

Ulkatcho Strategic Plan



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 facilitated by the Fraser Basin Council.

Community leaders and community members worked together to further develop and improve 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 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 center. 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.

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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, land, to promote and develop our traditional 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 while eliminating corruption.
- **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 traditional 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.

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Strategic Priorities

In setting a direction and priorities within the Strategic Plan, UFN leadership has taken into consideration each of the UFN community members' priorities and the challenges (political, social, economic, and environmental) facing the UFN and current and emerging opportunities. The UFN leadership has identified the following **six strategic priorities** with related objectives and possible actions 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.

- Enhancing health and wellness
- Ensuring appropriate housing
- Recognizing, developing, and protecting traditional lands, rights, languages, and culture
- Enhancing education and providing educational opportunities
- Achieving economic prosperity
- Increasing organisational strength and resilience

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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”.

- *Quote from a UFN Elder during a community meeting in 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 wellbeing. 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 is dedicated to improving those determinants including housing, income, education, and cultural restoration; and therefore work with relevant departments.

| Enhancing Health and Wellness | |
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| Goals | Objectives |
| 1.1 Improve Health and Wellness of the Community | <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 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. |

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| | <p>Emotional</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>Mental</p> <ul style="list-style-type: none"> • Enhance healing of the community by providing health and wellness learning opportunities and individual counselling <p>Spiritual & Cultural</p> <ul style="list-style-type: none"> • Develop and implement programs in traditional medicine and healing • Offer opportunities for activities that foster cultural restoration • Develop community gardens <p>Infrastructure & Policy</p> <ul style="list-style-type: none"> • Put policies in place to ensure cultural safety is achieved in the community and workplace • Provide adequate 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 |
| <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 the use of drugs and alcohol |

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| 1.3 Foster connection between youth and Elders | <ul style="list-style-type: none"> • Create opportunities for enhanced interaction between youth and Elders (eg: 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 |
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2. Ensuring Appropriate Housing

The Ulkatcho First Nation is committed to providing safe, affordable, quality homes to citizens. For many years, housing has been, and continues to be, one of the biggest concerns that the UFN community faces. Poor housing conditions, overcrowding, vandalism and fire damage have added to the ongoing housing shortage and concern. The purpose of the UFN Housing Program is to create a self-sustaining, independent program that allows the UFN to build, buy, rent, and repair homes according to community needs and policies. Housing for the UFN is an intricate issue due to the legal and financial barriers on reserve.

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 individual’s 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.

| <i>Ensuring Appropriate Housing</i> | |
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| Goals | Objectives |
| 2.1 Seek to provide UFN members with affordable housing opportunities in a manner that meets both | <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 |

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| <p>their current needs and the long-term UFN housing goals</p> | <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 "green houses" • 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 be 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 |
| <p>2.2 Review and strengthen current housing policies</p> | <ul style="list-style-type: none"> • Revise the policy on traditional home ownership that 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 (i.e. wood fibre from territory and labour from the community) • Maintain infrastructure, roads, water and sewer systems, fire protection services, electrical power supply and distribution systems • Develop a housing 'road map' that will provide alternative housing options for those that are evicted from their homes • Explore a policy that links bank financing to home ownership and responsibility |

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| | <ul style="list-style-type: none"> • Educate Community members on home ownership and develop practices and procedures for responsible home ownership, including houses down river • Encourage community members to create a Will which includes property transfer |
| 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 sub-division at the mill site • Explore rental options with homes off reserve and down-river |
| 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 down river homes • Establish rights and title to areas • Put roads in to access remote IR's |
| 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 |

3. Recognizing and protecting traditional lands, rights, languages, and culture

Quote from Survey "Our Elders are our encyclopaedias, and our children are our future – I think we forget that sometimes".

UFN places high value on preserving and protecting its traditional territory as well as languages and cultural values. Fostering the links between the ancestral lands, traditional

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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, 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 while learning from teachings from the past.

