



Nisga'a Ts'amiks Vancouver Society (NTVS)

Four (4) Year Strategic Plan

2021 - 2025

*Prepared by: Makwag Consulting 2021*

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## Our History

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The Nisga'a people have lived on British Columbia's northwest coast since before recorded time. Long enough to see their culture thrive adapt and endure. The Nass River flows through a land of sacred mountains and dense forest on Canada's Pacific Coast. The Nisga'a Nation includes over 6000 people originating from the communities of Gingolx, Laxgalts'ap, Gitwinksihlkw, and Gitlaxdamiks. In Nisga'a culture, traditional authority and the ability to govern originates from the connection between families and communities, and their land and resources.

On May 11, 2000, the Nisga'a Nation signed the first modern treaty in British Columbia. Taking this historical step toward self-governance and self-determination, allowed the Nisga'a Nation to develop a governance structure that allowed the Nation to provide strong effective and relevant governance to Nisga'a citizens regardless of where they reside. Thus, the Nisga'a Lisims Government structure began implementation of governing bodies for seven communities: which include the Village Governments for the four traditional communities of Gingolx, Laxgalts'ap, Gitwinksihlkw, and Gitlaxdamiks, and the addition of three communities to recognize and serve the population of Nisga'a residing off the traditional territory. These three communities are Gitlaxdax (Terrace), Gitmaxmak'ay (Prince Rupert & all other areas), and Nisga'a Ts'amiks (BC areas south of Williams Lake).

The Nisga'a Ts'amiks Vancouver Society (NTVS) was incorporated on November 27, 2000. Today, NTVS represents nearly 1,700 Nisga'a citizens whose ordinary residence is within the greater Vancouver, Victoria, Nanaimo and affiliated regions of B.C. (NTVS treaty boundary).

## Vision

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To create a community that enhances the social, economic, physical, cultural and spiritual wellbeing of Nisga'a citizens, whose ordinary residence is within southern British Columbia.

## Values

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The values of NTVS are clearly articulated in the Oath of Office taken by each Director:

- We will accept from the people the sacred responsibility of government. I will be loyal to the Nisga'a Nation, uphold its values, and protect and obey its Constitution.
- We will seek the guidance of the elders, Simgigat and Sigidimhaanaḵ and respect their wisdom and interpretation of the Ayuuk. I will be a faithful counselor to those who seek my advice, and will keep secret all matters entrusted in my confidence.
- We will work to preserve the peace and unity of the Nisga'a Nation, to secure the well-being of the people, and to provide good, effective, and accountable government for the Nisga'a Nation as a whole.

## Overview

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This document is a four-year strategic plan for 2021 to 2025. The creation of this vision included Elders, staff, board of directors, and the Executive Director. A major theme that cuts across all areas is the retention and regeneration of Nisga'a culture stemming from the Ayuukw.

The four major areas of focus for the NTVS over the next four years are as follows:

### **GOALS: 2021 to 2025 Strategic Plan**

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1. Programs and Services
2. Culture
3. Governance
4. Financial Stability and Sustainability

It is important to note that this manuscript is a living document and changes and amendments to the content are a necessary component of strategic planning processes. In addition, the objectives need to be broken down further in the development of an operational plan with deliverables, measurable outcomes, and evaluation processes.

**Section One: Four (4) Major Core Areas Identified – 2021 - 2025**

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**(4) Major Core Areas & Objectives**

**1: Programs and Services**

1. Two - Spirit Programs
2. Family Support Services
3. Homelessness/Housing/Infrastructure
4. Healing, Health and Wellness
5. Arts and Culture

**2: Culture**

1. Traditional Foods and Medicines
2. Cultural Competency
3. Ceremony
4. Cultural Infusion
5. Traditional Agriculture
6. Feasting and Events

**3: Governance**

1. Organizational Structure
2. Policy Development
3. Communication
4. Economic Development
5. Accountability/Transparency

