

METLAKATLA GOVERNING COUNCIL

Strategic Plan | 2015–2018



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1 MESSAGE FROM THE CHIEF

I am pleased to present our three-year (2015-2018) Strategic Plan for the Metlakatla Governing Council.

This plan was created through the joint efforts of Council and management in order to provide direction and accountability for our organization over the next three years.

Building on past strategic planning efforts, this plan presents a cohesive plan to act on the priorities of our members within our mandate as a governing body. We present a series of Organizational Goals we have committed to and identified supporting Organizational Strategies to achieve those goals. We will measure our progress periodically to ensure our programs and activities are supporting our Goals.

Our Member Priorities reflect the key needs of our members, including: preserving our culture, preserving our environment, providing a future for our youth, holistic health and wellness, economic sustainability and building a sustainable Metlakatla First Nation. Improving the capacity of our Board, management and staff remains a priority as we undertake new projects and prepare for the changing future.

This plan reflects our ongoing efforts to maintain and preserve our culture and environment. Improving outcomes for our children and youth in terms of education and employment opportunities also continues to be a challenge. We would like to bring people back to live and work in our community, creating a sustainable future for our community and organization. Our ongoing programs and support services aim to improve these outcomes over time.

We continue to maintain our strong financial position, supported by federal funding, several sources of grant funding and revenue sharing with our partner organization, the Metlakatla Development Corporation.

We continue to make progress towards securing the financial independence and certainty over our land and resources through the Treaty process, which will continue in 2015. We continue to pursue opportunities to take part in economic development opportunities in our region.

This plan sets the stage for better integration between other Metlakatla organizations including Metlakatla Stewardship Society and the Metlakatla Development Corporation.

We are excited about our plan for the future and invite you to explore our priorities and goals contained in this plan.

Sincerely,

Harold Leighton
Chief
Metlakatla Governing Council

2 MESSAGE FROM THE EXECUTIVE DIRECTOR

This Strategic Plan was developed in order to clarify the priorities of our members, identify realistic Goals for the Metlakatla Governing Council and develop Work Plans for each of our departments to ensure our operations contribute towards the achievement of our Goals.

The Strategic Plan enhances communication with our members and other stakeholders regarding our plans for the future. It builds on our past strategic planning efforts and supports our existing Comprehensive Community Plan, which established a long-term, community-based vision. This plan also aligns with the Cumulative Effects Management project, which assesses and monitors the condition of our environment in order to support management decision-making.

Over the past few years we have significantly contributed to the community by building a new Health Centre, a Recreations Centre and outdoor facilities and a new Band Office. In 2015 we will continue to improve our infrastructure, undertaking several new public works projects including the completion of our new wastewater lagoon facility and completion of our sports field.

We continue to focus on teamwork and collaboration across our departments. Our team of Directors continues to provide strong management to meet our program goals.

In 2015 we will continue to pursue accreditation with the First Nations Financial Management Board. We continue to engage with our members by hosting information sessions, workshops and community events.

Over the next several years Metlakatla Governing Council is working towards several key priorities including continuing to support the Treaty Process in pursuit of a Final Agreement, establishing a Constitution and Land Code, and improving our infrastructure.

In addition to these projects we are focusing on improving the efficiency and effectiveness of our internal systems and processes to increase the quality of our programs and services.

We are looking forward to the changes and opportunities ahead.

Sincerely,

Gordon Tomlinson
Executive Director
Metlakatla Governing Council

3 EXECUTIVE SUMMARY

The Metlakatla Governing Council (MGC) Strategic Plan was developed by Council and staff between December 2014 and March 2015.

This plan builds on existing work completed, including the 2010 Comprehensive Community Plan, 2013 Metlakatla Strategic Directions, 2014 Strategic Priority Work Program and the 2014 Cumulative Effects Management Workshop

This document summarizes the key work the MGC hopes to accomplish over the three-year period of 2015 - 2018, in support of the priorities of its membership and the mandate of the organization.

This plan covers all Metlakatla members, including those living outside the Metlakatla community and outside the Metlakatla traditional territory.

Plan	Do	Measure Progress
The plan sets out six Member Priorities and seven Organizational Goals for the 2015 to 2018 period. Ten Organizational Strategies outline the broad approaches for how the organization will achieve its Organizational Goals.	The Strategic Plan includes a summary Department Work Plan for each department, including the key activities that will be undertaken by staff over the period of the plan to execute the ten Organizational Strategies.	The plan also includes performance indicators for measuring our progress toward implementing the Strategic Plan.

Navigating this Strategic Plan

Sections 1 through 3: Messages from the Chief and Executive Director, and the Executive Summary - provides an overview and introduction to the structure and content of the plan.

Section 4: Who We Are and What We Do - provides an overview of the Metlakatla First Nation, the MGC and its various functions.

Section 5: Our Current Reality - provides internal and external contextual factors, including a brief financial and operations overview that describe the current state in which the Strategic Plan was developed. This section also provides an overview of the Strategic Framework, which underlies the development of this Strategic Plan.

Section 6: 2015-2018 Strategic Plan - presents the core of the Strategic Plan for 2015 - 2018. It includes a summary of:

- Six Member Priorities - outlining the key concerns and needs of our members
- Seven Organizational Goals - describing desired achievements by the organization in order to deliver on the Member Priorities and the MGC's mandate
- Ten Organizational Strategies - presenting the high level approaches for achieving the Organizational Goals

Section 7: Department Work Plans - presents key activities each department will undertake in alignment with the Organizational Strategies.