Recognizing and protecting traditional lands, rights, languages, and culture

| Goals | Objectives |
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| 3.1 Preserve culture, languages, and traditions | <ul style="list-style-type: none"> • Implement Specific Claims terms of reference with a Land Authority and Cultural Director • Collect and document traditional ecological and historical knowledge • Improve communication and understanding with Community members, Elders, and governments with respect to traditional land use, laws, and customs • Continue to work to find ways to archive and pass on the traditional knowledge, wisdom, and stories of Elders • Build a pit house and a long house on the Traditional UFN Territory • Re-establish cultural buildings and gathering locations for cultural use at Stuiie and other common-use areas • Source additional funding for cultural programs including the rebuilding of traditional gathering areas and down river homes • Build cabins in the traditional territory for community members to camp and practice traditional use prioritizing Blackwater, Frank Sill, Salmon River, Mountain Meadow, Irene Lake, |

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| | <p>Mack Squinas, Dester Family, Tanya Lake, Bluff Lake, Gene Lake, Towdystan</p> <ul style="list-style-type: none"> • Document traditional songs and drumming, history funeral preparation, and ceremonies on rights of passage • Create a community calendar so people know when different events and workshops are taking place within the community • Fix the road to North Ulkatcho to ensure year-round access • Create signage throughout the territory that is in Dakelh and Tsilhqot'in. • Mark gravesites in Traditional languages throughout UFN's Traditional Territory • Develop a strategy for addressing issues with respect to Residential schools for both immediate and long-term recovery • Develop and staff a cultural and heritage department |
| <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 • Put in place a policy that states that free, prior and informed consent is required before any proposed development or decisions are made which may impact UFN's inherent rights over UFN traditional territory • Establish a cultural and heritage department • Redefine sovereignty and self-determination through government-to-government agreements with MIRR • Determine ownership of assets and property acquired through SDNA |
| <p>3.3 Enhance wildlife management practices</p> | <ul style="list-style-type: none"> • Ensuring the permitting and management of the Blackwater Project adheres to the environmental assessment agreement and implementing the |

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| | <p>management strategies resulting from the permitting process</p> <ul style="list-style-type: none"> • 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 • Develop an MOU with the Federal and Provincial governments to mitigate the impact on Caribou of the mine and previous development in the Northern part of the Territory • Continue to participate in the Forest Landscape Pilot to collaboratively develop a new management model at the landscape level including the interests of Keyah holders |
| <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 Anaheim Peak Provincial Park • Work with Tweedsmuir and Itcha Ilgatcho Parks to redo management plans • Develop a water 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 climate change research on the impact of Traditional foods • 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 the strip of pine mushrooms in the Territory |

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4. Enhancing Education and Providing Educational Opportunities

Education within the Ulkatcho 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.

| <i>Enhancing Education and Providing Educational Opportunities</i> | |
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| 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 will be approved • 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 day care and head start programs |
| 4.2 Establish an Adult-Based Education Program | <ul style="list-style-type: none"> • Re-build the Jimmy Stillas Learning and Skills Training Centre • Provide incentives 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 any type of healing program • Provide diverse learning opportunities such as online, in-person, on the land, etc. |
| 4.3 Preserve languages and cultures | <ul style="list-style-type: none"> • Offer more language and traditional teaching classes in community and in the schools • Offer night classes and workshops |

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| | <ul style="list-style-type: none"> • Provide incentives for people to attend language classes • Provide honorariums to Elders to teach traditional languages, culture and customs • Fund training for language teachers • Offer field trips to other Dakelh 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 practice activities in their traditional use areas • Develop cultural resources in Traditional 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 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 current and prospective Band members to obtain relevant cultural and academic education qualifications to run for leadership |

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5. Achieving Economic Prosperity

Quote from Survey: "People are taking our logs and wrecking our land and we need the jobs. More communication with forestry, mining, silviculture is needed."

