

NUCHATLAHT TRIBE

# 2018-2023 Strategic Plan

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Nuchatlaht Tribe

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## **1.0 Introduction**

This document contains the Nuchatlaht Tribe Strategic Plan covering the years 2018 to 2023. This is Nuchatlaht's first official Strategic Plan. I am writing this strategic plan as Nuchatlaht Tribe's Band Administrator with the direction from Chief and Council.

## **2.0 Organization Background**

The purpose of this section is to provide the reader with the organization's background prior to diving into the actual strategic plan. This section is important because it demonstrates how unique Nuchatlaht Tribe is, and how it is structured politically and administratively. Lastly, this section provides a brief overview of the existing plans that Nuchatlaht Tribe possesses.

### **2.1 Governance History**

Nuchatlaht Tribe is one of the few remaining First Nations in Canada that fully utilize the Hereditary Chieftainship model. This model is unique compared to other First Nations governance models because the Chief (Tye ha'wiih) inherits the Chieftainship from their father, or grandfather. In the standard Indian Act governance structure, the Chief and Council are elected by their membership. In the Hereditary Chieftainship model, the Chief is appointed by their father or grandfather, and the Chief then appoints their council, with no election whatsoever.

### **2.2 Location of Nuchatlaht Tribe**

The Nuchatlaht Tribe currently occupies Oclucje Reserve, which is approximately a three and a half hour drive to the closest city centre of Campbell River. Nuchatlaht has resided in Oclucje since 1988. Prior to residing in Oclucje, Nuchatlaht used to reside in Nuchatlitz reserve which is located on Nootka Island since time immemorial.

### **2.3 Members of Nuchatlaht Tribe**

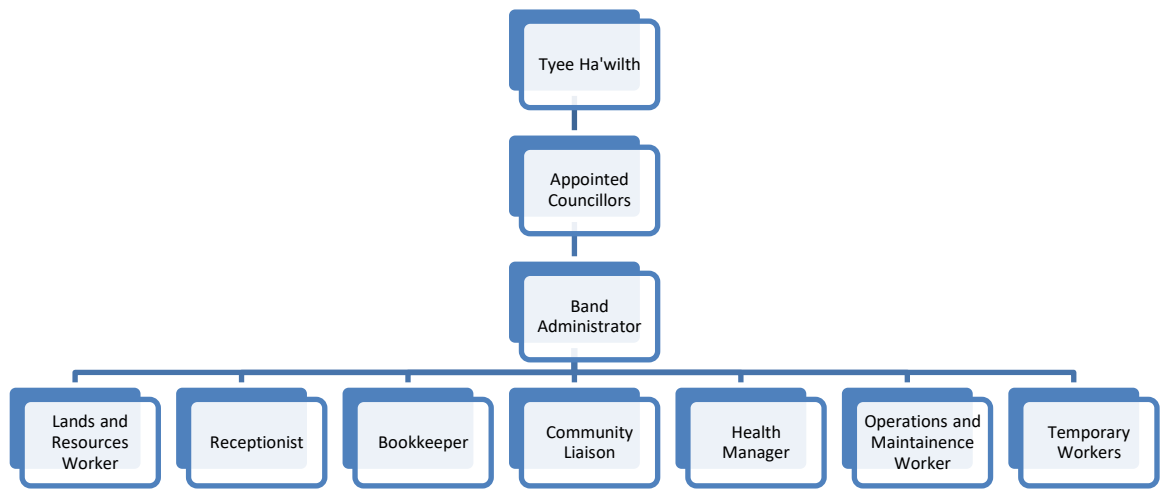
Nuchatlaht Tribe currently has 161 registered members as of January 2017. Of these 161 members, 24 of them live on-reserve in Oclucje. The remaining 137 members live off-reserve.

### **2.4 Chief and Council**

Nuchatlaht Tribe's Chief and Council include Chief Walter Michael, Councillor Archie Little, Councillor Jordan Michael, and Councillor Audrey Smith (Nuchatlaht Tribe, n.d.).

### **2.5 Organizational Chart**

Below is an organizational chart (see Figure 1) based on my knowledge and understanding of the operations at Nuchatlaht Tribe.



