



Nicola Tribal Association



24-Month Operational Work Plan
Final Draft – December 2016

April 1, 2017 to March 31, 2019

Introduction

The Board, executive director and managers of Nicola Tribal Association (NTA/we) have prepared the following operational work plan for the next 24 months, from April 1, 2017 to March 31, 2019.

Why a 24-month timeframe?

NTA as an organization is constantly under pressure to justify the services it performs and the value it creates. Because of the erosion of services over time, we have increasingly struggled to articulate the value it adds to its seven member communities.

The premise of this plan, and the timeline for it is simple – we will establish the case for adding value within the next 24 months or it will need to be broken up and the individual departments and staff will need to be absorbed into the member band administrations.



Introduction (continued)

Our goal: Who we want to be in 24 months

We provide a gathering place for members, we speak in one voice for our communities and provide shared services to benefit all our communities. These are, and will continue to be, our priorities.

What we do now:

We have been asked by the Board to concentrate on the following 8 priorities in the short term:

1. Develop regulations, guidance and protocols for hunting and coordination of management of wild game;
2. Engage our communities on hunting, fishing and plant management, traditional practices, sustainability and harvesting;
3. Develop regulations, guidance and protocols for access, management and usage of lands and traditional use data and database;
4. Provide secretariat support for the new Chiefs Table;
5. Update the NTA by-laws to accommodate changes in Board structure and governance;
6. Develop protocols for how the Chiefs Table and Board will interact;
7. Develop role descriptions for the new Board members; and
8. Put in place a recruitment process for the new Board.

What we are working on:

We are working on delivering the whole action plan that we are certain will make NTA relevant to its member communities through providing services that add value and that are needed by ALL communities which are members of NTA.

Demonstrating value

NTA already adds value to our member communities and we are seeking to find additional areas that create and further demonstrate value over the course of the next 24 months.

Our plan has been created on the basis that we provide three essential priorities for NTA communities and their members:

1.0 Gathering Place

We provide a gathering place in Merritt, the largest community closest to the majority of our members. We will work with our communities to see how we can better support them and their families. At this time, we provide a number of core services that we provide on a walk-in basis, including, but not limited to:

- ✓ A place to rest after or during shopping in town;
- ✓ Free telephone use;
- ✓ Free internet use;
- ✓ Free photocopying service; and
- ✓ Meeting and other facilities for ceremonies.

Our goal for the next 24 months will be to build on the concept of the Gathering Place by creating a new Board structure that will enable NTA to better deliver on understanding, and capacity to deliver the needed connectors for the NTA member communities. All of this will enable us to create a place where meaningful discussions take place, an environment that is a safe place to visit, access to information and services, and access to NTA territory for traditional use.

Demonstrating value (continued)

To do this we will:

- 1.1 Develop a new Board structure including protocols for the way the Board and the Chiefs Table interact, as well as new roles for Board members;
- 1.2 Increase community engagement and input from members on current NTA issues for staff to effectively manage and support Board direction;
- 1.3 Increase age demographic diversity of the members gathering in facilities to enable a deeper connection to identity, stories, language, and supports; and
- 1.4 Increase membership confidence that the services offered by NTA result in efficiencies and effectiveness for bands and individuals.

2.0 One Voice

NTA, by mandate, is the single voice for all communities, and the concept of One Voice relates to the power and strength in numbers channeled through the single entity, NTA. The introduction of the new Chiefs Table will allow leaders to hold cross-community conversations on areas of vital importance to the NTA member communities.

The concept of One Voice includes language and culture, centralized communications, and community supported decisions for referrals and environmental interests. These are areas that relate to specific services, most notably fisheries, or to matters where business is conducted within Merritt and where a unified First Nations voice (and approach) is needed.

We are continually looking to enhance the conversations where we can demonstrate value, and have identified the following services as those that fall into this category:

- ✓ Combining the voices of our communities through the new Chiefs Table;
- ✓ Protection and stewardship, especially concerning our work on fisheries and land surveys;
- ✓ Centralizing communications, including seeking to work with our communities to help them with engagement within their own communities;
- ✓ Centralizing engagement where it is expected or required, especially in Merritt and the surrounding areas, and on regional, provincial and national committees as needed through our work; and
- ✓ Acting as a language hub so that the languages spoken within the seven NTA communities can be preserved and grown.