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 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 traditional 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 under employed. 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

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employment opportunities for citizens who are not already working, to join the workforce.

| <i>Achieving Economic Prosperity</i> | |
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| Goals | Objectives |
| 5.1 Identify and generate economic opportunities for the community and its members | <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 in natural resources management • Develop an economic development framework and related policies and procedures for existing and future opportunities • Obtain approval for the fiscal and governance agreement for UFN Chief and Council and economic development entities • Explore viability and acceptability of cannabis opportunities |
| 5.2 Develop forestry, agriculture, pine mushrooms, and small businesses for food security purposes | <ul style="list-style-type: none"> • Develop and maintain a 5-year timber harvesting plan for the Territory • Help people restore their ranches to working order • 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 |
| 5.3 Establish housing facilities for professionals as an economic opportunity | <ul style="list-style-type: none"> • Develop a strategy for the establishment of housing facilities • Identify the housing requirements of prospective professionals • Implement an action plan to enable adequate housing facilities |

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| <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 • Conduct seminars on personal financial management practices • Provide training opportunities |
| <p>5.5 Diversify out of the forest sector in a sustainable way</p> | <ul style="list-style-type: none"> • Develop 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 10+ sole-source businesses • Explore viability of agricultural businesses and non-timber forest products • Investigate ways to utilize waste resulting from Mountain Pine Beetle damage |

6. Increasing Organisational Strength and Reliance

The Chief and Council strive to ensure that the UFN is a healthy, sound, fiscally responsible organisation 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 organisational strength and resilience create the foundation for all other Strategic Priorities.

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| <i>Increasing Organisational Strength and Reliance</i> | |
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| Goals | Objectives |
| 6.1 Ensure a strong and accountable leadership | <ul style="list-style-type: none"> • Implement an effective recall system to ensure accountable leadership • Put in place a strong orientation process for all community leaders (eg: Chief and Council, Elders Executive Council, Corporate Board of Directors, etc.) • Put in place training opportunities for leadership within the Nation • Develop and come to consensus on a central organizational chart |
| 6.2 Ensure strong management direction and sound policies that transfer from one administration to the next | <ul style="list-style-type: none"> • Develop effective policy and procedures • Review and update by-laws to ensure they are relevant to 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 |
| 6.3 Establish clear and effective communications and teamwork | <ul style="list-style-type: none"> • Enhance communications with Council and community members including the use of technology • Develop staff work plans and timesheets that are effectively linked to budgets • Encourage inter-departmental communication and collaboration |
| 6.4 Engage Elders and youth in governance | <ul style="list-style-type: none"> • Set up a Youth Council • Provide training for youth and Elders on their roles and responsibilities |
| 6.5 Collaborate with Federal, Provincial, and local governments, and other First Nations | <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 • Chief and Council to develop relationship-building with neighbouring First Nations and other governments to continually restore and |

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| | <p>obtain greater authority over traditional lands, resources, and service areas</p> <ul style="list-style-type: none"> • Establish effective government to government relationships with all orders of government |
| 6.6 Promote continuity and transparency | <ul style="list-style-type: none"> • Explore the possibility of extending Chief and Council terms of office from two years to four years • Prepare and distribute regular progress reports in the form of a community newsletter with respect to the Strategic Plan • Explore opportunity to join First Nation Finance Authority • Evaluate all UFN policies on a regular basis |
| 6.7 Practice open, accountable, and fiscally responsible governance | <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 • Implement policies and/or procedures that require regular reports by Chief and Council, departments, organizations and corporations regarding planning, budgeting and expenditures • Ensure timely reporting to ISC and financial 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 |
| 6.8 Provide and maintain effective and efficient | <ul style="list-style-type: none"> • Work to improve staffing and management efficiency by exploring ways to streamline responsibilities and maximize productivity |

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| administration services | <ul style="list-style-type: none">• 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• Ensure accountability and standards and policies are being followed to improve outcomes and ensure plans and reporting functions are being embraced by leadership, staff, and management• Develop effective administrative policies and functions by documenting procedures, job descriptions and policies• Keep a database of skilled workforce• Improve employee orientation, job descriptions and on-job training for all staff• Develop a cultural awareness program for new and existing employees |
| 6.9 Provide information technology and training to UFN Chief and Council and Staff | <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 |