### 2.6 Existing Plans

Nuchatlaht Tribe currently has two publicly available plans that are related to strategic plans but do not constitute full strategic plans. These two plans include the Nuchatlaht Comprehensive Community Plan (CCP) (Nuchatlaht Tribe, 2015), the Nuchatlaht Language Revitalization Plan (Nuchatlaht Tribe, 2017), and the Nuchatlaht Tribe 5 Year Community Economic Development Plan (Nuchatlaht Tribe , 2017).

## 3.0 Situation Analysis

A situation analysis is the analysis in which an organization operates in (Bryson & Alston, *Creating Your Strategic Plan*, 2011, p. 119). The analysis includes the analysis of the internal and external environments (Bryson, *Strategic Planning For Public and Nonprofit Organizations*, 2011, p. 150). The situation analysis that will take place is the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis.

### 3.1 SWOC Analysis

The SWOC analysis identifies an organization's internal strengths and weaknesses, and its external opportunities and challenges. This analysis allows an organization to utilize its strengths to overcome its weaknesses, mitigate threats, and pursue opportunities (Bryson, *Strategic Planning For Public and Nonprofit Organizations*, 2011, pp. 151-152).

#### 3.1.1 Strengths

The following are internal strengths for Nuchatlaht Tribe:

- We know who we are
- We know where we come from
- We know where we're going
- Long serving Tyee Ha'wilth Walter Michael
- Proud of who we are
- Documented history of Nuchatlaht Tribe by Felix Michael (books, journals, etc.)
- Loyal, knowledgeable, advocate, healthy, proactive, strategic, creative, consensus based, committed, respectful and fair Council
- Separation between Council and Administration
- Long-serving staff
- Strong financial position
- Resource management (Herring)
- Hereditary system
- Not to be pushed around (i.e., the legal case)
- Low unemployment
- Fair Policies and Procedures
- Staff work well together
- Healthy staff
- Keeps the away from home members informed
- Staff have pride in work

#### 3.1.2 Weaknesses

The following are internal weaknesses for Nuchatlaht Tribe:

- Drugs and alcohol in the community
- Anger in the community
- Residential school impact
- Understaffed and overworked workers
- No family care worker in the office

- No drug and alcohol counsellor in the office
- NTC in present state
- No economic development worker in the office
- No youth worker in the office
- Kids having kids in the community
- No language worker in the office
- No cultural worker in the office
- Recruiting excellent talent is difficult
- Need more policies (membership policy, access to resources policy)
- No Tyee transition plan documented
- Leadership is retiring soon (Tyee Ha'wilt and Band Administrator)
- Small and unprotected dock
- No mission statement
- No fluent Nuchatlaht speakers
- Too many hats on one person which results in burnout
- Not enough core funding to hire more people
- No youth worker
- Only one elder in the community
- No elk tags
- Not communicating with the elders appropriately
- Lack of language and culture in our community
- Unfair membership policy
- There seems to be mental health (range of them) problems that keep the community
- We don't seem to empower any individual when we only set employment bar for employment opportunities as "trained" rather than "educated".
- Lack cohesion
- We seem to ask questions and answer questions but not actually change or grow

### 3.1.3 Opportunities

The following are external opportunities for Nuchatlaht Tribe:

- Getting cell service in Oclucje
- Train members to take all roles in the office
- Learn Language
- Learn culture
- Learn history
- Hiring the workers listed under weaknesses (youth worker, drug and alcohol worker, etc.)
- Utilize Felix Michael's book
- Single hat workers instead of multiple hat workers
- Getting youth educated
- Create membership policy
- Create Tyee transition document
- Healthy families
- Healthy leadership
- Healthy communities
- Fresh and new leadership
- Introduce a good financial management law
- Get a firetruck in Oclucje
- Win the legal case
- Economic development opportunities

- Tuck-a-wak fishing opening
- Start a gas station in Oclucje
- Buy property in Campbell River
- Start run of the river hydro projects
- Hire a youth worker
- Start a towing company
- Start a forestry company
- Utilize NETP,
- Encourage members to start businesses,
- Educate members on our legal battles and realize the vast richness

