



FLYING DUST FIRST NATION

Chief and Council Strategic Plan 2023 -2027



**Flying Dust
First Nation**

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Introduction

Why is Strategic Planning important? The Flying Dust First Nation (“FDFN” or “the Nation” or “Flying Dust”) Strategic Plan is tailored to reflect the aspirations of Chief and Council and Administration and guide them in the decision-making process towards attaining their goals over the course of the next four years. It promotes effective collaboration within the Administration to support Flying Dust membership for the best outcomes.

The prosperous and forward-looking First Nation of Flying Dust is located on the northeast of the City of Meadow Lake, Saskatchewan, Treaty 6 Territory. Flying Dust is a growing Nation with a population of 1706 members, of which approximately 680 live on-reserve and 1026 off-reserve.

Flying Dust First Nations has a rich history in its traditional territories of northwestern Saskatchewan and belongs to the Plains Cree linguistic group. The Nation has developed a reputation as a progressive and robust community, leading the way in its activities with Treaty Land Entitlement, the *First Nations Land Management Act*, and First Nations Advocacy Organizations like the Meadow Lake Tribal Council (MLTC) and Federation of Sovereign Indigenous Nations (FSIN). Some amenities on-reserve include Kopahawakenum School (Pre-K-8), a health clinic, an elder residence, a band administration building, a community hall, a hockey arena, a health and fitness facility, a market garden, and the soon construction of a youth centre.

The Nation recently held an election which led to a shift in Administrative leadership. A new Strategic Plan for the Nation’s Administration is required to align Chief and Council, decision-making



Managers, and senior staff with the Nation's identified priorities.

This Strategic Plan builds on past accomplishments and is a result of the FDFN defining a direction to carry the Nation over the next several years. It also guides the implementation as the Nation works to ensure a better future, improve lifestyles and enhance programs, services and infrastructure for FDFN citizens.

Strategic Planning is intended to inspire a Nation to work together towards a shared vision and is an important step towards self-determination. Choosing one's own path is an important act of self-determination. It helps to guide the work of the Council and Administration and define the Nation's goals and how they will achieve them. The Strategic Plan is the intended foundation for all other plans for the Nation; more importantly, this plan will define FDFN's objectives and direct the Nation's future growth.

Flying Dust faces significant challenges along with unpredictable opportunities. FDFN is confronted, like many other First Nation reserves, with living conditions and inevitable realities which require immediate attention. Limited resources must be used wisely and effectively. Regional measures must reinforce each other. The Nation needs a shared sense of direction.

FDFN Chief and Council and Administration engaged MNP to facilitate a two-day Strategic Planning session in April 2023 with Chief and Council and Nation Administration. The involvement of Chief and Council, Administration, and Managers will give Nation employees vision and direction and empowers leadership to deliver on community goals.





Community Vision & Value Statements

The Community Vision & Value Statements were defined in the Nation's Comprehensive Community Plan (2017) ("CCP"). The CCP was developed through extensive community engagement, and the vision and value statements are considered community defined. Chief and Council and Administration have embraced these statements to guide the strategic direction of this plan.

The FDFN Community Vision & Value Statements are progressive and look to the future to create long-term sustainability. The vision supports internal and external growth, and the values direct choices to achieve growth. The community's goals and vision guide the plan and how Council engages with the community.

Vision Statement

Mamawic hitowin ekwa kehteyak
Okiskino hamakewin kakaskihtananaw
Kaskokis ihtamakowak miyomacihowin
Ekwa wicisowin iyinito ayisiniwiyak

Through teamwork and the teachings of our Elders, we will build a strong, healthy, and self-sufficient Nation



Community Value Statements

A belief in a higher power and faith and hope in the idea of community, is the foundation of success.

Teamwork is built through friendships, partnerships, and open communication.

Through the teachings of our Elders, we learn the importance of family unity, love, and commitment.

Through the teachings of our Elders, we learn to respect, understand and tolerate differences. We have a responsibility to pass this on to our children.

It is important for Flying Dust to protect the natural environment, to preserve traditional values and connections to the land.

To maintain our identity, we have to keep our language.

It is important that our leadership is accountable and honest to maintain the trust of the community.

It is important for Flying Dust to set high standards, take advantage of opportunities and progress as a Nation to benefit future generations.

Showing gratitude, caring, sharing, and giving makes sure that everyone is looked after.

Chief and Council have also decided to include the following statement as an additional value to guide this Strategic Plan:

We are an inclusive community that honours and respects the diversity of our members and provides the opportunity for everyone to succeed.