Demonstrating value (continued)

The One Voice priority means that through NTA, all communities and members can feel represented as a collective according to the values and goals. One Voice will enable strength in title and rights engagements, bring power to critical issues, and build a strong reputation for strategic engagement with external partners. To do this, our 24-month goals will be:

- 2.1 Introduce a Chiefs Table so that a conversation can be had on areas of importance to all communities (the structure of the governance surrounding the Chief's Table is attached at Appendix B – this is to be confirmed as part of the proposed work);
- 2.2 Increase input from members to support shared environmental goals to ensure decisions made today benefit communities now and for future generations;
- 2.3 Increase critical information flow to both on-reserve and off-reserve members to build program and services awareness, and cultural connection;
- 2.4 Increase NTA influence at external meetings on issues which affect NTA culture, environment and community; and
- 2.5 Increase NTA reputation for adding value to all discussions for the community and environment.

3.0 Shared Services

We provide a series of valued services to all our member communities that are better performed as one organization rather than seven, either in terms of reducing cost or creating greater effectiveness, using the voice of seven instead of one. Some of these services are provided because of our history, others because we have identified the need. We will continue to work with our communities so that we can constantly offer a NTA-based valued solution. We provide or propose to start providing the following shared services:

Shared information services, including:

- ✓ Acting as a central repository for key NTA community data, including a considerable amount of material on title and rights;
- ✓ Investigating whether bands would be interested in a genealogy service, where members could find out key information about who they are; and
- ✓ Emergency preparedness, where we propose to act as a hub for emergency planning.

Demonstrating value (continued)

Shared resource services, including:

- ✓ Rent collections for all bands – this is a proposed new service on which we will consult in the coming year;
- ✓ Procurement, where we already perform some services and a few of our communities benefit from centrally negotiated deals, but where we could do much more to reduce costs;
- ✓ Notary services, again where we propose to find a central solution for the benefit of NTA community members; and
- ✓ Minute-taking for all seven NTA communities, again, a service being developed.

Shared capacity development services, including:

- ✓ We propose to introduce a temporary worker service that vets individuals to take on key roles in a temporary capacity within our seven NTA communities;
- ✓ Job sharing opportunities where we assist staff within our organization to learn other jobs; and
- ✓ Training opportunities for personal and professional development.

Our priorities for demonstrating value through the development and enhancement of shared services will include creating a better understanding of the services that make sense from a cost-effective perspective, including increasing internal capacity within bands, improving decision-making capabilities and developing a comprehensive shared data repository. To do this, we will:

- 3.1 Increase strength of title and rights to ensure decisions on traditional territories are considerate of the needs of today and future generations;
- 3.2 Increase the effectiveness of NTA decision-making for referrals and for the benefit of the community through use of data and shared NTA values;
- 3.3 Increase access to common business services that benefit individuals and bands;
- 3.4 Increase reputation for quality delivery of business services through alignment of services and value for budget;
- 3.5 Increase the efficiency and effectiveness of NTA and band operations to maximize budget and results; and
- 3.6 Increase independence, efficiency and knowledge for NTA communities and members through capacity-building opportunities.



Work plans

24-month work plans for our three priorities/areas of service are set out in Appendix A.

Next steps

We request that the Board review and sign off this work plan and give us the authority to work toward its delivery within the timeframes set out in Appendix A.

We will use these timelines as a dashboard, which we will bring to each Board meeting to update on progress.