- of our Haholthlee and preserve and utilize
- Individuals gaining education (learning to think critically and specialization in something [forestry, politics of Canada to know how to communicate with them, traditional knowledge]).
- Implement some of the Nuchatlaht Language plan, even on a small scale to start
- To grow and maintain a community in all area's inside and out

### 3.1.4 Challenges

The following are external challenges for Nuchatlaht Tribe:

- Constant power outages
- Constant TELUS outages
- Bad Zeballos Forest Service Road Conditions
- BC and Canada government not accepting Aboriginal Title and Rights
- Neighbouring First Nations
- Unreliable funding
- Companies operating in Hahoulthe
- Tsunamis
- Earthquakes
- Windstorms
- Keeping boats afloat
- Hospital is 2 hours away
- Communication
- No fire agreement with Zeballos
- Isolation
- Small land base
- Greedy fisherman and forestry people that don't respect the land and ocean
- Funding cuts
- External elections
- Technology updating too fast
- No cell service
- Lack of housing and employment for members to stay living at home.
- Isolation
- Not enough meaningful participation of members (for different reasons: scattered members; lack of funding to participate; lack of interest; lack of resources to participate, including knowledge; lack of work schedule harmony)
- Having enough knowledgeable hard workers willing to get hands dirty to fulfill required work for goals

## **4.0 Stakeholder Analysis**

### **4.1 Basic Stakeholder Analysis**

A basic stakeholder analysis consists of noting all of the organization's stakeholders, both external and internal. The basic stakeholder analysis allows an organization to determine who its stakeholders are, which determination becomes invaluable when further stakeholder analyses take place (Bryson, Strategic Planning For Public and Nonprofit Organizations, 2011, pp. 133-135).

#### **4.1.1 Internal Stakeholders**

Nuchatlaht Tribe's internal stakeholders consist of the following groups:

- Nuchatlaht Tribe Band Manager
- Nuchatlaht Tribe Chief and Council
- Nuchatlaht Tribe Staff

#### **4.1.2 External Stakeholders**

Nuchatlaht Tribe's external stakeholders consist of the following group:

- Nuuchah-nulth Tribal Council (NTC)
- Funding Agencies
- Legal team
- Elder and youth members
- Members
- Ehatesaht and Kyouqout First Nations
- Village of Zeballos
- Commercial fisherman
- Companies that operate in the territory
- People that live in the territory
- BC Government
- Canada Government
- Tourists
- Legal team
- Other First Nations
- Friends of Nuchatlaht
- New businesses

## 5.0 Strategic Issues

According to Bryson, and Alston (Creating Your Strategic Plan, 2011, p. 135), a strategic issue is “a fundamental policy choice or change challenge affecting an organization’s mandates, mission, product or service level and mix, clients or users, costs, financing, structure process or management.” Strategic issues are to be written as questions that have more than one answer (Bryson & Alston, Creating Your Strategic Plan, 2011, p. 145). The following are the strategic issues:

1. How can Nuchatlaht Tribe engage with its youth members better?
2. How can Nuchatlaht Tribe get its elders home to share knowledge?
3. How can Nuchatlaht Tribe get more land to develop on?
4. How can Nuchatlaht Tribe bring tourism into the community?
5. How can Nuchatlaht Tribe accommodate more boats at the dock?
6. How can Nuchatlaht Tribe attract and retain the right band administrator?
7. How can Nuchatlaht Tribe attract a new band administrator?
8. How do we know when Jordan Michael is ready to be the next Tye Ha’wilth?
9. How do we be more inclusive with membership?
10. What should our membership policy look like?
11. How do we prevent incest?
12. How do we help people that have drug and alcohol addictions?



## 6.0 Strategic Plan

The most basic strategic plan should include a mission statement, a mandates statement, a vision of success, a SWOC analysis, and strategic issues (Bryson, Strategic Planning For Public and Nonprofit Organizations, 2011, p. 240). Previous sections covered the SWOC analysis (Section 3.1), strategic issues (Section 5.0). The following strategic plan builds on the previous sections and will focus on the values, goals, objectives, strategies, measures, and targets. Section 7.0 will focus on the implementation and action plan. Section 8.0 will focus on the monitoring and evaluation components of this strategic plan.

