



# Déljné Got'jné Government

Our People. Our Future. Our Déljné.

## Strategic Directions 2023



# Dene Laws

Share what you have.

Help each other.

Love each other as much as possible.

Be respectful of elders and everything around you.

Sleep at night and work during the day.

Be polite and don't argue with anyone.

Young girls and boys should behave respectfully.

Pass on the teachings.

Be as happy as possible at all times.

## Message from the Déljine K'aowedó Ke & CEO

Déljine Members have come a long way from been nomadic (living off the land entirely), being strong independent, to our current situations. The world around us has changed, and we adapted to the ways of others to survive.

The Elders have been talking about how we are losing our culture, language, and along with that, our identity. We have become dependent and we need to find a balance between the new world and ours. What will the new world look like for us? We certainly know we need to strengthen our culture, language and work towards strong healthy families. DGG certainly can't do this on our own - we need the community to all do their part. Looking at our strategic direction is a small step on the journey.

We would like to congratulate the COO, directors, and the Déljine K'aowedó Ke members on the tremendous amount of work and effort that was put into bringing the following strategic plan together. We have received positive feedback from the staff and leaders on this effort and are anxious to share with our community. As a CEO and ?ek'wahtidé for the DGG it is our pleasure, challenge, and privilege to work with you all to promote prosperity and wellness for all citizens of Déljine - this is why we are all here!

Since we signed the Déljine Final Self Government Agreement in 2016, DGG has been focused on building governance and administrative functions. The focus has changed to delivering programs and services to meet the needs of our community and our citizens. In the months and years to come we want to move forward strategically to deliver and enhance program and service delivery.

We see a lot of dedicated, energetic, smart, and motivated individuals that come to work every day and are willing to overcome challenges to help build the DGG just as our Elders wanted us to do. We know that the work we are doing can be difficult - we can bump, have things to learn, but we want you to know that we are committed to helping everyone be successful as can be.

The next challenge is getting everyone to work together, support one another, and this strategy is a step in that direction.

As each of us reaches for success, we allow DGG to flourish as a distinct Indigenous government. This is the way the Elders taught us – to keep the Dene laws with us and close to heart.

*Danny Gaudet ?EKW'AHŦJDÉ.      Paulina Roche, CEO*



## Context

The Déljine Got'jine Government (DGG) is the first combined Indigenous/public self-government within Canada, representing one government for all people of Déljine.

The journey towards self-government was spurred by the Elders' vision of Our People, Our Future, Our Déljine. A milestone of this journey was the creation of the Déljine Self-Government Agreement in 2015. The Agreement provided a framework for establishment of the Déljine Got'jine Government and is now the one government the Elders envisioned.

DGG has several branches and is governed by Déljine K'aowedó Ke (DKK), eight elected officials. The ?ek'wahtjé (which means 'highest honest leader') is the elected leader of DKK. The K'aowedó Ke runs the government and passes laws. The Déljine ?ohda K'aowedó Ke (Elders Council) is made up of all Déljine Elders. It appoints an advisory representative to Council. Other Déljine-related branches include:

- **Dene K's Dats'eredi Ke (Justice Council)** – Dispute resolution and DGG law enforcement
- **Dene Gha Gok'e rehkwi (Beneficiaries Board)** – Management of rights and benefits provided under SDMCLCA
- **Déljine Renewable Resources Council (Society)** – Conservation, harvesting, wildlife management
- **Techi?q Ltd.** – parent company of, or shareholder, in a number of businesses

# Our People, Our Future, Our Dǔlǔne



## The Journey

The Dǔlǔne Elders believed the community should have one government to bring people together. Until 1985 Chiefs were chosen by appointment. Dǔnǔ k'ékereyo – Elders are able to see spirit and life force. Dene names were also seen as predestination. The traditional term was 2 years. Transparency and communication were very important. The intrinsic belief was and still is Ilgunéné gots'eayit'e – things are not handed to us; we must work hard for our survival.

**1984** – Dene Nation began negotiating a land claim with Canada

**1988** – Self-government Process and Schedule Agreement

**1990** – Canada agrees the Dene has right to “political self-determination”

**1993** – Sahtu Dene and Métis signed land claim creating three governing organizations

**1993** – Governed by Canada's Indian Act, Land Corporation, GNWT Charter Community

**1995** – Self-government negotiations begin

**2003** – Self-government Agreement in Principle – approval of Indigenous/public government model

**2010** – Yellowknife Office established, access for all Dǔlǔne Beneficiaries

**2013** – Dǔlǔne Self-government Agreement finalized

**2014** – Agreement ratified by 84% of eligible voters

**2015** – Dǔlǔne First Nation, Dǔlǔne Land Corporation, and Charter Community of Dǔlǔne dissolved

**2016** – Dǔlǔne Got'jine Government (DGG) – the government Elders envisioned

*People of the land know about ecological systems. Caribou not only help provide nutrition, but they also ensure cultural and spiritual health are maintained. Caribou are gentle creatures well adapted to survival in the north. They are able to navigate the snow, are protected from the cold and thrive on and contribute to the environment around us. We are part of this system; we are part of this process. We require strategic thinking to survive as a people. Our people, our future, our Déljine.*