Current State Analysis

An important step to Strategic Planning is understanding the current state – you need to know where you are before getting to where you want to be. To do this, a SWOT analysis was conducted.



What are the **STRENGTHS** we can build on?



What **WEAKNESSES** should be addressed?



What **OPPORTUNITIES** support the Nation's vision?



Are there **THREATS** to achieving the vision?

Strengths



A Shared Vision for the Nation – Chief and Council and Administration share a common vision for the Nation. Chief and Council will continue to develop a foundation to sustain a prosperous Nation for our young members and continue being known for our progressive actions. We understand that this shared vision is a strength we can build on to implement our goals.

Committed and Motivated Staff – Chief and Council and Administration are leaders who are intelligent, resourceful, experienced, and committed to achieving the Nation's defined visions and goals. These attributes are recognized in each other by the group. As we plan for the future, we will work together to implement necessary changes, follow our strategic direction, and accomplish our goals.

Promising for all - Chief and Council and Administration recognize that the present and future of the Nation looks incredibly promising for all generations; we will continue to be positive and influential role models while providing mentorship and leadership to our people.



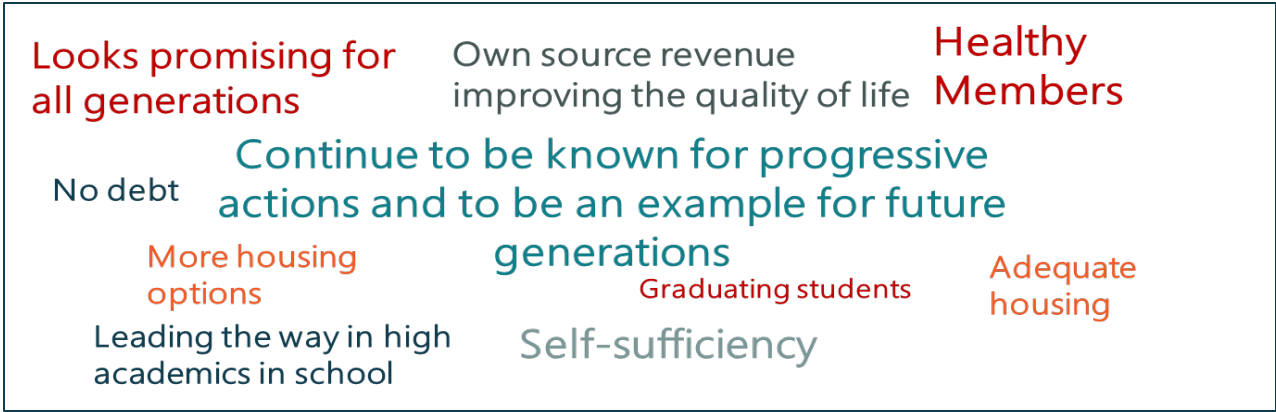


Figure 3: Opportunities identified in the workshop that will inform goals

Weaknesses and Threats

Chief and Council and Administration also recognized the Nation’s weaknesses and threats that could challenge us from attaining our vision. Some issues identified as challenges include addictions and mental health, disconnection from culture, community safety, and communication.

There are no long-term or land-based treatment programs or facilities or a strong aftercare program for members coming out of treatment, often resulting in relapse. Disconnection from culture also can create disengagement from the community, and our members need resources or mentorship programs to learn about their history, identity, and language. Communication issues within Administration and externally to the community is an issue that hinders groups from working together to achieve the Nation’s overall goals. Additionally, lack of housing, community safety, and funding were noted as challenges to address.