Section 8: Closing Comments - summarizes our closing thoughts.

4 WHO WE ARE, AND WHAT WE DO

4.1 Metlakatla First Nation

Metlakatla is a Tsimshian community located in a pristine environment 7 kilometres from Prince Rupert. Metlakatla derives its name from Maxtaxaala or salt water pass - the community is only accessible by boat. Members of the Metlakatla First Nation are descendants of the nine organized First Nations known as the nine tribes of the Coastal Tsimshian.

The language of the Metlakatla people is Sm'algayax. Various dialects are spoken throughout the north coast of British Columbia and New Metlakatla, Alaska. With Metlakatla's close proximity to Prince Rupert and an aging elder population, very few members have maintained fluency in Sm'algayax. A number of qualified teachers are working diligently to bring the traditional language back to life both in Metlakatla and Prince Rupert.

Members of the Metlakatla Nation are proud of their history and culture as Tsimshian people. Many historians have documented the culture, traditions and stories of the Coast Tsimshian (Metlakatla and Lax Kw'alaams) in their shared traditional territories. Metlakatla members continue to enjoy their inherent rights and freedom to harvest traditional food, practice traditional ceremonies and honour their history and lineage.



Our Vision

Metlakatla First Nation is a progressive community recognized as a leader in improving the lives of its members while strengthening its Tsimshian identity and culture.

Metlakatla is celebrated for being proactive in meeting community needs, for making decisions that lead to a healthy, sustainable future and for having positive relationships with others.

4.2 Metlakatla Traditional Territory

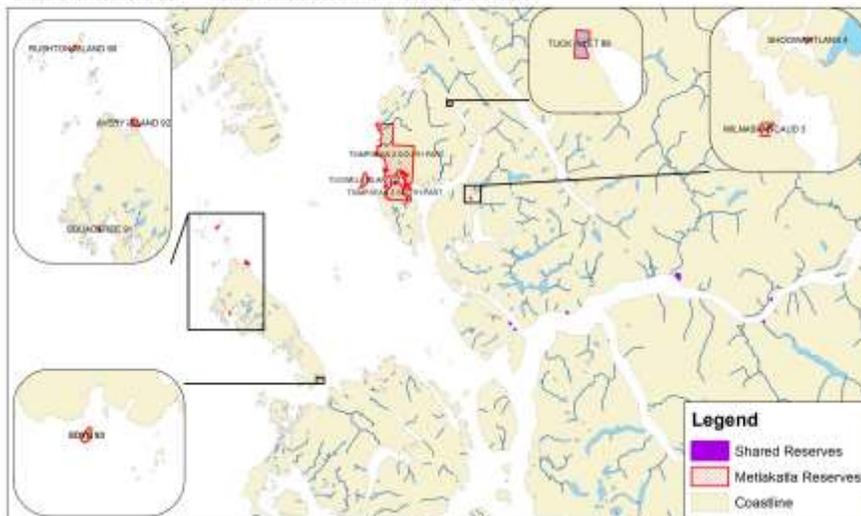
Metlakatla Territory is vibrant and diverse. Metlakatla Territory includes the ancestral lands and waters held by the nine tribes of the Coast Tsimshian. These tribal areas are those areas, which our people have occupied, accessed and used for trade and barter, economic, cultural, social and ceremonial purposes.

Metlakatla Territory encompasses roughly 20,000 square kilometers of land and sea in the Great Bear Rainforest, ranging from the ocean waters in the middle of Hecate Strait in the west to the lands and freshwaters where the Kitnaywakna River joins the Zymoetz River in the east. Our territory extends southward to just below Klewnuggit Inlet along Grenville Channel and northward to the headwaters of the Sutton River.

Our home community of Metlakatla lies in the heart of our territory, at the juncture of land and sea, and is located a few kilometres northwest of Prince Rupert and twenty-five kilometres south of the home community of Lax Kw'alaams.

There are rugged coastal mountains reaching up to 3,000 metres. Large glaciers provide meltwaters into numerous creeks and streams that deliver clean, cool water to numerous freshwater lakes and large rivers that support a diverse variety of fish including, trout and salmon. Steep coastal valleys and coastal lowlands give way to a rugged shoreline dominated by rocky shores with few sand and gravel beaches. Long deep ocean valleys and fjords make up part of the varied bottom topography underlying our life giving ocean waters. Numerous islands provide a diversity of biological resources within their complex shorelines and extensive wetland and inter-tidal areas.

Metlakatla First Nation - Reserves



4.3 Metlakatla Governing Council

The MGC oversees approximately 3,464 hectares of land on 16 reserves. Metlakatla has a population of 890 members, including 806 members residing off-reserve, outside the Metlakatla community. A large majority of off-reserve members live in Prince Rupert, within Metlakatla traditional territory.

The MGC is the representative government and a service organization for the Metlakatla membership. The Governing Council is comprised of an elected chief and six councillors, each of whom serve three-year terms. In March 2007, the Metlakatla members ratified a custom election code that removed election provisions from under the jurisdiction of the Indian Act. Council functions as the governing unit of the band and as an administrator of social services.

As we have been taught by our elders and our history, how we conduct ourselves and our business is as important as what we do. Accordingly, we have identified the list of values to the right that we believe are essential to successfully working together with and for our community. The MGC commits to working in accordance with these values.