## Overview

Déljine K'aowedó Ke (DKK) must continually deploy scarce resources to address the dynamic changes impacting the Déljine Got'jine Government (DGG) and Déljine people. These strategic choices must not be aspirational but commitments for political and staff attention and action right now with a preferred future for Déljine in mind.

Making strategic choices involves a process of analyzing existing conditions, focusing on key challenges and opportunities, determining desired outcomes, examining response alternative, and developing action plans. However, too many initiatives with limited resources may satisfy various interests by putting them on a list, but this practice usually leads to inaction, undesirable results, or organizational stress. In 2023, the Déljine Got'jine Government determined it needed a strategic process to prioritize a multitude of strategic possibilities.

In February, Déljine K'aowedó Ke and directors initiated a process - (2 online sessions), March (2 online sessions) July (3-day workshop) and September (3 day workshop), to identify and move forward on Déljine Got'jine Government (DGG) strategic priorities and directions on behalf of all Déljine. The primary aims identified for this timely effort were to:

- Maximize internal alignment within DKK and with its administration and entities
- Clarify the mandates of DGG's various functions and entities
- Enhance the well-being of people and sustainability of Déljine
- Ensure expectations of DKK match organizational capacity
- Focus DGG's requests of Federal and Territorial government agencies
- Advance progress of self-government implementation

This report follows the following guideposts are this journey:

- **Strategic Process** – the steps undertaken to develop strategic directions – *page 7*
- **Strategic Scan** – identifying current conditions facing DGG and Déljine – *page 8*
- **Strategic Topics** – focus for workshop discussion – *page 10*
- **Strategic Possibilities** – options to respond to emerging topics – *pages 11 - 15*
- **Strategic Priorities** – implementation choices that align with organizational capacity – *pages 17-20*
- **Strategic Future** – overarching themes and principles to guide all organizational efforts – *page 23*



*A strategic process is like a bridge crossing the Great Bear River. On one side we know where we are, and the other side is where we want to be. The bridge enables us to cross this gap safely. Similarly, a strategic process requires us to envision the future while being aware of our current capacity so we can go forward with confidence.*

## The 2023 Process

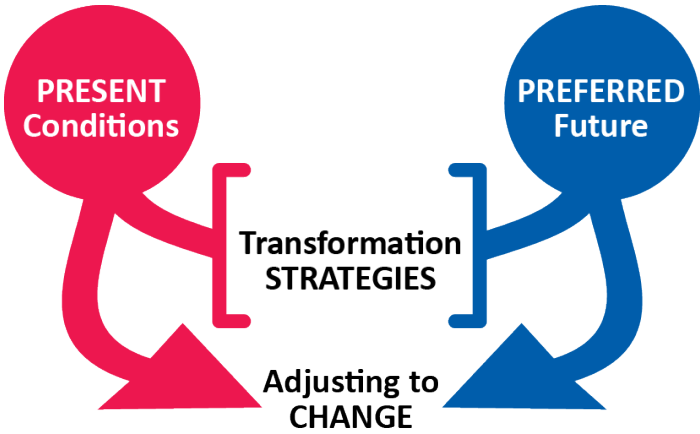
The process for determining DGG’s strategic directions involved building a bridge towards an enhanced future for Déljine (see diagram below).

**Identifying present conditions** (where we are today) – Participants began the strategic priority setting process with four online sessions during February and March by scanning **present conditions** using five pillars of a sustainable community (see Appendix 1). At the July workshop, elected officials and directors identified issues and opportunities facing DGG and Déljine (see Appendix 2).

**Envisioning a preferred future** (where we want to be) – Next the DKK shortlisted key topics for discussion to determine expectations for success when addressing each item (see pages 9/10). During the process, participants also developed overarching principles and themes using the elders’ vision – **Our People, Our Future, Our Déljine** – to guide all organizational actions and decisions (see page 23).

**Exploring transformation strategies** (ways to bridge the gap) – Multiple options were developed as strategic possibilities to address each strategic topic. Effective strategic priority setting involves making strategic choices for implementation timing – short term priorities and longer-term directions that are aligned with the DGG’s mandate and capacity as well as Déljine needs (see pages 11-15).