### 6.1 Vision

Our strong traditions, language and culture support us through generations to be a healthy, wealthy, safe, and a loving people, where everyone is treated with respect. We work together for our common good and share our skills and knowledge to be an empowered, educated, self-sufficient, self-governing, and a happy community. This includes a focus on our elders and youth. Additionally, everyone has access to transportation and the necessary infrastructure is in place which results in more members moving home to work.

### 6.2 Mission

Nuchatlaht Tribe provides services to registered Nuchatlaht Tribe members, and actively utilizes the mandate given by the Indian Act and the Tyee Ha'wilt (hereditary chief) to create bylaws that benefit Nuchatlaht Tribe members, and other important stakeholders.

### 6.3 Goals

Goals are where you want to go that do not need to be specific or measurable (Speers, 2016). This section will focus on goals for the Nuchatlaht Tribe strategic plan which are inspired by the strategic issues presented in Section 5.0. Table 2 demonstrates how the goals are related to strategic issues.

<b>Strategic Issue</b>	<b>Goal</b>
How can Nuchatlaht Tribe engage with its youth members better?	To improve engagement with youth
How can Nuchatlaht Tribe get its elders home to share knowledge?	To bring elders home
How can Nuchatlaht Tribe get more land to develop on?	To acquire more land

<b>Strategic Issue</b>	<b>Goal</b>
How can Nuchatlaht Tribe bring tourism into the community?	To bring tourism into the community
How can Nuchatlaht Tribe accommodate more boats at the dock?	To accommodate more boats at the dock
How can Nuchatlaht Tribe attract a new band administrator?	To attract a new band administrator.
How do we know when Jordan Michael is ready to be the next Tyee Ha'wilth?	To know when Jordan Michael is ready to be the next Tyee Ha'wilth.
How do we be more inclusive with membership?	To be more inclusive with membership.
What should our membership policy look like?	To revise the membership policy.
How do we prevent incest?	To prevent incest.
How do we help people that have drug and alcohol addictions?	To help people that have drug and alcohol addictions.

#### 6.4 Objectives

Objectives are used to achieve your goals. A good objective is specific, measurable, time-driven, and budget-conscious (Speers, 2016). Table 3 pairs up the objective with the goal, as the objective is said to be the stairs that help you reach the goal(s) (Speers, 2016).

<b>Goal</b>	<b>Objective</b>
To attract a new band administrator.	To hire and train a band administrator by October 2018
To know when Jordan Michael is ready to be the next Tyee Ha'wilth.	To transition Jordan Michael into the Tyee Ha'wilth role by 2020.
To be more inclusive with membership.	To have 2 community meetings every year.
To revise the membership policy.	To admit 2 qualified members each year (if applicable)
To prevent incest.	To have 0 reports of incest in Oclucje by 2020
To help people that have drug and alcohol addictions.	To have 0 drug addicts and alcoholics in Oclucje by 2023
To improve engagement with youth	To have one field trip for the youth every 3 months, while not exceeding the annual expense of \$5,000.00
To bring elders home	To have 5 elders living in Oclucje by 2023
To acquire more land	To have enough land to build 40 more houses by 2023 not exceeding a purchase value of \$1.00.

<b>Goal</b>	<b>Objective</b>
To bring tourism into the community	To increase employment from the tourism industry by 20% by 2021
To accommodate more boats at the dock	To allow for a total of 10 boats to be used at the dock by 2020, not exceeding \$100,000.00.
To attract and retain the right band administrator	To have a band administrator for more than 3 years.

### 6.5 Strategies for Achieving each Objective

Strategies are used to solve strategic issues, and given that we used the goals approach, the strategies are used to achieve goals (Bryson, Strategic Planning For Public and Nonprofit Organizations, 2011, p. 219). Goals are achieved through the use of objectives; therefore, it was decided to link strategies to the objectives which can be seen in Table 4.