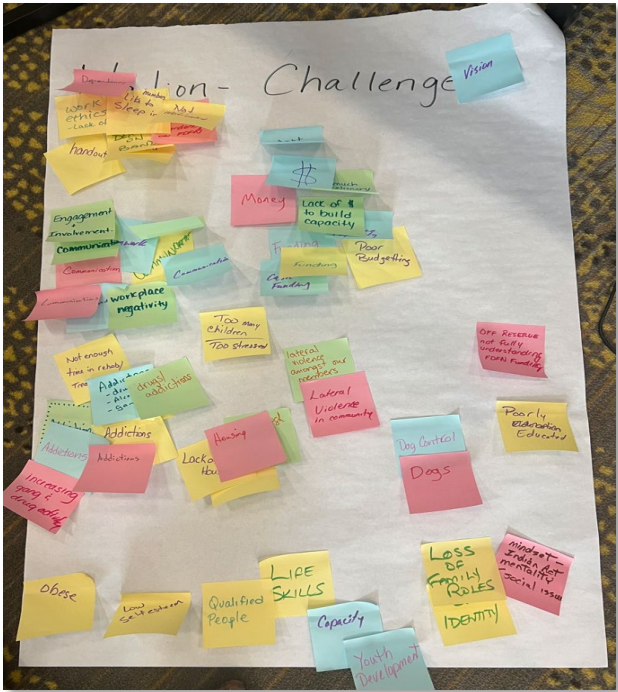


Figure 2: Challenges faced by the Nation

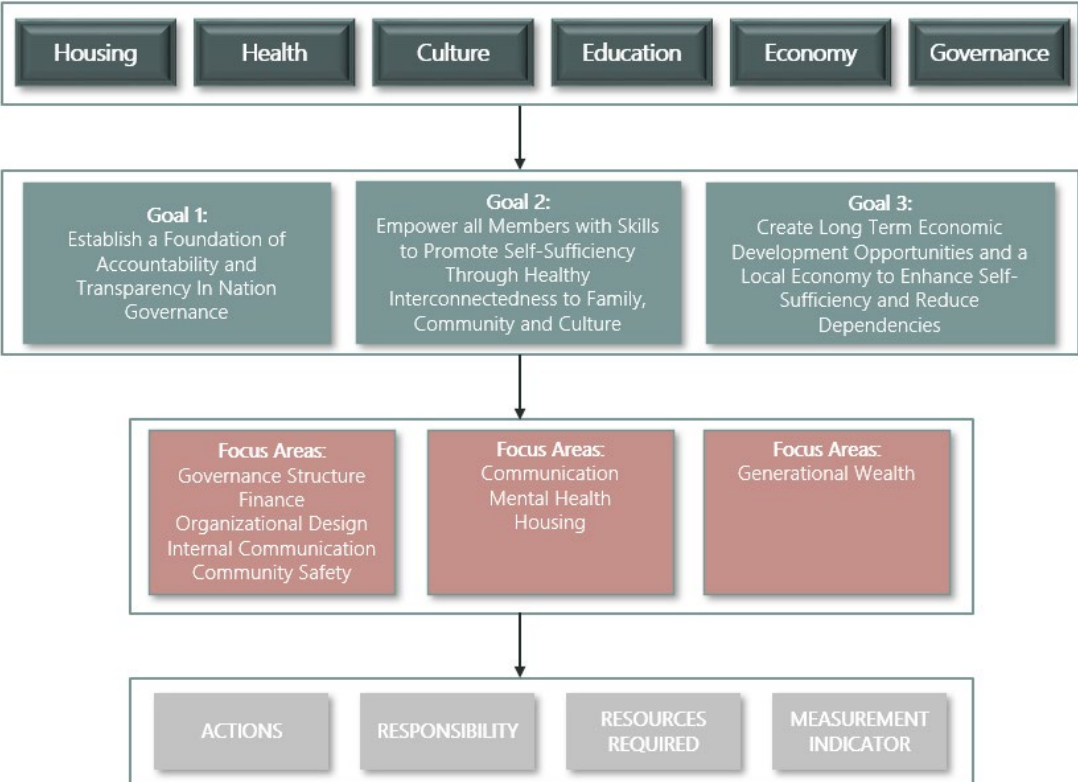
Opportunities

After reviewing the strengths, weaknesses and threats, the workshop participants were asked to reflect on how to bring these together to identify opportunities for the Nation. How do we use the existing strengths to address the weaknesses and overcome any threats? As defined in the CCP, we see many opportunities that will help support the Nation’s vision; we will work to create partnerships to enhance the Nation’s services and capacity. These opportunities help to define the strategic goals outlined in this plan.