A critical element for Déljine Got’jine Government’s success is **adjusting to change**. Strategic priorities and directions resulting from the 2023 process must be regularly monitored and adapted to internal capacity (see pages 17-20).



*The traditional yearly cycle of the Déljine Got'jine had five seasons – summer, fall, winter, early spring and spring. Summer was a time for gatherings, fishing and harvesting of plants. In the fall caribou hunts were held to lay in stores for the long months ahead. Winter was a time of hardship, scarcity of food and a struggle for survival. People's spirits were lifted in early spring as the days became longer. Bleaching of hides was done during these months. Spring itself was a time of rebirth and a vision for the future. Each season, it is good to take stock of or scan where we are now to decide where we want to be in the seasons to come. Storytelling is a responsibility that is broken down into five hoops that look at the present conditions and future sustainability of Déljine.*



## Strategic Scan

In February and March 2023, members of Déljine K'aowedó Ke, senior management and directors conducted a **Strategic Scan** to get a sense of what is working well and areas that might need attention (*see Appendix 1*). This step in the process grounds participants and allows the story, or current reality to be heard. It is also about seeing things in a different light or taking a higher view of where Déljine is today. The following five interconnected hoops of sustainability were used as a lens – environment, social and economy sitting on a governance platform supported by infrastructure services.

- **Environment** – looks at the inter-connectivity of all that is around us and the role that we play in the preservation and well-being of our ecosystem. It involves maintenance of our land, waters and wildlife not only for environmental reasons but for our subsistence and local economy. It requires seeing everything as living to instill a respect and caution when interacting with the land and environment around us.
- **Economy** – views opportunities to enhance the economic well-being of Déljine that is aligned with the Sahtúgot'jine language and way of life. It involves harnessing local business niches, developing job opportunities and attracting investment to Déljine. It requires thinking to the future and ensuring there are enough resources for today but also for future generations to lead a good life.
- **Social** – focuses on maintaining and improving the well-being of the Déljine people. It focuses on the physical, mental, and spiritual welfare of members including inclusive access to healthcare, education, active lifestyle, cultural and social gathering opportunities. It is rooted in a respect for traditional values, the Sahtúgot'jine language, caring for each other and pride as a Déljine people.
- **Governance** – integrates cultural and traditional values into Déljine Got'jine Government's decision-making, laws, strategies, and services. It involves active consultation with DFN citizens and community residents and proactive partnerships with other agencies. It also requires alignment of internal functional mandates and roles of elected officials, administration and other DGG entities.
- **Infrastructure** – considers such necessities as adequate housing, clean drinking water, facilities, roads and solid waste/wastewater systems. It involves maintaining current assets for reliable and safe service delivery to meet community needs. It also requires planning for enhanced quality of life opportunities and future growth needs to ensure a livable community.





The strategic scan continued at the July workshop with participants thinking about the question “What are some of the significant issues and opportunities facing DGG and the Déljine?” The over 100 items identified would be too overwhelming to discuss. Participants ranked their top ten items (10 high to 1 low) on the **Issues and Opportunities Long List** (see Appendix 2) facing DGG that should be discussed during the workshop. The overall top ranked items from both elected officials and directors form a **short list** of issues and opportunities (see sidebar).

*Note: It is important to note that there were more senior staff than elected officials at the July workshop – therefore it is the item rank (1-10), not the score, that is significant for this process. As well, some items are closely related. For example, the directors’ rank for ‘community wellness’ is high but has no score for DKK. Yet if we look closer, we can see that the elected officials’ ratings for mental health, high cost of living, treatment centre and food security are all related to community wellness. Participant ratings are simply a preliminary means to create some focus for workshop discussion among the over 100 issues and opportunities identified on the long list.*

More discussion was required to determine key items for attention during the July and September workshops.

SHORT LIST	DKK	Directors	Total
<b>HOUSING</b>	12 (7)	79 (2)	91
<b>EDUCATION</b>	19 (2)	68 (3)	87
Comm. Wellness		81 (1)	81
<b>CULTURE</b>	15 (4)	49 (4)	64
Dene Kede	37 (1)	5	42
<b>ADDICTIONS</b>	18 (3)	23 (9.1)	41
<b>POWER PLANT</b>	9 (9.1)	27 (6)	36
Mental Health	8	22 (10.1)	30
Clear Vision	4	26 (7)	30
Family Centre		30 (5)	30
<b>HYDRO</b>	13 (6.1)	16	29
Language App	7	22 (10.2)	29
High Cost of Living	7	19	26
Food Security	5	21	26
Traditional Medicine & Healing	5	20	25
Homelessness		25 (8)	25
Ec. Development	1	23 (9.2)	24
<b>DENE LAWS</b>	10 (8)	13	23
<b>INTEGRATE DRRC</b>	9 (9.2)	13	22
<b>ON THE LAND</b>	13 (6.2)	8	21
<b>WINTER ROAD</b>	14 (5)	5	19
<b>BUSINESS DEV.</b>	9 (9.3)	10	19