More detail about the Metlakatla First Nation, as well as the range of services provided, can be found by visiting www.metlakatla.ca.

Our Values

- Respect
- Inclusiveness
- Being positive
- Teamwork
- Professionalism
- Objectivity
- Openness & transparency
- Confidentiality
- Accountability
- Goal / results oriented
- Receptive / Empathic
- Learning culture

4.4 Metlakatla Treaty Process and Laws

Treaty Objectives and Progress

Metlakatla First Nation has been pursuing a negotiated treaty settlement with the federal and provincial governments, in various iterations, since 1993.

The treaty process in British Columbia is a six-stage process overseen by the BC Treaty Commission. Metlakatla is in Stage 4 and continues to negotiate the Agreement-in-Principle (AIP) with the provincial and federal governments. The AIP provides the basis for a final treaty and contains provisions on land, capital transfer, resource management, culture and governance.

In 1993 Metlakatla began treaty negotiations with other Tsimshian first nations as part of the Tsimshian Tribal Council (TTC), consisting of the Metlakatla, Lax Kw'alaams, Kitkatla, Hartley Bay, Kitsumkalum, Kitselas and Kitasoo. Upon the dissolution of the TTC in 2005, Metlakatla continued negotiations with a subset of that group. In 2008 Metlakatla stepped away from treaty negotiations when the federal government removed fish as a topic from negotiations.

After reviewing all options available, Metlakatla re-entered treaty negotiations in 2011, stressing the importance of the topic of fish (and all marine life). In 2015, the federal government has re-engaged in fish negotiations. On the topic of fish, Metlakatla is negotiating collectively with Kitselas and Kitsumkalum.

When treaty negotiations began, Metlakatla membership appointed members to a Treaty Board. The Treaty Office supports the Treaty Board in its pursuit of treaty.

Negotiated treaties are intended to:

- Provide certainty over ownership, use and management of land and resources, including:
 - What rights to lands and resources the First Nation will have and what its responsibilities will be;
 - What rights and duties other Canadians will have on the land the First Nation will own;
- Set out how rights will be exercised;
- Set out First Nations' jurisdiction over their own affairs through self-government provisions and how this will be harmonized with the powers of other governments;
- Create an improved foundation for viable First Nations economies; and
- Bring certainty to land and resource use and ownership in the province.

In support of the treaty process, the federal government provides funding to First Nations to undertake Treaty Related Measures (TRMs) in order to explore or obtain information needed to proceed in treaty. Using TRMs, Metlakatla has formed a Fisheries Advisory Committee and developed Fisheries Operational Guidelines, prepared a Financial Code and conducted a water-use study.

Governance and Laws

During the Treaty process First Nations are required to develop a constitution to support self-government. Metlakatla has developed a draft constitution that is currently under legal review and will be brought to members for consultation and then a ratification vote. The Constitution will include a new Election Code and Land Code.

Post-treaty Metlakatla will be governed by a number of laws, some of which already exist and are in place and some of which are being drafted. Additional Bylaws will be drafted closer to the Final agreement. These include:

Laws Being Drafted for Ratification	Existing Metlakatla Laws	Existing Bylaws
<ul style="list-style-type: none"> • Constitution • Matrimonial Law • Land Code • Custom Election Code (major revisions underway) • Bylaws (all bylaws are being reviewed and updated) 	<ul style="list-style-type: none"> • Metlakatla First Nation Property Assessment Law, 2013 • Metlakatla First Nation Property Taxation Law, 2013 • Metlakatla First Nation Financial Administration Law, 2011 • Financial Administration Law • Property Assessment and Taxation Laws 	<ul style="list-style-type: none"> • Housing bylaws • Curfew bylaw • Dog Control bylaw • Electric Power Plant bylaw • Raising of Monies bylaw • Traffic Bylaw • Trespassing bylaw

In addition to the laws above, Metlakatla has a number of agreements and protocols in place including:

- a Strategic Land Use Plan and a Metlakatla Strategic Land Use Plan Agreement with BC (June 2006).
- the North Coast Land and Resource Management Plan (North Coast LRMP) which promotes relationship building with neighboring First Nations and area stakeholders.
- Protected Areas Agreements with Conservancies (October 2007).
- a Reconciliation Protocol which was signed in December 2009; this is an agreement that recognizes our aboriginal rights, title and interests within our traditional territory.

4.5 Strategic Partnerships

The MGC participates on a number of committees and boards and maintains a number of strategic partnerships with other first nations and organizations.

The Metlakatla First Nation belongs to the Tsimshian Nation; other member nations are indicated in the box to the right.