Arlene Johnston
Executive Director
December 2016



Appendix A – NTA 24-month work plan

| Intermediate Outcomes | 3 months | 6 months | 9 months | 12 months | 12 + | Performance |
|---|--|---|---|---|---|--|
| PRIORITY #1 - GATHERING PLACE | | | | | | |
| 1.1 Develop a new Board structure including protocols for the way the Board and the Chiefs Table interact and new roles for Board members | <input type="checkbox"/> Agree Board structure <input type="checkbox"/> Draft protocols for how the Board and the Chiefs Table will interact <input type="checkbox"/> Draft new role descriptions for new Board members <input type="checkbox"/> Agree recruitment process for new Board | <input type="checkbox"/> Recruit new Board <input type="checkbox"/> Agree and finalize governance arrangements <input type="checkbox"/> Agree new Board performance measures and targets | <input type="checkbox"/> Review effectiveness of new governance arrangements | <input type="checkbox"/> Agree formal strategic planning process and apply for funding | <input type="checkbox"/> Agree a long-term strategic plan for NTA | # performance targets agreed for new Board Delivery against those targets |
| 1.2 Develop/re-draft by-laws on how the Board manages the resources of NTA | <input type="checkbox"/> Agree changes to by-laws required by introduction of new governance structure | <input type="checkbox"/> Make changes to by-laws as required | <input type="checkbox"/> Sign off and adoption of new by-laws | | <input type="checkbox"/> Review of effectiveness of new by-laws | Changes in existing by-laws |
| 1.3 Increase community engagement and input from members on current NTA issues for staff to effectively manage and support Board direction | <input type="checkbox"/> Show recognition and appreciation of community input, including thanking people publicly in all appropriate communication forums | <input type="checkbox"/> Understand what priority topics benefit from community or member engagement <input type="checkbox"/> Publicize contribution from a prospective of results achieved | <input type="checkbox"/> Ask community to help identify the artists, authors, and labels for artifacts in inventory | | | ENDS: <input checked="" type="checkbox"/> Reduced time to make NTA decisions <input checked="" type="checkbox"/> Increased requests for NTA to participate in discussions on behalf of bands and First Nations MEANS: <input checked="" type="checkbox"/> # of members attending meetings <input checked="" type="checkbox"/> # of ceremonies supported |
| 1.4 Increase age demographic diversity of the members gathering in facilities to enable a deeper connection to identity, stories, language, and supports | <input type="checkbox"/> Determine criteria to design a welcoming environment <input type="checkbox"/> Build a protocol/guide on respect <input type="checkbox"/> Share protocols with members and external audiences <input type="checkbox"/> Provide facilities for members to gather and rest <input type="checkbox"/> Provide office resources | <input type="checkbox"/> Promote services through the eyes of the different audiences: youth, elders, family, external, etc. <input type="checkbox"/> Train all staff on welcoming/hospitality | <input type="checkbox"/> Create inventory of cultural assets that are in the office (e.g. baskets) | <input type="checkbox"/> Provide resources which will encourage members to share space (elders and youth together) <input type="checkbox"/> Provide workstations for research and information access <input type="checkbox"/> Create private areas for telephone services | <input type="checkbox"/> Improve the cultural fabric of the offices <input type="checkbox"/> Create a safe space to gather, using building facilities/space better | <input checked="" type="checkbox"/> Increased interest in culture through increased requests for cultural information <input checked="" type="checkbox"/> Increased conversations between members of all ages <input checked="" type="checkbox"/> Increased awareness of services |
| 1.5 Increase membership confidence that the services offered by NTA result in efficiencies and effectiveness for bands and individuals | <input type="checkbox"/> Advertise/promote services aligned to member needs | <input type="checkbox"/> Develop standing newsletter stories about services used by members | <input type="checkbox"/> Promote and engage with members on their needs | | | <input checked="" type="checkbox"/> Increased number of services requested to be managed by NTA <input checked="" type="checkbox"/> Increased participation at meetings <input checked="" type="checkbox"/> Increased effectiveness of funding |