*It happened at a meeting between an Indigenous community in northwest British Columbia and some government officials. The officials claimed the land for the government. The people were astonished by the claim. They couldn't understand what these relative newcomers were talking about. Finally, one of the elders put what was bothering them in the form of a question. "If this is your land," he asked, "where are your stories?" Suddenly everyone understood. Stories give meaning and value to the places we call home; they are the topics and words that bring us close to the world we live in.*



## Strategic Topics

Participants considered what short-listed issues and opportunities were closely connected to each other, as well as linked to other issues and opportunities on the long list. A list of subjects (without scores) emerged for more in-depth discussion for the July and September workshops. It was noted that these captured a significant number of items on the long list. After the July session, Self-Government Implementation was added.

*Note: While the process was a collaborative political / administrative effort, it is important to note that strategic priorities are a DKK responsibility, so it was left to elected officials to confirm the ten **Strategic Topics**. During the process, Self-Government Implementation was added as a strategic topic.*

*We must see the possibilities through more than one eye. Indigenous Traditional Knowledge reminds us that no one person holds all the knowledge. We must learn to use both of our eyes together for the benefit of all.*

### STRATEGIC TOPICS

1. Culture & Dene Kede
2. Infrastructure
3. Hydro Project
4. Economic Development
5. Education
6. Housing
7. Community Wellness
8. On The Land Program
9. Environmental Law
10. Self-Government Implementation

# Strategic Possibilities

The ten **Strategic Topics** were the focus of both the July and September Workshop discussions. Most strategic topics were further separated into five sub-topics to generate a more comprehensive discussion by subgroups. This effort enabled more engaged discussion by elected officials and directors. Each group then presented their work for plenary review and insights. The facilitator created a wall chart of all emerging potential options – strategic possibilities to respond to all strategic topics.

Rigorous unpacking of each strategic topic and creative development of alternate strategies enables good discussion about the pros and cons of various strategic possibilities. When the preferred choice does not work, there may be other listed acceptable ways to achieve the desired results.

Each strategic topic or sub-topic was approached using the ‘bridging the gap’ solution seeking approach. This mindset shifts the ‘problem-solving’ mindset stemming from present conditions to seeking opportunities for a preferred future or a negative challenge to a positive opportunity.

1. **Define the Strategic Topic** – in this step, participants discussed key issues related to each topic as well as what is already being done and any additional relevant information. Questions such as what, how, who, when or why helps participants to define each strategic topic.
2. **Identify Desired Outcomes** – this step changes the focus from a problem to an opportunity. It involves thinking about potential outcomes if the strategic topic is effectively address. The key requirement at this stage is to identify key results and desired outcomes to guide the next step.
3. **Explore Response Options** – in this step, possible ways or options are explored to achieve the desired outcomes and key results(s). One option might need to be undertaken before another can be started. Some may be comprehensive or very specific. Sometimes options are not so much about what to do but how to do something - who should lead, who should be involved or what approach should be taken? These strategic possibilities are required for the next step in the process – moving to action.
4. **Establish an Action Plan** – the final step in solution seeking approach is to determine activities and assign responsibilities required to implement the established strategic priorities (next section). It is a critical step to get the strategic priorities and directions off the shelf for implementation, monitoring and celebration of progress and results!



The ideas and responses from discussion sub-groups are contained in the **Strategic Possibilities Chart** (see next pages). The strategic possibilities, confirmed by the plenary group, are codified as:

- **L** – these are leadership matters requiring the attention of DKK
- **O** – these are operational initiatives for the attention of directors and their staff
- **A** – these are advocacy requests for the attention of other governments or agencies
- **P** – these are partnership efforts with other governments or agencies