Defining Key Goals and Focus Areas

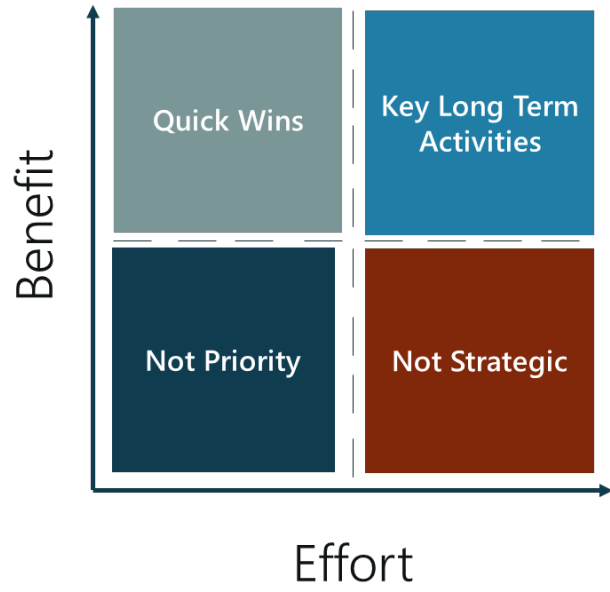
The CCP outlines nine important strategic areas for community building: Governance, Housing, Infrastructure, Health, Culture, Education, Economy, Lands and Resources, and Youth and Recreation. While acknowledging that all these areas are important to the community, the participants of the Strategic Planning workshop were asked to prioritize these areas to help focus Strategic Planning for the duration of this plan. The top six Strategic Planning areas in prioritized order were Housing, Health, Culture, Education, Economy, and Governance.



After understanding the results of the SWOT analysis and identifying strategic priorities, participants were able to define the goals they want to achieve. Each goal has noted focus areas that can be viewed as supporting objectives.



To achieve the goals and objectives, several activities are required under each to be completed. The resources estimated to complete each activity were discussed and have been noted. Because of resource challenges, activities need to be prioritized. The prioritization of activities looks at the perceived benefits of completing the task and the estimated cost or resources required.



- **Quick Wins** – quick wins are activities that require a lower level of effort but completing them will significantly benefit in achieving the goal. Quick wins can give the implementation team an immediate boost and sense of completion and should be a higher priority. Quick wins may be tasks that are already ongoing, take a short time to complete (up to 1 year), or tasks that must be completed for subsequent tasks to start.
- **Key Long-Term Activities** – these activities and tasks will significantly impact the community but require more effort (time, people, and money) to complete. These activities may start immediately but will take time to complete (1-4 years).
- **Not a Priority** – Tasks and activities that will not greatly benefit the community or goal achievement are not a priority despite the low effort to complete. It is not to say that these tasks and activities should not be completed, but the effort should be directed to more impactful activities first.
- **Not Strategic** – activities that require a high amount of effort for a low benefit are not considered strategic or a priority.



Potential Picture

GOAL 1:

ESTABLISH A FOUNDATION OF ACCOUNTABILITY AND TRANSPARENCY IN NATION GOVERNANCE

A strong government is based on the strength and leadership of the elected Chief and Council. Although leadership has the primary responsibility in the decision-making process, Administration, Members, and other Stakeholders need to relay information, recommendations, concerns, and feedback to Leadership to help them make informed decisions. Leadership and Administration are responsible for ensuring that policies and laws are in place and followed to ensure accountability, trust, fairness, and community safety.

Roles between FDFN leadership, management and staff must be clearly defined. Leadership and Administration must also perform duties with integrity, transparency and fairness while providing necessary reporting and clear communication to inform the community consistently.



**Focus Area:
Governance Structure**

With the recent change in Leadership, it is vital that Chief and Council and Administration continue to update and improve policies, protocols, and structures to make decisions and lead the Nation effectively.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Implement mandatory orientation to new leadership at the start of their term and annual governance and leadership training for Chief and Council	<ul style="list-style-type: none"> COO 	<ul style="list-style-type: none"> HR Manager Communications Coordinator 	<ul style="list-style-type: none"> Staff Time – COO, HR Manager, and CFO to provide orientation to Chief and Council on Nation policies, laws, and other key processes Staff Time – COO, HR Manager, and Managers to organize or provide governance/leadership training to Chief and Council 	Quick Win 3-6 months	<ul style="list-style-type: none"> All Chief and Council receive an orientation Annual governance and leadership training for Chief and Council completed
Develop Terms of Reference for Committees to ensure role clarification and consistency in decision-making	<ul style="list-style-type: none"> COO Associated Managers 	<ul style="list-style-type: none"> CFO Chief and Council 	<ul style="list-style-type: none"> Staff Time – Utilize templates to create Terms of Reference for Committees Staff Time – Train Committees and staff on new terms 	Quick Win 3-6 months	<ul style="list-style-type: none"> All Committees have Terms of Reference
Establish a protocol agreement	<ul style="list-style-type: none"> COO 	<ul style="list-style-type: none"> CFO 	<ul style="list-style-type: none"> Staff Time – Utilize 	Quick Win	<ul style="list-style-type: none"> Chief and Council and