Committee and Board Participation

The MGC participates in the following committees and boards:

- **Assembly of First Nations** – a national a national advocacy organization representing First Nation citizens in Canada.
- **Coastal First Nations - Great Bear Initiative** – an alliance of First Nations on British Columbia’s North and Central Coast and Haida Gwaii created to support the re-emergence of a sustainable economy while taking into account the cultural and ecological diversity of the Great Bear Rainforest.
- **Coastal Tsimshian Enterprises** – MGC has a joint partnership with Lax-kw'alaams First Nation to pursue business opportunities in the region.
- **First Nations Summit** – a provincial summit that provides a forum for First Nations in British Columbia to address issues related to Treaty negotiations as well as other issues of common concern.
- **North Coast Skeena Commercial Fishing Enterprises Limited Partnership** – this organization manages fishing license access and quotas for the member and partner Nations of the North Coast-Skeena First Nations Stewardship Society. Metlakatla holds an appointed seat on the Management Committee of this organization.
- **North Coast Skeena First Nations Stewardship Society** – enables First Nations people on the BC North Coast and lower Skeena River to collaborate on regional and community-based initiatives related to planning and the sustainable use of marine resources.
- **First Nations Health Authority – Northern Region Caucus** – Metlakatla holds a voting seat on this regional caucus on health, providing input on topics ranging from strategic planning, to services and finances
- **Northwest Inter-Nation Family and Community Services Society (NIFCS)** – operates and manages a child welfare agency that provides a continuum of culturally appropriate prevention, intervention and protection services for children and families of nine member Bands.
- **School District 52 (Prince Rupert) Aboriginal Education Council and Aboriginal Education Committee** - provides advice and guidance to the school district concerning program decisions affecting Aboriginal learners. The Council also allocates funds that are designated and targeted by the Ministry of Education to provide programs and services to Aboriginal learners.
- **TRICORP (Tribal Resources Investment Corporation)** – MGC is part owner of an Aboriginal Capital Corporation which provides lending for small businesses
- **Tsimshian First Nation Treaty Society** – facilitates treaty negotiation for Tsimshian communities
- **Union of BC Indian Chiefs (UBCIC)** – UBCIC supports aboriginal people at the community, national and international levels for recognition of aboriginal rights and respect for aboriginal cultures and societies. Metlakatla’s Chief sits on the UBCIC Chief’s Council.

Tsimshian Nations

- Gitxaala Nation
- Gitga'at Nation
- Kitselas First Nation
- Kitsumkalum First Nation
- Lax-kw'alaams First Nation
- Kitasoo First Nation

Memberships

The MGC holds non-voting memberships with the following organizations:

- **First Nations Finance Authority (FNFA)** – The FNFA a non-profit Aboriginal government-owned and controlled financial institution
- **First Nation Financial Management Board (FNFMB)** - The FNFMB is an Aboriginal institution that provides a suite of financial management tools and services to First Nations governments seeking to strengthen their fiscal stewardship and accountability regime and develop necessary capacity to meet their expanding fiscal and financial management requirements.
- **AFOA Canada** (formerly the Aboriginal Finance Officers Association) – MGC maintains membership in this organization which aims to help Aboriginal people better manage and govern their communities and organizations through a focus on enhancing finance and management practices and skills
- **First Nations Health Director’s Organization** – MGC maintains membership in this organization which aims to create and implement a comprehensive capacity development plan for the management and delivery of community-based services and support First Nations and their mandated health organizations in training, program development and knowledge transfer.

Other Strategic Partnerships

The Metlakatla Governing Council partners with the following entities in order to provide services to Metlakatla members and participate in topics of national, provincial and regional interest.

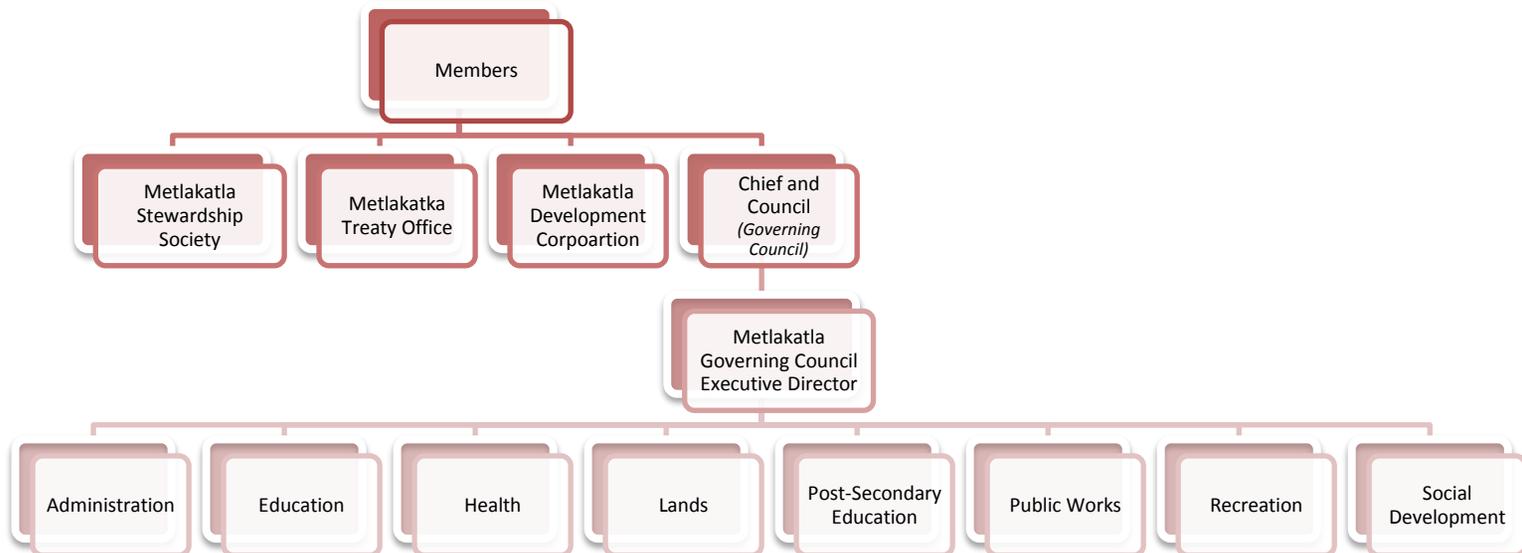
- Government of Canada
- Royal Canadian Mounted Police (RCMP)
- Aboriginal Affairs and Northern Development Canada (AANDC)
- First Nations Health Authority (FNHA)
- Government of BC
- City of Prince Rupert
- Prince Rupert Port Authority
- District of Port Edward
- Skeena Regional District
- Emergency Management BC
- University of Northern BC

4.6 Organizational Structure

The Metlakatla First Nation is led by an elected Council and administered by an executive team and staff on behalf of its members.