| Intermediate Outcomes | 3 months | 6 months | 9 months | 12 months | 12 + | Performance |
|---|--|---|--|---|--|---|
| PRIORITY #2 - ONE VOICE | | | | | | |
| 2.1 Introduction of a Chiefs Table so that a conversation can be had on areas of importance to all communities (the structure of the governance surrounding the Chief's Table is attached at Appendix B – this is to be confirmed as part of the proposed work) | <input type="checkbox"/> Agree the scope and extent of secretariat support for the Chiefs Table and associated governance structure | <input type="checkbox"/> Agree the agenda and meeting schedule for the Chiefs Table <input type="checkbox"/> Agree the extent of any specialist areas for consideration | <input type="checkbox"/> Review effectiveness of Chiefs Table and the way it conducts business | <input type="checkbox"/> Agree the long term strategic plan for the Chiefs Table | <input type="checkbox"/> Review ongoing effectiveness | # of areas where a common voice is established and promoted |
| 2.2 Increased input from members to support shared natural resource management and environmental goals to ensure decisions made today benefit communities now and for future generations | <input type="checkbox"/> Create a draft table of contents for the natural resource management plan <input type="checkbox"/> Draft a work plan for hunting and the management of wild game | <input type="checkbox"/> Determine required engagement plan with members concerning hunting, fishing and plant management, traditional practices, sustainability and harvesting | <input type="checkbox"/> Share draft natural resource management plan with all communities | <input type="checkbox"/> Agree extent of NTA activity on wildlife protection, including permitting processes <input type="checkbox"/> Extend fisheries and lands cross-working | <input type="checkbox"/> Introduce hunting and fishing permitting <input type="checkbox"/> Share traditional harvesting practices and protocols and publish additional guidance on the management of the permitting process | <input checked="" type="checkbox"/> Introduction of hunting and fishing permitting <input checked="" type="checkbox"/> Board sign off on a natural resources management plan <input checked="" type="checkbox"/> Publish protocols used for permitting and traditional harvesting and engage community discussion |

