Explore funding opportunities for environmental and archaeological monitoring • Design and implement Indigenous landscaping to define the ancestral nature of the territory • Develop a framework to ensure recognition of UFN members’ land ownership and Keyah areas • Encourage development and remediation of existing assets located on Keyah lands, done in consultation with the landowner, and applicable to all Keyah areas
<p>3.2 Redefine sovereignty and self-determination</p>	<ul style="list-style-type: none"> • As a distinct and independent Nation made up of Tsilhqot’in, Dakelh, and Nuxalk peoples, explore and document UFN’s right to self-determination • Develop and implement a policy that applies free, prior, and informed consent (FPIC) values with respect to any activities that may affect UFN rights and title • Establish a cultural and heritage department • Redefine sovereignty and self-determination through government-to-government

	<p>agreements with Local, Provincial, and Federal governments</p> <ul style="list-style-type: none"> • Develop and implement a term of reference for the Specific Claims and UFN Rights and Title working group
<p>3.3 Enhance wildlife management practices</p>	<ul style="list-style-type: none"> • Ensure the permitting and management of the Blackwater Project adheres to the environmental assessment agreement and implement the management strategies resulting from the permitting process • Continue to participate in the BC Caribou Recovery Table as a co-chair to collaboratively develop 3 recovery scenarios that will help develop management strategies with the ultimate goal of UFN co-managing Caribou herds in the territory • Develop an MOU with the Federal and Provincial governments to mitigate the impact of mining and previous development on Caribou in the Northern part of the territory • Continue to participate in the Quesnel Forest Landscape Pilot to collaboratively develop a new management model at the landscape level, including the interests of Keyah holders • Pursue collaboration with fish and wildlife government agencies to ensure community input in decisions regarding herd size, quotas for licensing, and predator control
<p>3.4 Protect and maintain land and water resources</p>	<ul style="list-style-type: none"> • Create a Lands Management Office that pursues and manages natural resource contracts, the Guardian Program, restoration projects, trail clearing, etc. • Create a policy to protect Ulkatcho’s interest in Tweedsmuir Park, with a focus on Anahim Peak • Work with Tweedsmuir and Itcha Ilgachuz Provincial Parks to update and implement current management plans

- Investigate the potential for renaming Tweedsmuir Park and other landmarks to ancestral names
- Develop a water resources management strategy
- Ensure that the Ulkatcho Total Resource Plan developed for the territory is followed by licensees and implemented by Ulkatcho's Referral Department
- Continue research on the climate change impacts on traditional foods from extreme weather events
- Negotiate strategic engagements with Federal and Provincial agencies on natural resources management
- Acquire First Nations land-based tenures that can address multiple values such as pine mushrooms, moose, etc.
- Explore tenures and protection measures for pine mushrooms in the ancestral UFN territory, including a permitting system





STRATEGIC PRIORITY 4

Enhancing Education and Providing Educational Opportunities



Education within the Ukatcho First Nation ensures members are able to gain access to quality education in academic, traditional culture and language teachings as well as education and training to support and reduce barriers to meaningful employment. By providing fair and equal access to education, training, and traditional teachings, the

UFN members can obtain the qualifications and skills needed to pursue their own careers, pursue post-secondary education, contribute to the success of UFN self-governance, and become economically self-sufficient.

STRATEGIC PRIORITY 4: ENHANCING EDUCATION AND PROVIDING EDUCATIONAL OPPORTUNITIES	
Goals	Objectives
4.1 Identify and facilitate fair and equal education opportunities	<ul style="list-style-type: none"> Ensure that all UFN members applying for post-secondary education and training that meet the requirements will be considered for approval

	<ul style="list-style-type: none"> • Advocate for accommodation and support for special-needs students at all stages of their education • Ensure that all UFN students from K-12 are provided the resources to be successful in their education endeavours • Ensure that pre-school children are given the opportunity to attend daycare to K-12 and Aboriginal Head Start programs • Pursue appropriate funding for education services for post-secondary and high school students, such as increasing living allowance, room & board, etc. • Develop effective policies and standard operation procedures for implementation
<p>4.2 Establish an Adult-Based Education Program</p>	<ul style="list-style-type: none"> • Continue to re-establish the Jimmy Stillas Adult Education Centre • Provide opportunities and support for community members to “upgrade” and obtain high school equivalency • Provide opportunities for UFN members to obtain employment through certification programs • Encourage residents to take advantage of life skills and healing programs • Provide diverse learning opportunities such as online, in-person, on the land, etc.
<p>4.3 Preserve languages and cultures</p>	<ul style="list-style-type: none"> • Offer more language and traditional teaching classes in community and in the schools • Offer night classes and workshops • Provide incentives for people to attend language classes • Provide honorariums to Elders to teach ancestral languages, culture, and customs • Enhance opportunities for language training such as providing funding for language