<b>Objectives</b>	<b>Strategies</b>
To hire and train a band administrator by October 2018	Network with potential candidates to see if there's general interest in the band administrator role
	Brainstorm what Chief and Council need and want in a band administrator
	Create a transition plan and binder
	Create a job posting for the band administrator role
	Create a job description for the band administrator role
	Review applicants and shortlist candidates
	Create interview questions for the band administrator position
	Conduct interviews for the band administrator position
	Short-list the interviewed potential candidates
	Conduct reference calls
	Make the hiring decision and provide an offer letter to the successful candidate
	Train the band manager
	Train a band member to take over the role
To transition Jordan Michael into the Tyee Ha'wilth role by 2020.	Learn history Felix Michael's books
	Learn what the Tyee Ha'wilth does, owns, is, and how he does it
	Have a communications session with elders
	Get more robes for transitioning
	Write a Tyee Ha'wilth transition intention letter

Objectives	Strategies
	<p data-bbox="824 233 1117 264">Host a transition feast.</p> <p data-bbox="824 275 1390 348">Create a Tyee Ha'wilth transition document and binder</p> <p data-bbox="824 359 1341 390">Revive Michael family songs and dances</p>
<p data-bbox="191 390 748 422">To have 2 community meetings every year.</p>	<p data-bbox="824 390 1354 464">Select typical months for meetings on an annual basis to ensure consistency</p> <p data-bbox="824 474 1370 548">Select meeting discussion topics (consider AGM and Budget Meeting structures)</p> <p data-bbox="824 558 1393 621">Hire meeting facilitator for each community meeting</p> <p data-bbox="824 632 1403 663">Create a meeting rules/guidelines document</p> <p data-bbox="824 674 1344 747">Create an annual budget for community meetings</p> <p data-bbox="824 758 1419 831">Create a call for proposal for catering for each community meeting</p> <p data-bbox="824 842 1354 978">Hire a cultural worker to attend the community meeting to share culture and wisdom during and after the community meeting</p> <p data-bbox="824 989 1321 1062">Create invitations for members for the community meetings</p> <p data-bbox="824 1073 1425 1146">Create a rule to make it mandatory to have Chief and Council attend community meetings</p> <p data-bbox="824 1157 1045 1188">Harvest food fish</p> <p data-bbox="824 1199 1321 1272">Distribute food fish to members at the community meeting</p> <p data-bbox="824 1283 1354 1356">Debrief with Chief and Council about the community meeting</p> <p data-bbox="824 1367 1382 1440">Write an article about the meeting and the next steps resulting from the meeting</p>
<p data-bbox="191 1415 748 1499">To admit 2 qualified members each year (if applicable)</p>	<p data-bbox="824 1415 1328 1446">Review the current membership policy</p> <p data-bbox="824 1457 1386 1530">Conduct a needs assessment of the current membership policy</p> <p data-bbox="824 1541 1214 1572">Revise the membership policy</p> <p data-bbox="824 1583 1409 1656">Bring the revised policy to the community for input</p> <p data-bbox="824 1667 1175 1698">Revise the policy, if needed</p> <p data-bbox="824 1709 1321 1740">Accept the revised membership policy</p> <p data-bbox="824 1751 1354 1782">Advertise the revised membership policy</p> <p data-bbox="824 1793 1143 1824">Follow the revised policy</p>
<p data-bbox="191 1814 781 1856">To have 0 reports of incest in Oclucje by 2020</p>	<p data-bbox="824 1814 1393 1894">Host a community gathering to bring up the incest issue, when needed</p>