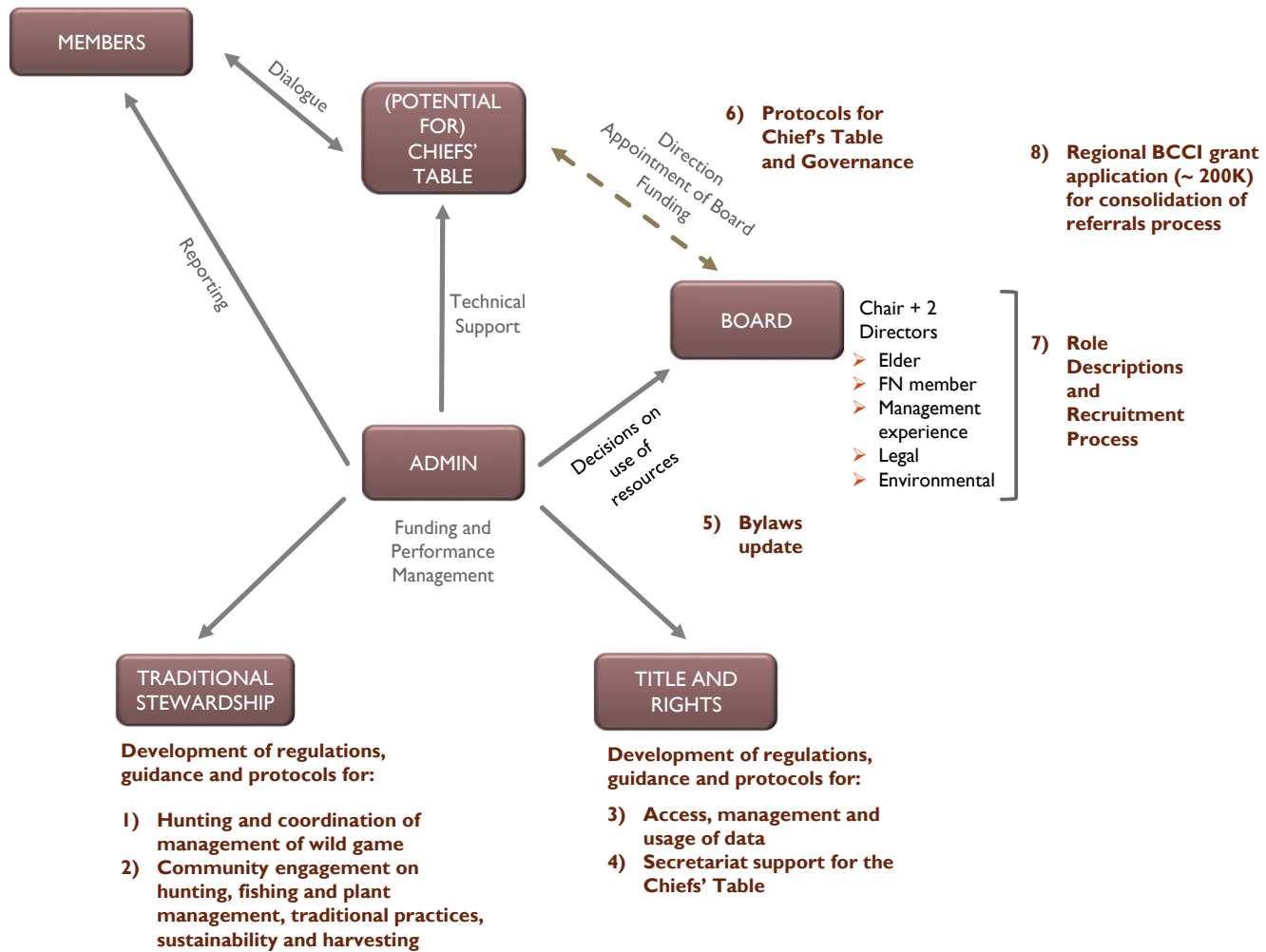
| Intermediate Outcomes | 3 months | 6 months | 9 months | 12 months | 12 + | Performance |
|---|---|--|--|---|--|--|
| PRIORITY #2 - ONE VOICE (continued) | | | | | | |
| 2.3 Increase critical information flow to both on-reserve and off-reserve members to build programs and services awareness and cultural connection | <input type="checkbox"/> Create a shared calendar of events <input type="checkbox"/> Create search and rescue web page <input type="checkbox"/> Understand what communications are expected to be distributed through NTA | <input type="checkbox"/> Establish whether a centralized newsletter production service would be of benefit to NTA communities <input type="checkbox"/> Understand structure and authors to produce a newsletter | <input type="checkbox"/> Create a communications plan <input type="checkbox"/> Understand what communication vehicles benefit which audiences best | <input type="checkbox"/> Produce newsletter | <input type="checkbox"/> Continue to better understand our audience | MEANS: <input checked="" type="checkbox"/> # of calendars shared <input checked="" type="checkbox"/> # of user visits to information sites <input checked="" type="checkbox"/> # of newsletters NTA inputs into <input checked="" type="checkbox"/> # of Facebook members |
| 2.4 Increase NTA influence at external meetings on issues which affect NTA culture, environment and community | <input type="checkbox"/> Understand who are NTA stakeholders and what NTA needs from them | <input type="checkbox"/> Understand the benefits that can be achieved from influence at external meetings | <input type="checkbox"/> Deliver a draft engagement plan to outline NTA-driven external interactions <input type="checkbox"/> Agree on levels of participation/attendance by department | <input type="checkbox"/> Understand the gaps in educational resources and whether NTA can fill them (e.g. the website and a language app) | <input type="checkbox"/> Extend the language database | <input checked="" type="checkbox"/> Number of external meetings attended <input checked="" type="checkbox"/> Member perception of NTA influence (through survey?) |
| 2.5 Increase NTA reputation for adding value to all discussions for the community and environment | <input type="checkbox"/> Expand focus on language and culture events on Aboriginal Day | <input type="checkbox"/> Understand what NTA brand means and what the current perceived reputation is for NTA | <input type="checkbox"/> Schedule meetings with Merritt and like communities to share NTA vision for inclusion of culture and language | | <input type="checkbox"/> Agree branding of NTA, including language aspects | <input checked="" type="checkbox"/> Increase in culturally sensitive inclusions in neighbouring buildings and parks (Merritt) |