	<p>teachers, curriculum development, language conferences, etc.</p> <ul style="list-style-type: none"> • Offer field trips to other Nations to connect people throughout the territory and share traditional knowledge and skills • Create a Language and Culture Committee and ensure Elder involvement through songs, dance, and stories • Encourage families to practise activities in their ancestral-use areas • Develop cultural resources in ancestral languages that can be used in teaching
<p>4.4 Create training opportunities to address community needs</p>	<ul style="list-style-type: none"> • Offer training in forestry, firefighting, natural resources, construction, mining, skills development, trades, etc. • Implement life-skills training on an ongoing basis • Encourage and help all UFN members to seek and apply by making the information available for scholarships and bursaries to get equal access to educational opportunities including opportunities for colleges and universities • Organize hands-on training for people to learn about horses, camping, fishing, hunting, traditional medicine, meat-cutting and meat-drying techniques as well as food security and supply • Continue developing partnerships with various educational institutions
<p>4.5 Enhance leadership skills and qualifications</p>	<ul style="list-style-type: none"> • Provide opportunities for Band members to obtain relevant cultural and academic mentorship to run for leadership with a focus on encouraging youth development



STRATEGIC PRIORITY 5

Achieving Economic Prosperity

“People are taking our logs and wrecking our land and we need the jobs. More communication with forestry, mining, silviculture is needed.”

— Survey Respondent



UFN’s dependence on natural resources presents both challenges and opportunities in maintaining and developing a sustainable economy. The traditional economy based on fishing, hunting, gathering, and trapping that UFN wants to preserve is key for maintaining a healthy and balanced life, but needs to be bolstered with meaningful and sustainable employment opportunities that would result from resource development such as forestry, agriculture, pine mushrooms, etc.

Bridging between living off the land and using the land for economic development for the future is challenging to find a reasonable balance that is good for both the land and the people. UFN will have significant investment opportunity from the New Gold Project. Proper investment and managing the capital for the UFN must be done effectively and responsively to ensure wealth is optimized and leveraged, while

reducing risk and recognizing potential pitfalls in the economy, markets, or other risk factors.

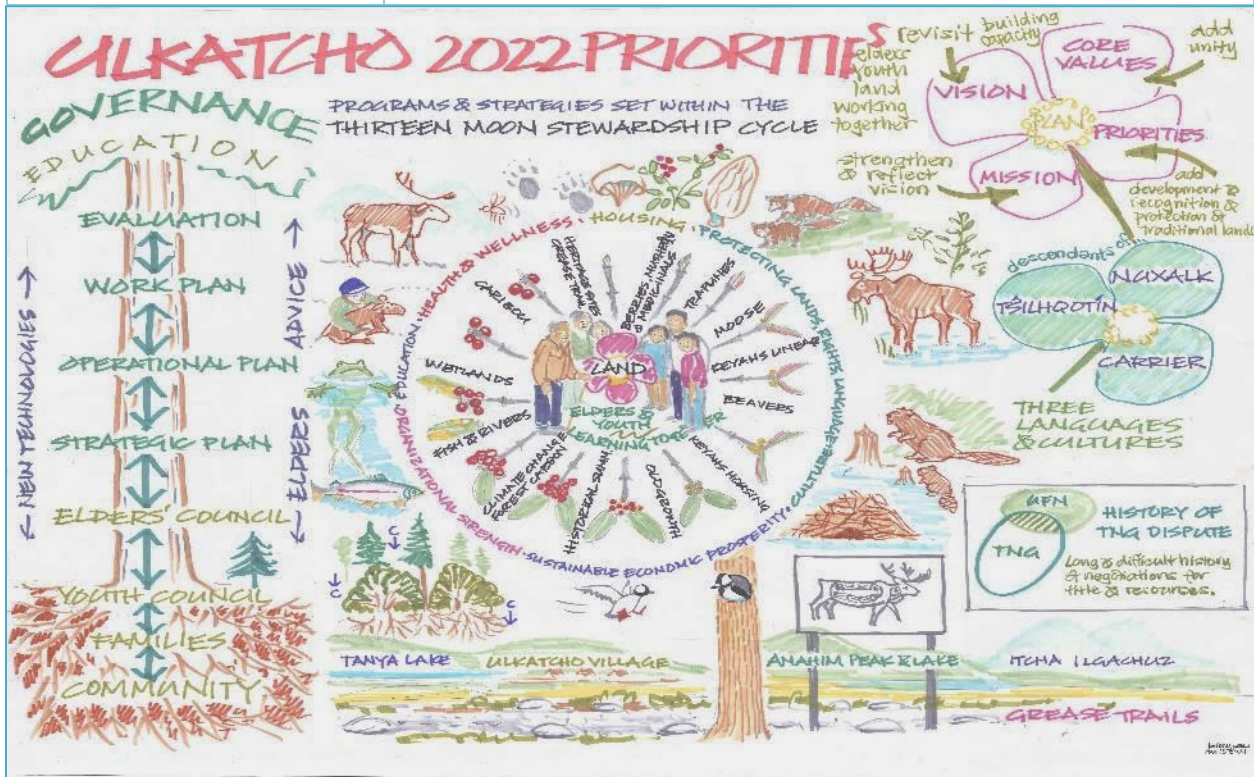
As the UFN people are the stewards of their lands and territories and must sustain their ancestral territory for the benefit of present and future generations, the Chief and Council have the fiduciary responsibility to ensure the proper and sound investment of monies from all current and prospective undertakings such as the New Gold project. One way of doing this is by establishing trust funds and endowments. The purpose of establishing trust funds and endowments is to form a legacy to benefit the citizens and ensure a minimum legacy balance is protected and preserved for future economic sustainability.

