



# **Citxw Nlaka'pamux Assembly (CNA)**

## ***Strategic Plan 2023 – 2027***

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Merritt, British Columbia

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## **BACKGROUND ON THE CNA**

The Citxw Nlaka’pamux Assembly (CNA) is a not-for-profit organization that was formed in 2013 for the purposes of managing and administering the agreements relating to Teck Highland Valley Copper Mine (HVC) on behalf of Ashcroft Indian Band, Boston Bar First Nation, Coldwater Indian Band, Cook’s Ferry Indian Band, Nicomen Indian Band, Nooaitch Indian Band, Shackan Indian Band and Siska Indian Band (the Participating Bands). The agreements include a Participation Agreement (PA) between the Participating Bands and HVC, an Economic and Community Development Agreement (ECDA) between the Participating Bands and the Province of British Columbia, and an Implementation Agreement between the Participating Bands outlining their commitment to work together.

The ECDA and PA include provisions for how the parties will work together along with revenue sharing. An Nlaka’pamux Legacy Trust (the Trust) has been established to manage the funds relating to the agreements in a way that ensures sustainable and long-lasting benefit to the Participating Bands. The CNA is responsible for developing and implementing Nation-level programs with available Nation Funds from the Trust as well as the responsibilities identified within the, “Trust Indenture for the Nlaka’pamux Legacy Trust (2013)”

## **CNA’S STRATEGIC PLAN**

The Citxw Nlaka’pamux Assembly (CNA) Strategic Plan is the document prepared by the Board of Directors to direct its operations on behalf of the Participating Nlaka’pamux Bands. It is also used as a communication document for engagement between the CNA, the Participating Bands, and their members on the priorities, objectives, goals, and measures needed to respond effectively to the needs of the communities it serves.

This Strategic Plan gives direction and substance to the work of staff members, provides a framework for continuous improvement and establishes the foundation for the operations and management of the CNA. CNA staff therefore prepare Work Plans for each department or program guided by the strategic plan.

Though the Strategic Plan carries a Vision of 5 years, it provides firm direction for the first year of operation. Every year, the CNA will adjust its Vision for the following year, to ensure that it is providing appropriate direction to the staff so that they can respond effectively. The CNA will measure the past year’s accomplishments in the form of an Annual Report provided to the Participating Bands.

## THE CNA'S 5 YEAR VISION

Through effective planning in support of sustainable growth, CNA's Vision of the future is as follows:

We will build a legacy for our future while preserving our past by:

- Sustaining and developing Nlaka'pamux knowledge that strengthens Nlaka'pamux identity;
- providing a community-based legacy of Nlaka'pamux culture, laws, and values;
- upholding and sustaining healthy, culturally grounded living.

## THE CNA'S CURRENT MISSION AND CORE COMPETENCY

To provide effective and efficient management of the HVC agreements, and to develop and manage Nlaka'pamux Legacy Trust nation-fund programs that provide positive opportunities to enhance the economic and social wellbeing of our communities and members.

## CNA VALUES AND BELIEFS

The following Values and Beliefs underly the CNA's Strategic Plan:

- **Respect**
  - We respect Nlaka'pamux decision-making authority, including traditional teachings and laws, and expect all others to offer us their respect.
- **Self Sufficiency**
  - We actively support capacity development efforts as the Participating Bands pursue self-sufficiency.
- **Accountability**
  - We ensure accountable management of programs funded by the NLX Trust and of the CNA as a responsive organization.
- **Collaboration**
  - We seek to collaborate with those organizations, both public and private, that share CNA's values.
- **Efficiency**
  - We strive for an efficient organization that is effective overall.
- **Engagement**
  - We strive for effective and consistent listening, communication, and connection with those we serve to strengthen and inform the Participating Bands' membership

- **Focus on Change**
  - Provide equitable and caring access to CNA services that focus on initiatives leading to measurable social and economic change at the individual, and community levels.
- **Governance and Leadership**
  - We seek to govern through fairness, integrity, transparency, and trust.
- **Participation**
  - We encourage Band members' participation in CNA's activities and initiatives.
- **Program Delivery**
  - We develop programs and services that respect and advance Nlaka'pamux decision-making, traditional knowledge, and laws.

## **PRIORITY KEY RESULT AREAS FOR THE CNA**

Priority Key Result Areas (PKRAs) are those functions within CNA that must be governed and managed efficiently and effectively for the organization to be successful. They are as follows:

- Priority Key Result Area 1: Community Engagement and Communications
- Priority Key Result Area 2: Governance
- Priority Key Result Area 3: Oversight and Management of the Agreements
- Priority Key Result Area 4: Delivery of Nation-Based Programming

## **OBJECTIVES AND GOALS BY PKRA**

The following provides an overall objective for each PKRA together with goals for the objective and measures for each goal.

### **PRIORITY KEY RESULT AREA 1: COMMUNITY ENGAGEMENT AND COMMUNICATIONS**

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**Objective:**

To develop and implement the collaboration processes necessary for valuable participation by the Bands and members in CNA operations and planning, by:

**Goals:**

1. Clarifying the role of CNA and the Participating Bands with respect to member engagement and communications.
2. Developing engagement and communications plans that are aimed at reaching a broad range of members, including those that live within or outside Nlaka'pamux Territory.
3. Developing human resources and financial capacity at the Band level.