**4: Financial Stability and Sustainability**

1. Funding, Grants, and Proposals
2. Financial Literacy
3. Partnerships, Networking, and Investors

**"DRAFT" Four 4 Year Strategic Plan for Fiscal Years 2021-2025**

**GOAL #1: Programs and Services**

<p><b>Current Situation:</b></p>	<p>Overall, the pandemic has contributed weakening the holistic health of the membership and staff.</p>			
<p><b>Desired Situation:</b></p>	<p>The programs and services provided by NTVS need to be adjusted to reflect current Vancouver Coastal Health Guidelines in regards to the Covid-19 pandemic. In addition, the design and delivery of all future programs and services need to meet the holistic needs and priorities of NTVS membership, staff, and board of directors.</p>			
<p><b>Objectives:</b></p>	<p><b>1. Two Spirit Services:</b> Ensure that our programs and services are inclusive of Two-Spirit understanding from Nisga'a perspectives.</p>	<p><b>2. Family Support Services:</b> Identifying funding to support members who require emergency services, have children in care, experience family violence and require family advocacy and support.</p>	<p><b>3. Homelessness/Housing:</b> work collaboratively with the NLG on a bridging plan for the homeless and creating educational materials highlighting the importance of the needs based on the stories shared. Providing safe and appropriate housing.</p>	<p><b>4. Healing, Health and Wellness:</b> Consistent and holistic wellness and recreation services provided to our membership. In addition, support members in getting their vaccine.</p>
	<p><b>5. Arts and Culture:</b> Provide learning opportunities for members to further strengthen identity as Nisga'a through education, arts and culture.</p>			

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #1 Programs and Services)**

		<b>Due Date</b>	<b>% Complete</b>	<b>Lead(s) / Resources</b>
<b>1)</b>	<b><i>Two Spirit</i></b>			
	<ul style="list-style-type: none"> <li>• Partnerships – Welcoming and Nurturing</li> <li>• Education - inclusive programs</li> <li>• Create Nisga'a based literature</li> <li>• Reaching all ages</li> <li>• Committee/organization</li> <li>• Reclaiming spirit ceremony</li> </ul>	October 2021		Elders/Administration/Committee
<b>2)</b>	<b><i>Family Support Services</i></b>			
	<ul style="list-style-type: none"> <li>• Review and assessment of internal services and programs</li> <li>• Focus groups, research, needs assessment and survey</li> <li>• Identify funding</li> <li>• Build family support services infrastructure</li> <li>• Build and maintain government relationships</li> <li>• Identify allies</li> </ul>	December 2021 "Committee"		Committee/Administration
<b>3)</b>	<b><i>Homelessness/Housing/Infrastructure</i></b>			
	<ul style="list-style-type: none"> <li>• Focus groups, research, needs assessment and survey</li> <li>• Identifying funding</li> <li>• Build homelessness support services infrastructure</li> <li>• Build and maintain government relationships</li> <li>• Identify allies</li> <li>• Inclusive of all age demographics, especially youth</li> </ul>	October 2021		Members/Committee/Administration
<b>4)</b>	<b><i>Healing, Health and Wellness</i></b>			
	<ul style="list-style-type: none"> <li>• Health Liaison and advocacy for all ages</li> <li>• Grief and Loss, social anxiety, art therapy</li> <li>• Education of rights related to accessing health services</li> </ul>	October 2021		Administration/Committee

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #1 Programs and Services)**

		<b>Due Date</b>	<b>% Complete</b>	<b>Lead(s) / Resources</b>
	<ul style="list-style-type: none"> <li>• Holistic health</li> <li>• Creating and finding balance</li> <li>• Creating safe space/trauma informed practices</li> <li>• Wellness retreats</li> <li>• Providing education opportunities</li> <li>• Literature on available resources</li> <li>• Cultural interpretations of holistic health and wellness practices (Cultural worker)</li> <li>• Network and collaborate to create partnerships/relationships</li> </ul>			
<b>5)</b>	<b><i>Arts and Culture</i></b>			
	<ul style="list-style-type: none"> <li>• Language</li> <li>• Song/Dance</li> <li>• Interpreter</li> <li>• Elder to Youth, membership engagement</li> <li>• Education</li> <li>• Networking with schools to provide Nisga’a content</li> <li>• Storying (Journey Home)</li> <li>• Youth ambassadors</li> <li>• For profit and not for profit opportunities</li> <li>• Outreach</li> </ul>	October 2021		Administration/Committee