The Social Development Department at UFN has the responsibility for administering social assistance to Band members who are unemployed or underemployed. Social assistance is offered to provide financial support to some UFN members, however, in some cases, such assistance has created dependencies and other social concerns for some. Chief and Council will ensure that Federal and Provincial governments will continue to meet their respective fiduciary responsibilities but will also work toward fostering a healthy workforce who can take steps toward supporting themselves financially and gradually moving away from social assistance. Chief and Council also as well as put in place the required ingredients within the community toward generating meaningful employment opportunities for citizens who are not already working to join the workforce.

STRATEGIC PRIORITY 5: ACHIEVING ECONOMIC PROSPERITY	
Goals	Objectives
<p>5.1 Identify and generate economic opportunities for the community and its members</p>	<ul style="list-style-type: none"> • Create a sustainable fund development strategy • Establish a trust fund as an endowment for the community • Create a Heritage Fund to enable the provision of funds to future economic growth • Create meaningful employment opportunities for all community members through providing appropriate training as addressed in Strategic Priority 4 • Develop an economic development framework and related policies and procedures for existing

	<p>and future opportunities such as a community dividend when economic targets are reached</p> <ul style="list-style-type: none"> • Obtain approval for the fiscal and governance agreement for UFN Chief and Council and economic development entities • Explore viability and acceptability of cannabis opportunities
<p>5.2 Develop forestry, agriculture, mushrooms, and small business opportunities for food security purposes</p>	<ul style="list-style-type: none"> • Develop and maintain a 5-year timber harvesting plan for the territory • Assist in the development of agricultural business and tenure opportunities • Put policies in place to protect pine mushroom habitat from logging • Put policies in place for the harvesting of mushrooms and other traditional foods and medicines • Assist in the development of small business opportunities
<p>5.3 Establish housing facilities for professionals as an economic opportunity</p>	<ul style="list-style-type: none"> • Develop a business plan for the establishment of adequate housing facilities for professionals • Identify the housing requirements of prospective professionals as a way to enhance recruitment and retention
<p>5.4 Transition people off social assistance</p>	<ul style="list-style-type: none"> • Generate opportunities to transition people off social assistance into the full-time or part-time workforce • Promote advantages and benefits of transitioning off social assistance to join the work force • Explore options (e.g., incentives) to encourage members on social assistance to take training or provide voluntary community service hours • Explore and identify barriers to obtaining training or maintaining employment • Explore part-time work as a solution and transition for unemployed members who have difficulty securing jobs • Explore actions to help create a healthy workforce

	<ul style="list-style-type: none"> • Conduct seminars on personal financial management practices • Provide specialized training, education, and mentoring opportunities • Develop and implement a work opportunity program through the social development program
<p>5.5 Diversify out of the forest sector in a sustainable way</p>	<ul style="list-style-type: none"> • Develop a business plan for a solar farm to supply off-grid power to BC Hydro • Continue to pursue domestic/value-added economic market opportunities for the pine mushroom • Develop a carbon credit program to improve resource management and reconcile Aboriginal rights • Implement the Blackwater Participation Agreement through the development of 20 plus sole-source businesses • Explore viability of agricultural businesses and non-timber forest products • Investigate ways to utilize waste in a sustainable manner resulting from Mountain Pine Beetle damage • Learn from other Indigenous communities about their successes in economic development





STRATEGIC PRIORITY 6

Increasing Organizational Strength and Reliance



The Chief and Council strive to ensure that the UFN is a healthy, sound, fiscally responsible organization with a strong management team. Chief and Council are committed to building the UFN’s profile and reputation for being a sovereign and financially free community. The objectives and strategies for building organizational strength and resilience create the foundation for all other Strategic Priorities.