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
for delegating responsibilities and roles that facilitate timely, responsive, and responsible decision-making to meet expectations. For example, create protocols for collaboration between Chief and Council and Departments, outlining responsibilities for: <ul style="list-style-type: none"> Annual Work Plans Budgets Reporting 		<ul style="list-style-type: none"> Legal Counsel HR Manager 	templates to expedite the creation of a protocol agreement	6 months	Departments to collaborate to establish responsibilities <ul style="list-style-type: none"> Staff are trained
Clarify and define mandates for all Nation departments and entities at the start of each fiscal year to ensure alignment in the budget, goals, and direction for the Nation	<ul style="list-style-type: none"> Chief and Council 	<ul style="list-style-type: none"> COO CFO Managers 	<ul style="list-style-type: none"> Staff Time – Chief and Council to delegate annual mandates to the respective Managers 	Quick Win 6 months	<ul style="list-style-type: none"> Mandates are given to each department on an annual basis Department budgets are balanced
Improve accountability, organizational structure, coordination, integrity and integration across Leadership and Administration by identifying policies to complete and implement	<ul style="list-style-type: none"> COO 	<ul style="list-style-type: none"> CFO Chief and Council HR Manager Legal Counsel 	<ul style="list-style-type: none"> Staff Time – COO to lead a review of existing policies to identify gaps Staff Time – to lead policy development with staff, and CFO to oversee 	Key Long-Term Activity Immediate–2 Years	<ul style="list-style-type: none"> Completion of policy gap analysis Development/Adoption of new policies
Collectively work towards developing and maintaining an	<ul style="list-style-type: none"> Land Department 	<ul style="list-style-type: none"> Communications Coordinator 	<ul style="list-style-type: none"> Funding – Outsource database (Element); 		<ul style="list-style-type: none"> Database created Database is updated and



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
accurate database of statistical data to enable accurate and quality decision-making	Manager	<ul style="list-style-type: none"> Office Manager Lands/Membership Clerk Chief and Council 	<p>cost to implement is \$7,000.00 with a yearly subscription fee of \$2,000.00</p> <ul style="list-style-type: none"> Staff Time – Chief and Council to approve and make a final decision 	Key Long-Term Activity Ongoing	monitored regularly



**Focus Area:
Finance**

Adequate finance depends on informed decisions and responsible management of revenues and expenses. Effective administrative practices and functions are important to the operations of all FDFN departments and entities to ensure efficient day-to-day operations and management.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Implement Financial Administration Law and ensure communication to staff is in alignment with Financial Administration Law and First Nations Finance Authority by: <ul style="list-style-type: none"> • Conducting information meeting • Developing the associated enabling financial policies • Training staff on policies 	<ul style="list-style-type: none"> • CFO 	<ul style="list-style-type: none"> • COO • Financial Management Board (FMB) 	<ul style="list-style-type: none"> • Staff Time – CFO and COO to utilize the Financial Management Board policies, ensure that policies are completed and aligned 	Quick Win 3-6 months	<ul style="list-style-type: none"> • Policies are completed • Staff are trained • Financial Administration Law is adhered to • First Nations Finance Authority certification is completed annually
Develop and implement an annual budgeting process to align department mandates with planned activities	<ul style="list-style-type: none"> • CFO 	<ul style="list-style-type: none"> • COO • Managers 	<ul style="list-style-type: none"> • Staff time – CFO and COO to develop budget process and train Department Managers and Chief and Council on the process 	Quick Win 3-6 months	<ul style="list-style-type: none"> • Process completed • Staff are trained • Annual budgets and reporting completed through the budgeting and reporting process
Discuss Grant opportunities at Chief and Council and Manager meetings	<ul style="list-style-type: none"> • COO • Managers 	<ul style="list-style-type: none"> • CFO • Chief and Council 	<ul style="list-style-type: none"> • Staff Time – Managers and Chief and Council to 	Quick Win 3-6 months	<ul style="list-style-type: none"> • Grants applied to, successfully received, utilized, and reported on.