## GOAL #2: Cultural

<b>Current Situation:</b>	<p>Currently, NTVS experiences low participation of membership in the programs and services being offered. A contributing factor, among others, may be related to loss of connection to Nisga'a culture and fractured identity.</p>			
<b>Desired Situation:</b>	<p>Future NTVS cultural retention efforts need to stem from Ayuukw (Law of the Nisga'a), with the intent of strengthening the connection with members that enables them regain connection</p>			
<b>Objectives:</b>	<p><b>1. Traditional Foods and Medicines:</b> This includes foods and medicines from the sea and land.</p>	<p><b>2. Cultural Competency:</b> Providing educational service for external service providers as well as internal members and staff.</p>	<p><b>3. Ceremonies:</b> Further strengthening the cultural identity of our membership through ceremony and the practicing of our laws stemming from our Ayuukw</p>	<p><b>4. Cultural Infusion:</b> Strengthening and maintaining relationships with the Nations where we reside. In addition, providing learning opportunity for membership in transition to the urban community and vice versa.</p>
<p><b>5. Language:</b> Apply for funding for language initiatives to retain an instructor and curriculum development.</p>	<p><b>6. Traditional Agriculture:</b> Creating a learning experience for membership to participate in seasonal hunting, gathering and preservation practices in efforts to strengthen connections with the ancestors and mother earth.</p>	<p><b>7. Feasting and Events:</b> Instilling our cultural practices into our feasting events and adapting to new practices.</p>		

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #2 Cultural)**

		<b>Due Date</b>	<b>% Complete</b>	<b>Lead(s) / Resources</b>
<b>1)</b>	<b><i>Traditional Foods and Medicines</i></b>			
	<ul style="list-style-type: none"> <li>• Animals, seafood, plants, medicines</li> <li>• Quality control</li> <li>• Seasonal planning</li> <li>• Bartering</li> <li>• Seasonal harvesting schedule</li> </ul>	December 2021		Administration
<b>2)</b>	<b><i>Cultural Competency</i></b>			
	<ul style="list-style-type: none"> <li>• Teaching feasting systems through events (internal &amp; External)</li> <li>• Eight feasts per year</li> <li>• Tribal Picnic</li> </ul>	November 2021 – On going		Administration, Elders Committee
<b>3)</b>	<b><i>Ceremonies</i></b>			
	<ul style="list-style-type: none"> <li>• Feast book – Birth to Death</li> <li>• Classes, Social media, Intergenerational</li> </ul>	November 2021 – On going		Elders Committee/Youth Committee/Administration
<b>4)</b>	<b><i>Cultural Infusion</i></b>			
	<ul style="list-style-type: none"> <li>• Nation to Nation building</li> <li>• Urban community to homelands and vice versa (transition)</li> </ul>	May 2022		Administration, Youth/Elders Committee
<b>5)</b>	<b><i>Language</i></b>			
	<ul style="list-style-type: none"> <li>• Apply for funding</li> <li>• Retain instructor</li> <li>• Curriculum development and resources</li> <li>• Explore potential relationships with Universities and other partners.</li> </ul>	April 2022		Administration

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #2 Cultural)**

		<b>Due Date</b>	<b>% Complete</b>	<b>Lead(s) / Resources</b>
<b>6)</b>	<b><i>Traditional Agriculture</i></b>			
	<ul style="list-style-type: none"> <li>• Harvesting practices</li> <li>• Preservation techniques</li> <li>• Based in homelands and urban setting</li> </ul>	May 2021		Administration/Elders Committee/Youth Committee
<b>7)</b>	<b><i>Feasting and Events</i></b>			
	<ul style="list-style-type: none"> <li>• Follow protocols stemming from Ayuukw</li> <li>• Adopt new cultural practices</li> <li>• Cultural flexibility</li> </ul>	September 2021		Administration/Elders Committee