STRATEGIC PRIORITY 6: INCREASING ORGANIZATIONAL STRENGTH AND RELIANCE	
Goals	Objectives
<p>6.1 Ensure a strong and accountable leadership</p>	<ul style="list-style-type: none"> • Implement an effective election policy that will promote responsible leadership • Put in place an orientation process for all community leaders and staff • Diversify administration by putting in place training opportunities for members within the Nation • Review and enhance current governance structure • Provide opportunities for team-building exercises and events

<p>6.2 Ensure strong management direction and sound policies that will be carried over from one administration to the next</p>	<ul style="list-style-type: none"> • Develop effective policies, and standard operation procedures for implementation • Review, update, and develop bylaws to ensure they are relevant, enforceable, and current with community needs • Conduct more surveys and workshops to bring people together and have them engaged in community affairs • Encourage collaboration between departments • Update HR policies to ensure compliance with federal and provincial regulations • Ensure transparency with respect to financial management
<p>6.3 Establish clear and effective communications and teamwork</p>	<ul style="list-style-type: none"> • Enhance communications with Council and community members including the use of technology • Develop staff work plans that are effectively linked to budgets • Encourage interdepartmental communication and collaboration • Encourage community member input with respect to the implementation of programs
<p>6.4 Engage target groups in the community including Elders and youth, in governance</p>	<ul style="list-style-type: none"> • Establish a meaningful youth program including a Youth Council • Provide cross-generational training opportunities for youth and Elders
<p>6.5 Collaborate with Federal, Provincial, and local governments, and other First Nations</p>	<ul style="list-style-type: none"> • Negotiate mutually beneficial agreements • Negotiate stable funding agreements • Nurture relationships to achieve the ultimate goal of becoming politically and financially independent • Have Chief and Council work towards developing collaborative relationships with neighbouring First Nations and other governments • Establish effective government-to-government relationships with all orders of government
<p>6.6 Promote continuity and transparency</p>	<ul style="list-style-type: none"> • Prepare and distribute regular progress reports in the form of a community newsletter with respect to the Strategic Plan • Explore the opportunity to join First Nation Finance Authority • Establish a review and revision schedule for all UFN Policies

	<ul style="list-style-type: none"> • Report out by UFN Operations Manager and Program Directors on Strategic Plan implementation progress at annual AGMs
<p>6.7 Practise open, accountable, and fiscally responsible governance</p>	<ul style="list-style-type: none"> • Advance strategic priorities through interdepartmental collaboration, cooperation, and open communication • Develop and administer effective responsible financial management frameworks • Maintain annual standardized reporting for each department and update finance policies where applicable • Attract, develop, and engage qualified financial services employees • Provide annual reporting and updates to the community • Ensure timely reporting to Indigenous Services Canada and other funding institutions • Ensure/enhance training, apprenticeships or work placement programs for financial persons or accountants to address shortage within the UFN community • Reduce deficits in key areas • Coordinate consistent methods for audits and financial reporting • Ensure compliance by supporting with effective policies and procedures
<p>6.8 Provide and maintain effective and efficient administration services</p>	<ul style="list-style-type: none"> • Work to improve staffing and management efficiency by exploring ways to streamline responsibilities and maximize productivity • Improve and enhance feedback mechanisms • Ensure staff understand the time and resources available for each individual project and link to work plans and timesheets • Review staff work plans to ensure staff is on track with time and budgeting • Conduct annual performance reviews • Carry out ongoing program assessments through evaluating results, and adapting plans and services to improve outcomes • Develop effective administrative policies and functions by documenting procedures, job descriptions, and policies • Keep a database of skilled workforce members • Improve employee orientation, job descriptions and on-job training for all staff • Develop a cultural awareness program for new and existing employees

	<ul style="list-style-type: none"> • Establish a recruitment and retention plan including regular evaluations of staff equity • Develop and implement a comprehensive community plan • Explore opportunities for upgrading and replacing administration facilities and infrastructure
<p>6.9 Provide information technology and training to UFN Chief and Council and Staff</p>	<ul style="list-style-type: none"> • Ensure technology is current, effective, and accessible • Develop a training strategy on the use of technology in the workplace • Develop an engagement policy on the proper use of technology for UFN communications



Ulkatcho Ancestors at Stuie

Photo acknowledgements

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