Objectives	Strategies
	<p>Hire a meeting coordinator to facilitate community gathering</p> <p>Include Ron Hamilton's wisdom about incest in the community newsletter</p> <p>Create family trees for each family in Nuchatlaht Tribe</p> <p>Create a call for proposal for catering for each community meeting</p> <p>Inform the Teechuktl Mental Health that incest is a mental health concern for Nuchatlaht Tribe</p> <p>Utilize the Teechuktl Mental Health team, when needed</p>
<p>To have 0 drug addicts and alcoholics in Oclucje by 2023</p>	<p>Host Alcoholics Anonymous (AA) once a week in Oclucje</p> <p>Acquire AA resource books</p> <p>Create a library of drug and alcohol resource books</p> <p>Hire a drugs and alcohol worker</p> <p>Create a policy to support workers going to treatment</p> <p>Create a policy stating that Oclucje is a drug and alcohol free reserve</p> <p>Host community gatherings to announce sobriety intentions</p> <p>Celebrate sobriety milestones with the community</p>
<p>To have one field trip for the youth every 3 months, while not exceeding the annual expense of \$5,000.00</p>	<p>Find funding for field trips</p> <p>Hire a youth worker</p>
<p>To have 5 elders living in Oclucje by 2023</p>	<p>Build more elder friendly houses</p> <p>Train homecare workers in the community</p>
<p>To have enough land to build 40 more houses by 2023 not exceeding a purchase value of \$1.00.</p>	<p>Meet with the province to purchase fee simple land</p>
<p>To increase employment from the tourism industry by 20% by 2021</p>	<p>Create agreements with tourist companies in the territory to hire Nuchatlaht members</p> <p>Start tourism companies</p>
<p>To allow for a total of 10 boats to be used at the dock by 2020, not exceeding \$100,000.00.</p>	<p>To seek funding</p> <p>Provide the call for proposal for the dock to potential contractors</p>
<p>To have a band administrator for more than 3</p>	<p>To train a Nuchatlaht Tribe member to take</p>

<b>Objectives</b>	<b>Strategies</b>
years.	the job

## 7.0 Implementation and Action Plan

As McNamara (Basics of Action Planning (as part of strategic planning), n.d.) states, a strategic plan without an action plan is just, “castles in the air.” Therefore, it is important for strategies and strategic plans to include an action plan; otherwise, the strategies will not be achieved. Table 5 is an action plan that includes who is responsible, when the strategy should be implemented, and how implementing the strategy will cost.

<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
Network with potential candidates to see if there’s general interest in the band administrator role	Archie Little	April 2018-June 2018	n/a
Brainstorm what Chief and Council need and want in a band administrator	C&C and Mason Ducharme	February 2018	n/a
Create a transition plan and binder	Mason Ducharme	July 2018	n/a
Create a job posting for the band administrator role	Chief and Council and Mason Ducharme	February 2018	n/a
Create a job description for the band administrator role	Chief and Council and Mason Ducharme	June 2018	n/a
Review applicants and shortlist candidates	Chief and Council and Mason Ducharme	August 2018	n/a
Create interview questions for the band administrator position	Chief and Council and Mason Ducharme	August 2018	n/a
Conduct interviews for the band administrator position	Chief and Council and Mason Ducharme	September 2018	n/a
Short-list the interviewed potential candidates	Chief and Council and Mason Ducharme	September 2018	n/a
Conduct reference calls	Mason	September 2018	n/a

<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
Make the hiring decision and provide an offer letter to the successful candidate	Chief and Council and Mason Ducharme	September 2018	n/a
Train the band manager	Chief and Council and Mason Ducharme	October 2018	n/a
Train a band member to take over the role	Band Administrator	Ongoing	n/a
Learn history Felix Michael's books	Chief and Council	October 2018	n/a
Learn what the Tye Ha'wilth does, owns, is, and how he does it	External Consultant	October 2018	TBD
Have a communications session with elders	Chief and Council	October 2018	TBD
Get more robes for transitioning	External Consultant	Ongoing	TBD
Write a Tye Ha'wilth transition intention letter	Walter Michael	October 2018	n/a
Host a transition feast.	Community	2020	TBD
Create a Tye Ha'wilth transition document and binder	Band Administrator and Walter Michael	2019	n/a
Revive Michael family songs and dances	Tim Sutherland	2019	TBD
Select typical months for meetings on an annual basis to ensure consistency	Band Administrator and Chief and Council	May 2018	n/a
Select meeting discussion topics (consider AGM and Budget Meeting structures)	Band Administrator and Chief and Council	May 2018	n/a
Hire meeting facilitator for each community meeting	Norine and Band Administrator	Ongoing	n/a
Create a meeting	Norine and Band	May 2018	n/a