The MGC has arms length relationships with two related organizations, the Metlakatla Stewardship Society and the Metlakatla Development Corporation. The Metlakatla Stewardship Society (MSS) is responsible for oversight of the Stewardship Office, with a mandate to protect the lands, waters and resources within the territory. MSS works on behalf of MGC on environmental issues. The Metlakatla Development Corporation (MDC) is an independent business arm of the Governing Council. The MDC was established in 1989 to oversee the community's economic initiatives. Both MSS and MDC organizations report to their own boards; however the work of these organizations is coordinated to obtain the best outcomes for Metlakatla members.

The structure outlined below illustrates the organizational structure of the MGC and its supporting administrative departments.



The following section provides a more detailed overview of the responsibilities, and staff composition of each the departments within the organization.

4.7 Department Overview

This section presents a high level overview of the key responsibilities and staff of each department in the MGC administrative body.

Department	Key Responsibilities and Staff
Administration	<ul style="list-style-type: none"> • The Administration department is responsible for the operation of several program areas: finance, information and technology, administration support, human resources, subsidies and distributions and administration of the Office of the Chief Administrative Officer. • The department's key activities include planning and managing financial operations, operational reporting, building relationships with funding agencies, liaising with external organizations, planning and implementing member communications, oversight of internal systems and processes, and providing support services for all other departments including facilities, information technology, human resources. • The Administration department also operates as a bridge to Council for other departments. And supports and implements Council directives. • The Administration department staff includes the Executive Director, Chief Financial Officer, Finance Officer, Administrative Support, Membership Clerk and Custodian.
Health	<ul style="list-style-type: none"> • The Health department is responsible for health program planning and the operation of the Metlakatla Village Health Centre. • Metlakatla currently operates the following on-reserve health programs and services: Canada Prenatal Nutrition Program, Alcohol and Drug Program, Solvent Abuse, Brighter Futures, Mental Health, Aboriginal Diabetes Initiative, Communicable Disease and Injury Prevention, Drinking Water Safety Program, Healthy Relationships and Youth Health. • The Health Centre provides community health services, home care, and immunizations. Staff includes the Program Director (a Public Health Nurse), Home Care Nurse and Community Health Representative.
Education	<ul style="list-style-type: none"> • The Education department is responsible for planning and implementing programs to support the educational outcomes of Metlakatla children and youth between Pre-Kindergarten and Grade 12. Programs include the Head Start Program and Reading Program • The Education department staff includes the Program Manager/Education Counsellor, Head Start Coordinator and Assistant Coordinator.

Department	Key Responsibilities and Staff
Post-Secondary Education	<ul style="list-style-type: none"> • The Post Secondary Education department is responsible for promoting post secondary education options for both on and off-reserve members, as well as to provide support to and advocate for students undertaking post-secondary education. • The department administers funding support for students undertaking post secondary education, including funding for tuition, books and a living allowance. • The Post-Secondary Education department is staffed by the Post-Secondary Education Coordinator.
Social Development	<ul style="list-style-type: none"> • The Social Development department is responsible for administering social programs and funding to individuals in need. Programs and services include homemaking services, Meals on Wheels program, community wellness services and workshops to support those with mental health and addiction challenges. • The Social Development department is staffed by the Social Development Coordinator, Addictions and Mental Health Counselor and the Meals on Wheels Program Coordinator.
Lands	<ul style="list-style-type: none"> • The Lands department has been created to develop, ratify and implement a new Land Code in 2016. The Land Code will be supported by land laws, which will then be administered and enforced by the Lands department. • The Lands department will administer land laws related to heritage, conservation, culture and matrimonial real property. • The Lands department is currently staffed by the Lands Director.
Public Works	<ul style="list-style-type: none"> • The Public Works department is responsible for maintaining and improving the infrastructure assets of Metlakatla Village. This includes roads, community facilities and grounds maintenance, docking facilities, vessel, vehicle and equipment maintenance and operation, transfer stations and the wastewater facility. • The Public Works department is staffed by the Public Works Manager.
Recreation	<ul style="list-style-type: none"> • The Recreation department is responsible for planning and implementing recreation programs and events for members living in Metlakatla village. • The department maintains the community's existing recreation facilities, including the Metlakatla Village Recreation Centre, sports field and skate park. The department also plans for the addition of new facilities, and is responsible for replacing and maintaining recreation equipment. • The Recreation department conducts fundraisers, and identifies and pursues grant-funding opportunities to support its programs. • The Recreation department is staffed by the Recreation Program Manager and Recreation Coordinator.