## 1. Culture & Dene Kede – culture-based education

<p><b>Language</b>  <i>Integration and preservation, Dene Kede in schools, sustainable program funding, preservation of culture, integrated in DGG operations</i></p>	<ul style="list-style-type: none"> <li>• Apply for increased government funding (A)</li> <li>• Seek changes to curriculum (A/P)</li> <li>• Create a language App (O)</li> <li>• Develop podcasts / local radio (O)</li> </ul>
<p><b>Youth</b>  <i>Youth centre, youth council, Elder mentorship, future leaders, life skills, heritage pride, sense of belonging</i></p>	<ul style="list-style-type: none"> <li>• Develop 'Elder in the Classroom' program (O/P)</li> <li>• Promote more youth activities (O)</li> <li>• Seek school curriculum changes (A/P)</li> <li>• Initiate Breakfast Program / Learn to Cook (O)</li> </ul>
<p><b>Elders</b>  <i>Intergenerational communication, knowledge transfer, safe, aging in place, engaged, happy, access to services, respected by others</i></p>	<ul style="list-style-type: none"> <li>• Document Elder stories from oral to written (O)</li> <li>• Investigate partnership for supportive living (P)</li> <li>• Request palliative care beds in Déljine (O)</li> </ul>
<p><b>Activities</b>  <i>All ages / inclusive – youth to Elders and families, 'On the Land' programs, gym, hockey program, boxing club, artificial ice, instructors and coaches, funding, socializing, arts, crafts, parent support</i></p>	<ul style="list-style-type: none"> <li>• Apply for Coordinator position funding (A)</li> <li>• <b>Develop a Recreation, Arts &amp; Culture Strategy (L)</b></li> <li>• Develop local coach / instructor capacity (O)</li> </ul>
<p><b>Heritage</b>  <i>'Learn from the past, enjoy in the present, pass on to the future', identification of artifacts and sites, scope defined</i></p>	<ul style="list-style-type: none"> <li>• <b>Develop the 'Pathway' Strategy (L)</b></li> </ul>
<p><b>Dene Kede</b>  <i>Reinforced teachings – the Spiritual World, the Land, the Self, and the People, integrated into DGG operations, engaged elders, generate pride in who we are, taught in local school, integrate language in all departments</i></p>	<ul style="list-style-type: none"> <li>• Advocate for changes to curriculum (A)</li> <li>• <b>Develop Action Plan for Dene Kede in DGG (L)</b></li> <li>• <b>Create language department / secretariat (L)</b></li> <li>• Create language App for school and staff (O)</li> </ul>
<p><b>On the Land Program</b>  <i>Definitive partnership agreement with NWT Recreation &amp; Parks Association, program that supports physical, mental, spiritual well-being, inclusive for all abilities</i></p>	<ul style="list-style-type: none"> <li>• Confirm Recreation &amp; Parks Assoc. agreement (O)</li> </ul>



## 2. Infrastructure

<p><b>Hydro</b> <i>Clean energy, less reliance on diesel, noise reduction, stable costs, complete plan, sustainable jobs</i></p>	<ul style="list-style-type: none"> <li>• Check current status (O)</li> <li>• <b>DGG position paper based on river studies (L)</b></li> <li>• Submit funding request (A)</li> </ul>
<p><b>Winter Road</b> <i>Increased access and safety, bridge over Great Bear River</i></p>	<ul style="list-style-type: none"> <li>• Request funding for design options (A)</li> <li>• <b>Prepare prospectus-gravel, hydro, environment (L)</b></li> <li>• Meet with Hydro and GNWT (A)</li> <li>• <b>Develop phased Business Plan / access road (L)</b></li> </ul>
<p><b>Existing and Future Assets</b> <i>Reliable services through preventive maintenance and planned replacement</i></p>	<ul style="list-style-type: none"> <li>• Develop Asset Management Plan (O)</li> </ul>



## 3. Economic Development

<p><b>Traditional Economy</b> <i>Skill development, employment opportunities, focus on traditional ways of harvesters/ hunters, tourism opportunities, unique niches, culture and way of life shared with others</i></p>	<ul style="list-style-type: none"> <li>• Undertake Muskox Business Feasibility Study (O)</li> <li>• Develop online store for arts and crafts (O)</li> <li>• <b>Develop Tourism Strategy (L)</b></li> <li>• <b>Develop 'resource extraction' Readiness Plan (L)</b></li> </ul>
<p><b>Health Services</b> <i>DGG-run Clinic, local control, focus on local needs, serve people in the North, traditional healing niche</i></p>	<ul style="list-style-type: none"> <li>• <b>Explore DGG-run health clinic (L)</b></li> </ul>
<p><b>Employment</b> <i>Certified Journeymen, employment readiness, training facility, youth career counselling, thriving families, business attraction / partner readiness, access to training</i></p>	<ul style="list-style-type: none"> <li>• Request training facility in Délj̄ne (A)</li> <li>• Recruit trades preparation coordinator (O)</li> <li>• Arrange for members to challenge trades exam (A)</li> </ul>
<p><b>DGG Enterprises</b> <i>Local economic development, joint ventures, employee retention, strategic efforts to enhance local economy, job opportunities, sustainable and resilient economy</i></p>	<ul style="list-style-type: none"> <li>• <b>Create board of directors for Techiq (L)</b></li> <li>• Hire economic development officer (O)</li> <li>• <b>Develop Economic Development Strategy (L)</b></li> <li>• Explore DGG store feasibility (O)</li> </ul>
<p><b>Business Support</b> <i>Startup support, 'how to run a business' skill development, access to markets, access to needed goods, enhance shop local opportunities</i></p>	<ul style="list-style-type: none"> <li>• Develop 'how to run a business' programs (O)</li> <li>• Develop DGG business support program (O)</li> </ul>