4. Developing the means to ensure timely and relevant information dissemination to the communities that CNA serves as well as feedback back to CNA.
5. Determining a path forward for the collection and centralization of Traditional (Knowledge) and Traditional Use Studies (TUS) information related to the implementation off the Highland Valley agreements and other CNA mandated projects.
6. Finding the means to sustain and expand CNA's skills training and employment programs.

## **PRIORITY KEY RESULT AREA 2: GOVERNANCE AND OPERATIONS**

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### **Objective:**

To continually improve the governance and operations of the CNA to optimize service to the eight Participating Bands, by:

### **Goals:**

1. Ensuring that the CNA Strategic Plan is formally reviewed annually.
2. Improving the participation in and decision-making content of Board meetings.
3. Performing a structural review of the CNA organization aimed at ensuring staff capability and capacity to deliver on the commitments within the Highland Valley agreements as well as the Strategic Plan and Board priorities.
4. Realigning the CNA Budget Cycle to the ongoing operational needs of the Participation Agreement and the business realities of the Participating Bands.
5. Ensuring CNA policies and procedures align with current operations.
6. Reviewing the purpose, operations, and results of CNA's business arm (K'en T'em) to ensure alignment with organizational priorities and the needs of the Participating Bands.
7. Determining a path forward for CNA Mandate Expansion.
8. Identifying and implementing opportunities for CNA to support the eight Participating Bands in advocacy and driving change in provincial and federal policy, legislation and regulation areas related to the CNA mandate.
9. Ensuring Rights and Title issues that arise in relation to CNA's responsibilities are addressed in a timely, effective and appropriate manner.
10. Ensuring the effective branding of the CNA that reaches far and wide and contributes to the recognition and influence of the CNA as a community driving force.
11. Ensuring all CNA programs and departments identify and implement opportunities to collaborate and resource share with internal and/or external partners, where practical and where values and beliefs align.

## **PRIORITY KEY RESULT AREA 3: OVERSIGHT AND MANAGEMENT OF THE AGREEMENTS**

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### **Objective:**

To ensure the effective management of the relationship and responsibilities shared between the CNA, Participating Bands, Teck/HVC and the Province of British Columbia as it relates to the Teck Highland Valley Copper agreements, by:

1. Collaborating with Teck in the resolution of outstanding critical issues.

2. Addressing outstanding issues as they arise and engaging Teck/HVC in their timely resolution.
3. Ensuring that the Participating Bands are kept fully informed on emerging issues and of the joint response by CNA and Teck/HVC aimed at resolution.
4. Revising and implementing new operating features for the PA Implementation Committee (IC).
5. Developing and implementing a process for development and distribution of NLX Trust Priorities.
6. Reviewing of the responsibilities within the trust indenture and the implementation agreement with respect to community and administrative trustees.
7. Assessing the effectiveness of the consultation process under the Economic Community Development Agreement (ECDA).

## **PRIORITY KEY RESULT AREA 4: DELIVERY OF NATION-BASED PROGRAMMING**

### **Objective:**

To ensure the effective development and implementation of nation-based programming, by:

### **Goals:**

1. Ensuring community feedback is integrated into the strategic planning process relating to nation-based programming.

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### **GOVERNANCE**

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2. Supporting the Participating Bands in investigating the potential for Bands to issue certificates/permits for proposed development projects in the Territory.
3. Ensuring CNA data-collection activities are undertaken and documented in a manner that upholds Nlaka'pamux Title and Rights.
4. Providing Rights and Title educational opportunities to members.

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### **CULTURE, HERITAGE AND LANGUAGE**

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5. Supporting members' reconnection to the land and Nlaka'pamux culture.
6. Supporting members in reclaiming and practicing nłeʔkepmxcín.

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### **SOCIAL DEVELOPMENT**

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7. Developing and implementing basic and traditional food security initiatives.
8. Identifying and implementing initiatives focused on building community self-sufficiency.
9. Ensuring the HVC closure and reclamation plans includes comprehensive Social and Environmental Nlaka'pamux values.
10. Identifying and mitigating barriers to member employment at Teck/HVC and beyond.
11. Developing a plan for how CNA can support healthy living within member communities.

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### **ECONOMIC DEVELOPMENT**

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12. Identifying and implementing opportunities for Participating Bands to benefit from master service agreements within industry.

13. Developing an investment and job creation policy to guide K'en T'em, Band and Band member investments and benefits relating to emerging opportunities.
14. Developing a policy on how nation-funds can support Participating Bands in investigating diverse economic development opportunities (e.g., eco/cultural-tourism).

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### **ENVIRONMENT AND NATURAL RESOURCES**

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15. Protecting, monitoring and restoring access to and management of traditional foods and resources.
16. Ensuring the HVC closure and reclamation plans includes comprehensive Social and Environmental Nlaka'pamux values.
17. Providing Rights and Title educational opportunities to members.

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### **EDUCATION AND TRAINING**

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18. Developing employment and training and education strategies to support increasing member employment at Teck/HVC and beyond.
19. Developing a policy that guides CNA investment (e.g., bursaries) in education excellence within the Participating Bands.

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### **COMMUNITY INFRASTRUCTURE**

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20. Developing a policy to guide how Nation Funds could be used regarding community infrastructure initiatives as directed by the CNA Board and guided by the membership of the Participating Bands.

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### **SPORTS AND RECREATION**

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21. Developing a policy to guide how Nation Funds could be used regarding sports and recreation initiatives as directed by the CNA Board and guided by the membership of the Participating Bands.