5 OUR CURRENT REALITY

The purpose of this section is to present an overview of the relevant context within which the Strategic Plan has been developed. It includes a summary of internal and external contextual factors that impact our Member Priorities and Organizational Goals. These contextual factors in turn have informed the Organizational Strategies and Department Work Plans presented in Section 7.

5.1 Internal Contextual Factors

The MGC has identified a series of strengths and challenges facing the organization internally. These strengths will be leveraged, while the organization will attempt to address its internal challenges, in order to achieve its goals.

Strengths	Weaknesses
<ul style="list-style-type: none">• Focused leadership• Progressive, committed Council and management team• Well-established Metlakatla Village• Strong financial position and access to financial resources• Excellent service delivery• Strong program infrastructure• Strength of our relationships• Accountability to our members• Holistic view of the well-being of our members• Planning and negotiating for the future• Strong reputation of Metlakatla	<ul style="list-style-type: none">• Challenges preserving our Tsimshian cultural history• The MGC and administrative body is not yet fully financially self-sufficient (there is a strong dependence on government funding)• Challenges engaging our members, particularly the younger generation• Challenges developing the capacity to deliver the breadth and depth of programming our members desire• Challenges communicating across our organization and integrating the actions of all our various departments• Challenges communicating effectively with our members resulting in potential trust issues• Challenges working within imposed government laws and regulations

5.2 External Contextual Factors

Several external factors present both opportunities and challenges to the MGC. The table below summarizes the key opportunities that the MGC may wish to pursue, and those challenges it may wish to mitigate.

Opportunities	Threats
<ul style="list-style-type: none"> • Aligning with local and regional economic development projects such as proposed Liquefied Natural Gas (LNG) facilities to pursue employment opportunities for our members, and financial independence for our organization • Emerging local economic development opportunities, particularly related to our marine identity and geographic location • Finalizing Treaty settlement • Developing partnerships with other organizations to efficiently and effectively meet the needs of our members while expanding our capacity • Developing alliances with other regional First Nations 	<ul style="list-style-type: none"> • Threat of businesses shutting down as not enough revenue: fishing • Declining on-reserve population - Our members are finding better jobs elsewhere for better pay • Changing demographic – Our young people are not taking as much interest in maintaining our culture and pursuing education and employment opportunities • Potential environmental concerns over economic activity in the region (LNG) • Many members are facing challenges with social and health issues • The rate and pace of change in the external environment poses challenges to keep up • Metlakatla traditional territory overlaps with other First Nation territory

5.3 Financial Overview

MGC is in a strong financial position with ongoing operating surpluses over the past several years. This positions the organization for growth and enables the organization to undertake key improvement projects as described in the Department Work Section below.

Our financial statements are available online through the AAANDC website at <http://www.aadnc-aandc.gc.ca>.

MGC continues to seek sources of funding to support and grow its programs. Major funders include AANDC, the FNHA and MDC.

5.4 Operations Overview

MGC Operations

Our Finances	Our Members	Our Operations
<ul style="list-style-type: none"> Planned expenditures of approximately \$5 million in 2015 Operating surplus of \$15.66 million in 2014 	<ul style="list-style-type: none"> Estimated population equivalent of approximately 800 members, including approximately 100 members living on-reserve in the Metlakatla community 	<ul style="list-style-type: none"> Planned labour force of approximately 30 management and staff

In a Typical Year

Administration	Health, Education and Social Development	Public Works
<ul style="list-style-type: none"> Plans and holds 12 Council meetings Releases 12 member newsletters Holds 1-2 member/community events per month Oversees approximately 10 funding agreements Recruits approximately 12 positions per year Coordinates governance training for Council twice annually 	<ul style="list-style-type: none"> Staff plan, organize and implement 5 adult wellness workshops members living away from or within the community of Metlakatla Staff plan, organize and implement 3 youth wellness workshops living away from or within the community of Metlakatla Staff implement 1 college/university field trip Provides funding support for 5-7 post-secondary students 	<ul style="list-style-type: none"> Maintains 2km of paved roads in the Metlakatla community Manages 40,000 litres of water usage Oversees the maintenance of 15 Band-owned homes and 5-6 Elder private homes

5.5 Strategic Framework Overview

The MGC considers many factors when undertaking strategic planning efforts. The key inputs to this process first include clearly understanding the priorities of the members of the Metlakatla First Nation. The organization is responsible for acting on its mandate (what the organization was created to do), the organization's vision (a definition of the ideal future state) and its values (principles and behaviours which guide the actions of the organization and its staff).



These elements provide the content and direction for the Strategic Plan that is then aligned with internal financial plans and budgets. Performance is measured in terms of progress towards the organization's contribution to Member Priorities and the Organizational Goals. Department Work Plans are developed in alignment with the Strategic Plan, identifying activities the organization will undertake, in order to achieve its Organizational Goals.



Ongoing reporting is essential both internally within the organization to support decision-making and identify necessary changes in course, and externally to allow its members to hold the organization accountable.