<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
rules/guidelines document	Administrator		
Create an annual budget for community meetings	Mason Ducharme	June 2018	n/a
Create a call for proposal for catering for each community meeting	Band Administrator	Ongoing	TBD
Hire a cultural worker to attend the community meeting to share culture and wisdom during and after the community meeting	Band Administrator	Ongoing	TBD
Create invitations for members for the community meetings	Bryan Michael	Ongoing	n/a
Create a rule to make it mandatory to have Chief and Council attend community meetings	Chief and Council and Mason Ducharme	June 2018	n/a
Harvest food fish	Fisherman	Seasonal	TBD
Distribute food fish to members at the community meeting	Lands and Resources Worker	Ongoing	TBD
Debrief with Chief and Council about the community meeting	Chief and Council and Band Administrator	Ongoing	n/a
Write an article about the meeting and the next steps resulting from the meeting	Chief and Council and Band Administrator	Ongoing	n/a
Review the current membership policy	Chief and Council	August 2018	n/a
Conduct a needs assessment of the current membership policy	Chief and Council and Band Administrator	September 2018	n/a

<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
Revise the membership policy	Band Administrator	September 2018	n/a
Bring the revised policy to the community for input	Band Administrator	October 2018	n/a
Revise the policy, if needed	Band Administrator	October 2018	n/a
Accept the revised membership policy	Chief and Council	October 2018	n/a
Advertise the revised membership policy	Band Administrator	October 2018	n/a
Follow the revised policy	Staff and Chief and Council	Ongoing	n/a
Host a community gathering to bring up the incest issue, when needed	External consultant	Ongoing	TBD
Hire a meeting coordinator to facilitate community gathering	Band Administrator	When needed	TBD
Include Ron Hamilton's wisdom about incest in the community newsletter	Bryan Michael	June 2018	n/a
Create family trees for each family in Nuchatlaht Tribe	Family Heads	2019	n/a
Create a call for proposal for catering for each community meeting	Band Administrator	Ongoing	n/a
Inform the Teechuktl Mental Health that incest is a mental health concern for Nuchatlaht Tribe	Band Administrator	June 2018 and when needed	n/a
Utilize the Teechuktl Mental Health team,	Band Administrator	Ongoing	n/a

<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
when needed			
Host Alcoholics Anonymous (AA) once a week in Oclucje	Audrey Smith	May 2018 and onwards	n/a
Acquire AA resource books	Audrey Smtih	May 2018	n/a
Create a library of drug and alcohol resource books	Audrey Smith	May 2018	n/a
Hire a drugs and alcohol worker	Band Administrator	2020	Varies
Create a policy to support workers going to treatment	Band Administrator	August 2018	n/a
Create a policy stating that Oclucje is a drug and alcohol free reserve	Chief and Council and Band Administrator	April 2019	n/a
Host community gatherings to announce sobriety intentions	Community	Ongoing	TBD
Find funding for field trips	Health Manager	April every year	n/a
Hire a youth worker	Band Administrator	April 2019	n/a
Build more elder friendly houses	Band Administrator	2022	TBD
Train homecare workers in the community	Band Administrator and Health Manager	2020	TBD
Meet with the province to purchase fee simple land	Band Administrator and Archie Little	Ongoing	n/a
Create agreements with tourist companies in the territory to hire Nuchatlaht members	Lands and Resources Worker	Ongoing	n/a
Start tourism companies	Band Administrator	2020	TBD
To seek funding for	Band Administrator	September 2019	n/a

<b>Strategies</b>	<b>Person(s) Responsible</b>	<b>Deadline</b>	<b>Budget</b>
expanding the dock			
Provide the call for proposal for the dock to potential contractors	Band Administrator	January 2020	\$100,000.00
To train a Nuchatlaht Tribe member to take the job	Band Administrator	Ongoing	n/a

## **8.0 Monitor and Evaluation of Strategic Plan**

It is important to continually monitor and evaluate a strategic plan in order to ensure that the strategic plan is implemented and does not sit on the shelf gathering dust. For this strategic plan, it will be monitored and evaluated using three tools. The first tool is a monthly staff meeting to discuss the progress of the strategic plan implementation. The second tool is a quarterly meeting with Chief and Council where the band manager will provide a report on the strategic plan implementation to Chief and Council. The final tool is an annual report that indicates which strategies have been implemented for that fiscal year.