**GOAL #3: Governance**

<p><b>Current Situation:</b></p>	<p>Currently, there are inherent challenges in creating a sense of unity stemming from our current internal governance structure (Governance, programs and administration). In addition, this challenge is further compounded by the rapid expansion of NTVS staffing and programs and services being offered.</p>			
<p><b>Desired Situation:</b></p>	<p>To create a Nisga'anized working environment that is based on unity and the Ayuukw, rather than a corporate one.</p>			
<p><b>Objectives:</b></p>	<p><b>1.Organizational Structure:</b> Definition of staff and board roles and responsibilities and program matrix.</p>	<p><b>2.Policy development:</b> Evolution of policies to ensure relevance and to allow for expansion of the growth of the agency.</p>	<p><b>3.Communication:</b> Identify all platforms and points of contact to brand and advertise to create a flow of information and feedback for internal operations and membership.</p>	<p><b>4.Economic Development:</b> Ensuring the birth of our sister organization is adequately resourced for start-up.</p>
<p><b>5.Acountabiity and Transparency:</b> Creating more detailed and concise reporting through an annual report and video presentations.</p>				

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #3 Governance)**

		<b>Due Date</b>	<b>% Complete</b>	<b>Lead(s) / Resources</b>
<b>1)</b>	<b><i>Organizational Structure</i></b>			
	<ul style="list-style-type: none"> <li>Updating HR</li> <li>Providing an HR position</li> <li>Consistent team building</li> </ul>	October 2021- Ongoing		Finance Committee/Administration
<b>2)</b>	<b><i>Policy Development</i></b>			
	<ul style="list-style-type: none"> <li>Evolution of policies to ensure relevance and to allow for expansion of the growth of the agency.</li> </ul>	October 2021		Finance Committee/Administration
<b>3)</b>	<b><i>Communication</i></b>			
	<ul style="list-style-type: none"> <li>Organizational meetings</li> <li>Yearly calendar</li> <li>External community events calendar</li> <li>Team building</li> <li>Information sharing</li> </ul>	October 2021		Administration/Communications/Members
<b>4)</b>	<b><i>Economic Development</i></b>			
	<ul style="list-style-type: none"> <li>Form a committee</li> <li>Communications with Board</li> </ul>	October 2021		Administration/Board
<b>5)</b>	<b><i>Accountability and Transparency</i></b>			
	<ul style="list-style-type: none"> <li>Strengthen transparency in our reporting to community</li> <li>Strengthen NTVS promotional efforts</li> </ul>	October 2021-on going		Administration/Communications/Board/Committees

## GOAL #4: Financial Stability and Sustainability

**Current Situation:** Currently, NTVS is out growing office space given the successful retention of funding for programs and services. In addition, there are staff shortages in certain program areas.

**Desired Situation:** Ensuring adequate funds are available to support the mission of the society for the long-term vision.

- Objectives:**
- 1. Funding Grants:** Continue engagement to attain grant writers.
  - 2. Financial Literacy:** Provide educational opportunities for staff, board, and membership.
  - 3. Partnerships/Networking/Investors:** Seek opportunity for joint ventures and partnerships through the development of infrastructure, networking and fostering relationships within a business context.

**SPECIFIC ACTIONS PLANNED AND DELIVERABLES**

**(GOAL #4 Financial Stability and Sustainability)**

				Due Date	% Complete	Lead(s) / Resources
<b>1)</b>	<b>Funding, Grants and Proposals</b>					
	<ul style="list-style-type: none"> <li>Contracting/Hiring a grant writer – 2 Million Dollar</li> <li>Shareholder funding agreement</li> </ul>	November 2021			Administration	
<b>2)</b>	<b>Financial Literacy</b>					
	<ul style="list-style-type: none"> <li>Provide educational opportunity for Board, staff and membership on bi-annual basis.</li> </ul>	February 2022			Administration/Finance Committee	
<b>3)</b>	<b>Partnerships/Networking/Investors</b>					
	<ul style="list-style-type: none"> <li>Foster relationships with government</li> <li>Developing a list of allies</li> <li>Network with other non-profit organizations and nations.</li> <li>Analyst of corporate interest</li> <li>Lobby LNG for additional funding</li> </ul>	September 2021			Administration/Finance Committee	

The Nisga'a Ts'amiks Vancouver Society strategic plan for the four-year period from 2021 to 2025 is agreed upon by the board of directors and Executive Director.

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Andrea Doolan, President

Date

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Anthony Robinson, Executive Director

Date