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
			research and present opportunities		
Implement mandatory financial literacy training for all staff members to ensure a standardized understanding of financial processes	<ul style="list-style-type: none"> CFO 	<ul style="list-style-type: none"> COO Managers 	<ul style="list-style-type: none"> Funding – External course costs <ul style="list-style-type: none"> Aboriginal Financial Officers Association Financial Management Board & First Nations Finance Authority 	Key Long-Term Goal 6-12 months	<ul style="list-style-type: none"> All staff and leadership to complete training



**Focus Area:
Organizational Design**

FDFN’s organizational structure defines how activities such as task allocation, coordination and supervision are directed. As the Nation grows, a structure is needed that accommodates the changes anticipated and reflects how all the “working parts” of the Nation relate to and connect with each other.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Develop and create a salary grid to ensure that staff have predictability in their positions	<ul style="list-style-type: none"> HR Manager 	<ul style="list-style-type: none"> COO CFO Chief and Council 	<ul style="list-style-type: none"> Staff Time – HR Manager and CFO to: <ul style="list-style-type: none"> Conduct a job analysis Conduct market research Create a salary range based on research 	Quick Win Ongoing	<ul style="list-style-type: none"> Completed salary grids for positions within Administration Salary grid reviewed with all Department Managers
Identify team-specific and role-specific professional development opportunities to help staff enhance skills and confidence (e.g., proposal writing, technical software skills)	<ul style="list-style-type: none"> Managers 	<ul style="list-style-type: none"> HR Manager 	<ul style="list-style-type: none"> Staff Time – Performance appraisals and professional development goals completed with each staff member 	Quick Win Ongoing	<ul style="list-style-type: none"> All staff and teams have Professional Development plans Staff complete Professional Development opportunities Include on performance appraisals



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Encourage integration of culture into Administration practices by implementing regular cultural orientation sessions, e.g., cultural rights and practices, and traditional knowledge and language	<ul style="list-style-type: none"> • COO • Department Managers 	<ul style="list-style-type: none"> • HR Manager 	Staff Time – COO, Department Managers, and HR Manager to implement regular cultural orientations	Key Long-Term Activity 6-12 months	<ul style="list-style-type: none"> • All staff receive cultural orientations on an ongoing basis
Implement annual team-building sessions	<ul style="list-style-type: none"> • HR Manager • COO 	<ul style="list-style-type: none"> • Managers • CFO 	<ul style="list-style-type: none"> • Staff Time – Managers will participate in planning and prioritizing the team-building session • Funding – To support the hosting of events 	Not a Priority Ongoing	<ul style="list-style-type: none"> • Annual team building is hosted and successfully attended • Minimum 75% overall attendance
Develop and implement a rewards and recognition policy to celebrate and acknowledge: <ul style="list-style-type: none"> • Work Anniversaries • Performance Milestones • Team Celebrations 	<ul style="list-style-type: none"> • Department Managers 	<ul style="list-style-type: none"> • HR Manager • Chief and Council • CFO • COO 	<ul style="list-style-type: none"> • Staff Time – Create an Excel spreadsheet to track milestones • Funding – To support hosting celebrations 	Not a Priority Ongoing	<ul style="list-style-type: none"> • Department Managers to regularly update and monitor the Excel spreadsheet
Review and update the Employee Performance Appraisal process and communicate to all staff	<ul style="list-style-type: none"> • HR Manager 	<ul style="list-style-type: none"> • All Managers 	<ul style="list-style-type: none"> • Staff time – HR Manager to review the Employee 	Not a Priority 1-Year	<ul style="list-style-type: none"> • Completed update to the Employee Performance Appraisal process



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
			Performance Appraisal process		<ul style="list-style-type: none"> • Communicate the process to all staff • Performance Appraisals to be completed thoroughly with respective Managers



**Focus Area:
Internal Communication**

Coordinated communication is key to ensuring that an organization can function to its full capacity. Departments and staff should know what one another are doing to identify common strategies and objectives, leveraging collaboration amongst departments to achieve optimal results.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Work together to improve interdepartmental communication through monthly Manager meetings, including Chief and Council participation	<ul style="list-style-type: none"> COO 	<ul style="list-style-type: none"> Office Manager Managers 	<ul style="list-style-type: none"> Staff time – To organize and plan monthly Manager meetings with Chief and Council 	Quick Win Ongoing	<ul style="list-style-type: none"> Monthly meetings are scheduled, and attendance taken