## 4. Education

*Students graduating, prepared for the workplace embracing tradition and heritage*

<p><b>Pre-School / Day Care</b> <i>Early introduction of Dene Kede, Parenting Program, sustainable funding, good attendance, adequate capacity, trained staff</i></p>	<ul style="list-style-type: none"> <li>• Seek increased government funding (A)</li> <li>• Review program needs and gaps (O)</li> </ul>
<p><b>K-12</b> <i>More graduates, Dene Kede in schools, successful student programs, SSI support to meet Déljine needs</i></p>	<ul style="list-style-type: none"> <li>• Integrate Dene Kede into curriculum (A/O, GNWT)</li> <li>• Recruit school counselor (O)</li> <li>• Create mentorship / tutoring program (O)</li> <li>• <b>Request funding &amp; plan for a new school (L/A)</b></li> </ul>
<p><b>Post-Secondary / Career &amp; Trades</b> <i>University partnership, career training program, trade school partnership</i></p>	<ul style="list-style-type: none"> <li>• Create partnerships with learning institutions (O/A)</li> <li>• Develop local education / training programs (O)</li> <li>• Enhance coordination of scholarship program (O)</li> </ul>
<p><b>Life Skills</b> <i>Elder to youth knowledge transfer, strong community interest, traditional activities, healthy lifestyles, mentorship, OTL programs, capacity</i></p>	<ul style="list-style-type: none"> <li>• Prepare youth program proposal / budget (O)</li> <li>• Develop 'On The Land' camps (O)</li> </ul>
<p><b>Jurisdiction / System</b> <i>Unique Déljine education system, trained local teachers, draw down education, assume control</i></p>	<ul style="list-style-type: none"> <li>• <b>Create strategic education plan (L)</b></li> <li>• <b>Draw down of early childhood education jurisdiction (L/A)</b></li> </ul>



## 5. Housing

*Shelter for all – meeting the needs of the community*

<p><b>Housing</b> <i>Safe housing that meets the current needs and future growth of the community as well as recruitment of employees</i></p>	<ul style="list-style-type: none"> <li>• Hire housing coordinator (O)</li> <li>• Draft MOU with GNWT re: budget and supply (L/A)</li> <li>• <b>Develop Housing Strategy (L)</b></li> <li>• Confirm jurisdiction and regulations – GNWT (A)</li> </ul>
<p><b>Community Land Use Plan</b> <i>Orderly development of the community for residential and commercial use with community amenities</i></p>	<ul style="list-style-type: none"> <li>• Review 2016 Transition Bylaw (O)</li> <li>• <b>Review Community Land Use Plan (L)</b></li> </ul>



## 6. Community Wellness

*Active and healthy lifestyles, traditional practices, self-care*

<p><b>Healing</b> <i>Traditional health practices and approaches, ceremonies, balancing the inter-relationships of physical, mental, emotional and spiritual well being</i></p>	<p><i>See On The Land Program # 8</i></p>
<p><b>Addictions</b> <i>Prevention and remedial programs, treatment access, appropriate funding, Community Treatment Centre, focus on Dene Naweré, RCMP presence in community</i></p>	<ul style="list-style-type: none"> <li>• <b>Initiate local traditional treatment programs (O)</b></li> <li>• Increase alcohol / drug awareness education (O)</li> <li>• Focus efforts on family programs (O)</li> <li>• Monitor incoming supply – RCMP (A)</li> </ul>
<p><b>Health Services</b> <i>Local access to medical care and services, local facility, medical equipment, trained EMS, ambulance, priority referrals</i></p>	<ul style="list-style-type: none"> <li>• Request attention to priority referrals (A)</li> <li>• Negotiate funding agreement (A)</li> <li>• Determine staff housing needs (O)</li> </ul>
<p><b>Sense of Community</b> <i>Sharing and cultural pride, healthy lifestyles, happy families</i></p>	<p><i>See #1 Culture and Language / #2 Dene Kede See # 8 On The Land</i></p>
<p><b>Poverty</b> <i>Food Security, assistance programs, housing, sustainable jobs</i></p>	<ul style="list-style-type: none"> <li>• Develop Poverty Reduction Plan (O)</li> <li>• Develop life skills training programs (O)</li> <li>• Construct community greenhouse (O)</li> <li>• Investigate food subsidies (O)</li> </ul>