6 2015-2018 STRATEGIC PLAN

6.1 Strategic Plan Elements

The key sections of the Strategic Plan include:

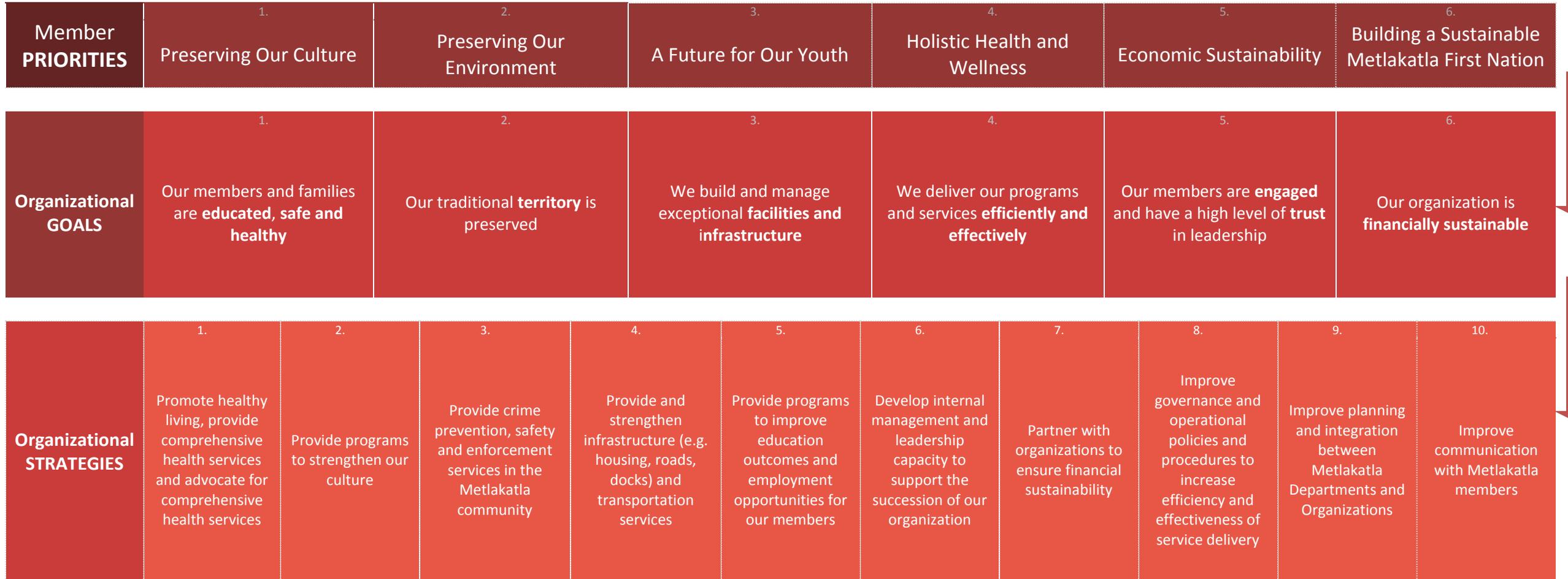
- **Member Priorities:** These outline the key concerns and needs of our members.
- **Organizational Goals:** These describe desired achievements by the organization in order to deliver on the Member Priorities and the MGC's mandate.
- **Organizational Strategies:** These present the high level approaches for achieving the Organizational Goals.

6.2 Strategic Plan-on-a-Page

The key elements of the Strategic Plan have been summarized into a 'Plan-on-a-Page' to show the alignment from Member Priorities to Organizational Goals, to Organizational Strategies, and finally cascading through to the Department Work Plans presented in Section 7.

Metlakatla Governing Council Strategic Plan on a Page

The arrows to the right of the plan indicate that the Member Priorities inform and drive the Organizational Goals that in turn direct the Organizational Strategies. This demonstrates top-down alignment across all levels of the Strategic Plan.



7 DEPARTMENT WORK PLANS

This section presents a summary of the key work plan activities for each department over the time frame of this strategic plan.

These work plans define the actions the MGC will undertake, in alignment with the Organizational Strategies, in order to achieve the Organizational Goals.

Please note this list presents the key actions, and is not representative of all the work of each department. The department responsible for implementing each action is identified in brackets.