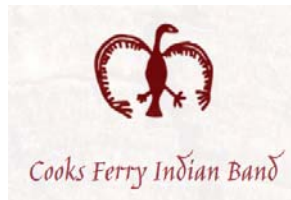
| Intermediate Outcomes | 3 months | 6 months | 9 months | 12 months | 12 + | Performance |
|--|--|---|--|---|--|---|
| PRIORITY #3 - BUSINESS SHARED SERVICES | | | | | | |
| <p>3.1 Increase strength of title and rights to ensure decisions on traditional territories are considerate of needs of today and for future generations</p> <p>3.2 Increase the effectiveness of NTA decision-making for referrals and for the benefit of the community through use of data and shared NTA values</p> | <input type="checkbox"/> Develop regulations, guidance and protocols for access, management and usage of data <input type="checkbox"/> Identify funding to support the work required to address the access and usage of data | <input type="checkbox"/> List all data to be included in a central repository <input type="checkbox"/> Agree individual band requirements for transfer of all data | <input type="checkbox"/> Establish funding formula for central repository management resources (e.g. fee for storage, distribution, etc.) | <input type="checkbox"/> Agree long-term central repository management protocols and processes with all communities | <input type="checkbox"/> Establish whether all bands would value a genealogy service, and if needed, how that would be funded | <input checked="" type="checkbox"/> Community trust that NTA has the source of truth for data and information <input checked="" type="checkbox"/> Decreased costs of data storage <input checked="" type="checkbox"/> Increased access to data and information <input checked="" type="checkbox"/> Increased use of data for evidence-based decisions <input checked="" type="checkbox"/> Increased use of data for environmental protection work |
| <p>3.3 Increase access to common business services that benefit individuals and bands</p> <p>3.4 Increase reputation for quality delivery of business services through alignment of services and value for budget</p> | <input type="checkbox"/> Regional BCCI grant application for consolidation of referrals process <input type="checkbox"/> Agree strategic areas of importance for management of referrals <input type="checkbox"/> Provide RFQ (Request for Qualifications) support (esp. for professional/corporate services) <input type="checkbox"/> Establish how Tmixw can support and enhance NTA services | <input type="checkbox"/> Agree plan for consolidation of referrals process and extent of cooperation required from other agencies <input type="checkbox"/> Establish whether NTA bands want a centralized rent collection service <input type="checkbox"/> Create supply lists/procurement vehicles <input type="checkbox"/> Create service agreements for procurement | <input type="checkbox"/> Assess capacity gaps and areas for investment required to centrally manage referrals <input type="checkbox"/> Understand the services that bands would value – e.g. notary service, minute-taking service <input type="checkbox"/> Inventory services provided and develop an information sheet | <input type="checkbox"/> Agree structure of referrals management and extent of additional funding needed <input type="checkbox"/> If needed, agree NTA community contributions to additional shared services <input type="checkbox"/> If newsletter is established, share services and stories <input type="checkbox"/> Understand what member feedback is needed to increase reputation | <input type="checkbox"/> Introduce a new centralized referral management process <input type="checkbox"/> Review and improve as per community and member feedback | <input checked="" type="checkbox"/> Savings to bands on purchases and services <input checked="" type="checkbox"/> Reduced rent arrears <input checked="" type="checkbox"/> \$ procured through NTA <input checked="" type="checkbox"/> Number of supply agreements through NTA <input checked="" type="checkbox"/> Number of qualified suppliers |

| Intermediate Outcomes | 3 months | 6 months | 9 months | 12 months | 12 + | Performance |
|---|--|--|--|--|------|---|
| PRIORITY #3 - BUSINESS SHARED SERVICES (continued) | | | | | | |
| 3.5 Increase independence, efficiency and knowledge for NTA communities and members through capacity-building opportunities | | | <input type="checkbox"/> Complete a gap analysis on what information is missing to establish evidence-based title and rights | <input type="checkbox"/> Prioritize information and data needed to build the case for title and rights | | |
| 3.6 Increase the efficiency and effectiveness of NTA and Band operations to maximize budget and results | <input type="checkbox"/> Create a repository for HR policies and procedures, including assessing best practices across all NTA communities <input type="checkbox"/> Provide training for Xyntax <input type="checkbox"/> Act as a sponsor of job-sharing opportunities across all NTA communities <input type="checkbox"/> Promote training opportunities for all NTA community members <input type="checkbox"/> Provide policies to establish insurance cover for mentees | <input type="checkbox"/> Establish whether setting up a temporary workers database would add value to NTA communities <input type="checkbox"/> Create a training plan for all NTA staff | <input type="checkbox"/> Establish if there is a need for central emergency planning support services | <input type="checkbox"/> Review budgets with Board against performance | | <input checked="" type="checkbox"/> Costs to deliver NTA administration and programs meets budget amounts <input checked="" type="checkbox"/> Bands decrease labour costs for duplicative roles <input checked="" type="checkbox"/> Number of temporary assignments filled <input checked="" type="checkbox"/> Number of NTA sponsored job-sharing opportunities <input checked="" type="checkbox"/> Number of members participating in training activities <input checked="" type="checkbox"/> Number of staff members with a training plan |



Appendix B – NTA Governance Structure





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