## 7. On The Land Program

*Land based programs to re-establish a spiritual connection with the land*

<p><b>On The Land Program</b> <i>Understanding the importance of land, air and water, traditional ways reinforced, cultural pride, camps for every season, annual canoe trips, OTL integrated into school curriculum, annual community gathering, wildlife harvesting management, On The Land Treatment Facility</i></p>	<ul style="list-style-type: none"> <li>• Review On The Land program (O)</li> </ul>
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## 8. Environmental Law

*Principles that braid together land users and traditional knowledge with ecology and conservation*

<p><b>Environmental Law</b> <i>Indigenous Protected Conserved Area (IPCA), clean energy, care for land, water and air, sustainable culture, enforceable Guardian Program, Conservation Management Plan, culture/values based, business advice</i></p>	<ul style="list-style-type: none"> <li>• <b>Develop DGG Environmental Act (L)</b></li> <li>• Integrate traditional culture, spiritual values</li> <li>• Develop enforceable Guardian Programs (O)</li> <li>• Establish ICPA – designation (A)</li> </ul>
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## 9. Treaty Implementation – *pending and arising from director discussions* *Déjine Self-Government Agreement Implementation Plan*

<p><b>'One Tent' Strategy</b>  <i>Reduction in decision-making duplication, progress monitoring system, streamlining of agencies, better funding allocation</i></p>	<ul style="list-style-type: none"> <li>• Develop work plan and budget (O)</li> <li>• Reallocate funding</li> </ul>
<p><b>Human Resources</b>  <i>Professional and motivated staff, effective management of operations, workforce planning, recruitment and retention of qualified staff, training and development to build capacity, succession planning for a stable operation</i></p>	<ul style="list-style-type: none"> <li>• <b>Develop Human Resource Strategy (L)</b></li> <li>• Develop performance management system (O)</li> <li>• Establish compensation / benefits framework (O)</li> <li>• Develop training and education plan (O)</li> </ul>
<p><b>Justice Council</b>  <i>System consistent with Déjine needs, cultural lens on dispute resolution, sanctions and alternative measures, member accountability and fairness</i></p>	<ul style="list-style-type: none"> <li>• <b>Establish Terms of Reference (L)</b></li> </ul>
<p><b>Déjine Renewable Resources Council (Society) Integration</b>  <i>Clear mandate, defined roles and responsibilities, aligned with DGG, effective and efficient management</i></p>	<ul style="list-style-type: none"> <li>• <b>Develop DRRC Integration Strategy (L)</b></li> </ul>
<p><b>Elders Council / Youth Council</b>  <i>Elders as role models for youth, foundation of respect; dignity; collaboration; integrity, transfer of traditional knowledge and skills</i></p>	<ul style="list-style-type: none"> <li>• <b>Develop terms of reference for Elders Council (L)</b></li> <li>• <b>Develop terms of reference for Youth Council (L)</b></li> </ul>
<p><b>Self-Government Implementation Plan</b>  <i>Clear direction and action, community consultation, support and participation from other levels of government</i></p>	<ul style="list-style-type: none"> <li>• <b>Review Implementation Plan (L)</b></li> <li>• Determine actions and timeline (O)</li> <li>• Schedule quarterly community consultation (O)</li> <li>• Hire qualified coordinator (O)</li> </ul>
<p><b>Financial Transfer Agreements</b>  <i>Increased and appropriate funding, Government Implementation Plan, completion of Capital Plan, FN Policy to ensure equitable funding distribution</i></p>	<ul style="list-style-type: none"> <li>• <b>Complete DGG Action Plan (L)</b></li> <li>• Establish process agreement (O)</li> <li>• Negotiate new agreement (L)</li> </ul>





# Strategic Priorities

## Priority Setting Criteria

Can all the strategic possibilities on the list be implemented? Not all at once. There are too many given the organization's limited capacity. It is useful to look at organizational capacity as a box of balls. If the box is full, then DGG must be realistic about adding initiatives. Some of the limitations include:

- **Policy** – procedures that define mandate and roles
- **Finances** – available net resources
- **Culture** – norms defining acceptable behaviour
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

The capacity box elements are also impacted by ever changing internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from the community and partners
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholders

The priority setting process attempts to control what goes in the capacity box. The process involves the use of three lenses (*see Appendix 3*):

**Responsibility Assignment** – strategic priorities often require the actions of several different people, departments or elected officials. Assigning responsibility clarifies who is leading and accountable for making decisions. It also builds support and commitment to the action plan.

**Reality Check** – criteria to help assess the impact of a strategic possibility on the organization's capacity. This framework is used to make objective choices and avoid future conflict. It keeps everyone on the same page.

**Urgency Gauge** – all the strategic possibilities may be important, but some are simply more urgent than others. Delaying may have significant risk and negative consequences. The urgency lens relates to what we *must do* rather than what we *wish to do*.