Organizational STRATEGIES	1. Promote healthy living, provide comprehensive health services and advocate for comprehensive health services	2. Provide programs to strengthen our culture	3. Provide crime prevention, safety and enforcement services in the Metlakatla community	4. Provide and strengthen infrastructure (e.g. housing, roads, docks) and transportation services	5. Provide programs to improve education outcomes and employment opportunities for our members	6. Develop internal management and leadership capacity to support the succession of our organization	7. Partner with organizations to ensure financial sustainability	8. Improve governance and operational policies and procedures to increase efficiency and effectiveness of service delivery	9. Improve planning and integration between Metlakatla Departments and Organizations	10. Improve communication with Metlakatla members
Key Department Work Plan Activities	<ul style="list-style-type: none"> Develop Community Wellness Plan (Health, Social Development, Education, Recreation) Expand community health services (Health) Build a new playground in Metlakatla Village (Recreation, Public Works) Conduct a needs assessment and feasibility study for a Youth Centre (Recreation) Continue to offer alcohol and drug counseling services (Social Development) Continue to administer Meals on Wheels program (Social Development) Continue to administer Social Assistance Program (Social Development) 	<ul style="list-style-type: none"> Implement summer language culture and language camp (Education) Host 2 language and culture parent workshops (Education) Support MSS programs and services 	<ul style="list-style-type: none"> Review and update existing by-laws or develop new community by-laws (Administration) Recruit a part time “Community Observer” role to liaise with RCMP (Administration) Liaise with RCMP to lobby for renewal of RCMP tripartite funding program (Administration) Establish policies and procedures for all docks and vessels 	<ul style="list-style-type: none"> Plan and implement public works projects, including: Tsook Lake Access Trail Assessment, Source Water and Reservoir Evaluation, Shoreline Erosion and Seawall Assessment, Community Paving, Wastewater Lagoon Facility, Sports Field, New Commercial Building, Old Dock Renovation, House Renovations (Public Works) Establish policies and procedures for Metlakatla Guardian ferry Revise and update emergency preparedness policies and procedures (All) Create Community Asset Management Plan (Public Works) Build Public Works office and warehouse (Public Works) 	<ul style="list-style-type: none"> Continue to implement the Head Start Program (Education) Host post-secondary educational trade fair (Post-Secondary Education) Host university and college field trips for high school youth (Post-Secondary Education) Continue to administer post-secondary funding program (Post-Secondary Education) Host elementary and secondary celebration awards (Education) 	<ul style="list-style-type: none"> Create a Land Administration Office (Lands) Establish a comprehensive Land Code (Lands) Develop land laws (Lands) Update Land Use Plan for Metlakatla Reserve (Lands) Establish a Lands Advisory committee (Lands) Develop a Succession Plan (Administration) Implement new Personnel Performance Management processes and tools (Administration) 	<ul style="list-style-type: none"> Investigate energy savings options for the Recreation Centre (Recreation) Pursue grant funds (All) Host fundraising events (Recreation) Renegotiate tax assessment service with BC (Administration) Complete major revisions and update the Financial Administration Law Obtain FNFMB certification (Administration) 	<ul style="list-style-type: none"> Create Health Centre policies and procedures (Health) Review infrastructure policies and procedures (Public Works) Develop a risk management framework (Administration) Revise the Custom Election Code (Administration) Develop a Council Orientation Plan (Administration) Develop a 5-year Information Technology Strategy and Policy (Administration) Revise finance policies and procedures aligned to Financial Administration Law (Administration) Update HR Manual (Administration) Revise and update Governance manual (Administration) 	<ul style="list-style-type: none"> Link the Lands Code and Land Department to the treaty process (Lands) Develop a constitution (Administration) 	<ul style="list-style-type: none"> Continue communication with members regarding the treaty process and Land Code (Lands, Administration) Revise and update membership policies and procedures (Administration) Finalize Communication Strategy (Administration)

8 MEASURING SUCCESS

A series of performance measures have been identified in order to assess our progress towards completing the actions outlined in this plan.

A select number of performance measures have been identified, in order to measure our progress towards implementing key priorities and actions outlined in this plan.

These measures have been selected as they represent major work efforts with significant impact on members, the Metlakatla community and the operations of the MGC.

Work Plan Activity	Performance Measures	Target	Department
1. Complete First Nations Financial Management Board (FNFMB) Certification	Schedule variance	September 30, 2016	Administration
2. Hold Council and management training workshops	Number of workshops held annually	2	Administration
3. Monthly Financial Reporting	Schedule variance	Within 2 weeks of month-end	Administration
4. Financial Policy revised	Schedule variance	March 31, 2016	Administration
5. Department Work Plan completion	Percentage of Department Work Plans completed on time	85%	All Departments
6. Sign new Aboriginal Affairs and Northern Development Canada (AANDC) agreement	Schedule variance	May 31, 2016	Administration
7. Develop and manage the MGC budget	Budget variance	\$0 over budget	Administration
8. Pursue grant funds	Total value of funding grants secured	Per 2015 budget	Administration
9. Design and build a new playground and pavilion in Metlakatla village	Schedule variance	May 30, 2015	Recreation and Public Works
10. Develop a Community Wellness Plan	Schedule variance	June 30, 2015	Health, Social Development, Recreation, Education
11. Complete wastewater facility	Schedule variance	May 31, 2015	Public Works

Work Plan Activity	Performance Measures	Target	Department
12. Revise and update emergency preparedness policies and procedures	Schedule variance	December 31 2015	Emergency Management Committee
13. Establish a Land Code	Schedule variance	August 31, 2016	Lands
14. Develop Land Laws in accordance with Land Code	Schedule variance	March 31, 2017	Lands
15. Participation in the post-secondary funding program	Number of students participants	5 students	Post-Secondary Education
16. Participation in the Head Start program	Number of participants	Minimum of 5 participants	Education
17. Participation in the summer culture and language camp	Number of participants	20 participants	Education
18. Host youth and adult wellness workshops	Number of workshops held annually	8 total annually	Social Development
19. Conduct staff workshops on topics including: lateral violence etc.	Workshop completion	December 31 2015	Administration

9 CLOSING COMMENTS

The MGC has been very active over the past several years to establish long-term plans for our community, environment and members. We continually make strides in our programs and services by collaborating with other organizations including funding agencies, government, and other related organizations.

We are continually challenged to meet the wide range of needs of our members, given the size and mandate of our organization. We have focused our priorities, in order to ensure we are able to make an impact in those areas of key importance.

This plan supports our desire to become more financially self-sustainable, relying less on government for funding for our programs and services by enhancing our own revenue streams.

Council, management and staff are all dedicated to the success of this plan, and as such have identified performance measures for holding the organization accountable for meeting its goals.

Each year we will review and revise this plan to ensure we are focused on the most relevant activities to achieve our Organizational Goals. We will also share our progress towards the performance targets outlined in this plan.

The next three years will be full of change, including continuously improving outcomes for our community, our culture and heritage, our members, our environment and our financial position.