Focus Area: Community Safety

It is imperative that FDFN leadership interprets, creates, and enforces bylaws and policies to protect members and maintain the right to live safely. Healthy and safe members lead to a stronger and more resilient community.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Engage with local RCMP to hold joint monthly leadership and community meetings to educate the community about the following: <ul style="list-style-type: none"> • Crime that is happening on reserve • Members' rights • What are the Nation's policies, why are we enforcing them, and how are they beneficial to the community 	<ul style="list-style-type: none"> • Community Safety Officer (CSO) • Justice Coordinator • COO 	<ul style="list-style-type: none"> • Justice and Safety Committee • Chief and Council 	<ul style="list-style-type: none"> • Staff Time – Managers to meet in advance and share any observations or issues with Justice Coordinator to share with RCMP and the community 	Quick Win Ongoing	<ul style="list-style-type: none"> • Monthly meetings established with RCMP, CSO, Head of Security, and Justice and Safety Committee • Chief and Council and Justice Coordinator receive monthly reports from the RCMP • Community attendance at events
Collaborate with partners such as the Meadow Lake Tribal Council, FSIN, and AFN to create an advocacy plan for First Nation Tribal police	<ul style="list-style-type: none"> • Chief and Council 	<ul style="list-style-type: none"> • Lands Department Manager • Legal Counsel • Justice Coordinator • CSO 	<ul style="list-style-type: none"> • Staff Time – To attend meetings with partners • Staff Time – To utilize Lands Advisory Board resources to develop an advocacy plan 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> • Monthly meetings with partners are scheduled and attended



Potential Picture

GOAL 2:

EMPOWER ALL MEMBERS WITH SKILLS TO PROMOTE SELF-SUFFICIENCY THROUGH HEALTHY INTERCONNECTEDNESS TO FAMILY, COMMUNITY, AND CULTURE

FDFN must use our rights, forward-thinking and advanced plans to improve the quality of life of our people and community through increased responsibility. We will address our members' health and safety needs by establishing programs and partnerships to enhance the future of our Nation. We will continue building on communication and community engagement, allowing Leadership and members to continue on the same path forward.



Focus Area: Member Communication

The Nation is growing and is projected to continue growing, both on-reserve and off-reserve. It is essential to maintain a connection with all Nation members and provide a meaningful way to allow open dialogue so everyone can be on a shared path, aware of opportunities and challenges, and versed in current affairs.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Utilize innovative means of communication to inform and educate members, such as: <ul style="list-style-type: none"> • Newsletter • Regularly update the FDFN website • Radio show • Access TV • Podcast • Post Nation bulletins, updates, and notice of activities in hubs such as the gas station • Implement a phone tree system to engage with Elders 	<ul style="list-style-type: none"> • Office Manager • Communication Coordinator • COO 	<ul style="list-style-type: none"> • Managers • CFO 	<ul style="list-style-type: none"> • Staff Time – To research how to access spots on Radio, TV, launching a Podcast • Funding – To outsource FDFN Website and App 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> • Media analytics to track the usage of various communication platforms, for example: <ul style="list-style-type: none"> ○ Viewership ○ Listenership ○ How many hits the website gets
Implement bi-annual band meetings to communicate and engage with membership about current events and issues the Nation is addressing	<ul style="list-style-type: none"> • COO • Communication Coordinator 	<ul style="list-style-type: none"> • Chief and Council • Managers 	<ul style="list-style-type: none"> • Staff time – To organize an agenda and plan the meeting with Chief and Council and 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> • Attendance count at Band meetings • Bi-annual on and off-reserve meetings at a minimum



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
			Department Managers <ul style="list-style-type: none"> Funding – Funds are needed to: <ul style="list-style-type: none"> Provide a meal Target three off-reserve locations at \$10,000.00 - \$12,000.00 per location Provide taxi fare to community members to get to the venue 	Key Long-Term Goal Ongoing	
Develop an annual report for the community to inform them of the Nation's achievements	<ul style="list-style-type: none"> COO Communication Coordinator 	<ul style="list-style-type: none"> Managers CFO Chief and Council 	<ul style="list-style-type: none"> Staff Time – To create and develop the annual report with Managers providing key success stories within the Nation Funding – To cover printing costs for hard copies of the 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Annual report is completed each year by September 30



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
			annual report		

**Focus Area:
Mental Health**

The Nation faces a mental health crisis, leading to increased drug addiction and safety issues. To support members, it will be important to work with partners to increase the availability of services and work collaboratively within the Nation to strengthen a holistic approach to health and wellness.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Develop external partnerships, for example, with the province, treatment centres, and other organizations, as it relates to mental health support to ensure that there are options for extended treatment plans and continuity of care for Nation members	<ul style="list-style-type: none"> Chief and Council COO 	<ul style="list-style-type: none"> Managers 	<ul style="list-style-type: none"> Staff time – To meet with various potential partners to discuss options for partnerships to address the mental health issues facing the Nation 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Partnerships created Extended treatment plans created and implemented for those who require the support
Develop a mental health strategy that identifies community needs, programs, and infrastructure requirements	<ul style="list-style-type: none"> Chief and Council 	<ul style="list-style-type: none"> COO Managers 	<ul style="list-style-type: none"> Funding – External consultant to conduct a community needs assessment, which includes community 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Mental health strategy completed Community Engagement



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
			engagement and informs the development of a mental health strategy		

**Focus Area:
Housing**

Housing has been, and continues to be, a challenge for the Nation. It is essential that FDFN Leadership continues to develop and train members on home repairs, which will encourage accountability and pride in homes.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Communicate and encourage members to take the existing courses related to home ownership and home repairs to promote more accountability in home maintenance	<ul style="list-style-type: none"> Housing Manager 	<ul style="list-style-type: none"> Housing Committee Chief and Council 	<ul style="list-style-type: none"> Staff Time – Develop communication materials and distribute them to the community Staff Time – To host home maintenance courses 	Quick Win Ongoing	<ul style="list-style-type: none"> Number of community members taking courses increases annually Implementing this course as a housing allocation point system
Political lobbying for more funding for housing CMHC, ISC, and other sources	<ul style="list-style-type: none"> Chief and Council 	<ul style="list-style-type: none"> Housing Manager 	<ul style="list-style-type: none"> Leadership and Staff Time 	Key Long-Term Goal	<ul style="list-style-type: none"> More funding sources Number of houses per year



Potential Picture

GOAL 3:

CREATE LONG TERM ECONOMIC DEVELOPMENT OPPORTUNITIES AND A LOCAL ECONOMY TO ENHANCE SELF-SUFFICIENCY AND REDUCE DEPENDENCIES

FDFN is committed to advancing its economy through innovation and productivity. Economic development typically refers to new agreement ideas, improved technologies, and innovative business development. We intend to invest in members and locally owned businesses and establish a strategy to boost the FDFN economy; we are setting our Nation up for success and planning for future generations.



Focus Area: Generational Wealth Creation

The Nation is working hard to build a platform for the future that is good for the land and our people. It is important that Leadership encourages and continues to support members' entrepreneurial spirit, Nation-owned businesses and explore emerging economic opportunities.

Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Create a generational wealth strategy that includes an investment plan for own source revenue	<ul style="list-style-type: none"> Chief and Council Economic Development CEO 	<ul style="list-style-type: none"> CFO COO Economic Development Board of Directors 	<ul style="list-style-type: none"> Funding – Engage a financial advisor/ consultant to provide objective advice for a long-term strategy 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Wealth strategy created and implemented
Develop FNGST to support self-determination	<ul style="list-style-type: none"> Lands Department Legal Counsel 	<ul style="list-style-type: none"> Chief and Council COO CFO 	<ul style="list-style-type: none"> Staff time – To review land holdings and develop a tax code that aligns with land uses and the Nation's goals 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Implement the FNGST
Continue to advocate for inherent and treaty rights	<ul style="list-style-type: none"> Chief and Council 	<ul style="list-style-type: none"> Legal Counsel Lands Manager Lands Department 	<ul style="list-style-type: none"> Staff Time – For participating in consultation processes, hearings, negotiations and/or litigation procedures Funding – For additional legal or consultant resources 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Participating in inter-jurisdictional negotiations Multi-jurisdictional Agreements Impact Benefit Agreements when needed



Actions	Responsibility		Resources Required	Priority	Measurement/ Indicator
	Lead	Support			
Support local and member-owned businesses when making purchasing decisions for the Nation	<ul style="list-style-type: none"> CFO 	<ul style="list-style-type: none"> Managers 	<ul style="list-style-type: none"> Staff time – Review purchases to ensure alignment with Nation procurement goal Standardizes rates for in-house orders, rentals, work orders etc. 	Key Long-Term Goal Ongoing	<ul style="list-style-type: none"> Increase in purchases made from Nation-member businesses





Conclusion

FDFN is in a period of transition and growth as leadership has changed, and there is an identified need to develop and strengthen structures. The Nation is fortunate to have a Chief and Council, Administration, and a team of Managers committed to providing the collective leadership to implement this Plan. FDFN Leadership is continually taking steps towards reorganizing and improving policies and structures, building off the previous success in enhancing the capacity of the Nation. This means having engaged stakeholders internally and externally, actively seeking and receiving the advice of the membership, and having a management team with sufficient capacity to focus on fine-tuning and growing all parts of the Nation.

This Strategic Plan will serve as a roadmap for the next four years. It will ensure that Chief and Council and Administration work cohesively to advance the Nation's interests most efficiently and productively. By working together in an integrated manner, everyone involved can ensure alignment between leadership and Nation's Administration so that activities can proceed and the interests of the Nation are upheld.