## Priority Setting Chart

It takes time to achieve the desired results under identified priorities. Elected officials, staff and citizens can become anxious when they cannot see expected outcomes on the horizon. A visual to easily view DKK priorities and operational initiatives with upcoming activity milestones (and target dates) helps to demonstrate progress. It must be reviewed and refreshed regularly to be effective. A sense of achievement reinforces commitment to the ongoing priority-setting process and contributes to political/administrative role co-alignment, readiness for change, and organizational confidence.

Déljine Got'jine Government is a dynamic organization comprised of multiple functions. Staying on 'the same page' can be a challenge. The one-page *Strategic Priorities Chart* (see next page) for Déljine K'aowedó Ke is used as a dashboard to delineate the political directives of elected officials:

- DKK strategic priorities for attention 'now'. These items require staff to prepare information or undertake implementation.
- DKK strategic directions for consideration 'next' or 'later'. These can move to strategic priorities when resources are available, cause displacement of a 'now' strategic priority, or when a strategic priority is completed.
- Advocacy matters that are not within DGG's total control. These require other governments and/or agencies to do something.
- Partnerships require third-party support or collective action and sharing of resources with other governments, local groups, and non-profit organizations.

The one-page *Operational Initiatives Chart* (see page 20) is used as an administrative dashboard to highlight:

- Administration's implementation of DKK priorities
- Significant initiatives that staff are pursuing

The DKK with Executive reviewed the emerging strategic priorities during the August workshop to confirm its strategic priorities by noting:

- the next actions required to initiate, make progress or complete the priority
- the milestone date over the next three months for this action
- assigned director responsibility to lead the implementation of the priority

*Note: Strategic implementation is supported by action plans (see next sub-section) with a sequence of activity milestones for regular monitoring – only those to be actioned over the next three months are placed are these charts.*

The following strategic dashboards contain:

- five 'now' items for DKK (three for staff and entities) with dates for the next major milestone
- remaining 'next/later' items for DKK (two for departments and entities)
- advocacy/partner items involving other organizations

To distinguish items on these dashboards, the following fonts were used:

- DKK 'now' priorities – **BOLD CAPITALS**
- DKK 'next/later' directions – CAPITALS
- Advocacy/partner items – *Italics*
- Operational Initiatives – regular font
- Organizational Excellence – **bold regular font**

## STRATEGIC PRIORITIES CHART

Déljne K'aowedó Ke (DKK)	
<p><b>NOW</b></p> <ol style="list-style-type: none"> <li>1. <b>EDUCATION STRATEGY:</b> Draft – Dec.</li> <li>2. <b>LAND USE PLAN:</b> Draft – Nov.</li> <li>3. <b>TECHI?Q BOARD:</b> Terms of Reference – Mar.</li> <li>4. <b>HUMAN RESOURCE STRATEGY:</b> ToR – Dec.</li> <li>5. <b>HYDRO:</b> Status – Oct.</li> <li>6. <b>ELDERS COUNCIL:</b> Terms of Reference – Dec.</li> <li>7. <b>DRCC INTEGRATION:</b> Strategy – Nov.</li> </ol>	<p><b>ADVOCACY AND PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• <i>Hydro Preferred Option (NWT)</i></li> <li>• <i>Recreation Coordinator Funding (NWT)</i></li> <li>• <i>Curriculum Changes (NWT)</i></li> <li>• <i>Winter Road Design Funding (NWT)</i></li> <li>• <i>Local Employment Training Programs (NWT)</i></li> <li>• <i>Health Service Access Funding (NWT)</i></li> <li>• <i>New School Design Funding (NWT)</i></li> <li>• <i>GBL Extraction Plan: DGG Position (NWT)</i></li> <li>• <i>Incoming Illegal Substances (RCMP)</i></li> <li>• <i>FTA Negotiation Process: MOU (NWT/GoC)</i></li> <li>• <i>Water Licence: Approval (NWT)</i></li> <li>• <i>ICPA Designation</i></li> </ul>
<p><b>NEXT</b></p> <ul style="list-style-type: none"> <li>• SELF GOV'T IMPLEMENTATION PLAN: Review</li> <li>• COMMUNITY WELLNES PLAN: Scope</li> <li>• FINANCIAL TR. AGREEMENT: DGG Action Plan</li> <li>• JUSTICE STRATEGY: Terms of Reference</li> <li>• ONE TENT STRATEGY: Draft</li> <li>• HOUSING STRATEGY: Status</li> <li>• DENE KEDE SECRETARIAT: Proposal</li> </ul>	<p><b>LATER</b></p> <ul style="list-style-type: none"> <li>• LANDS, RESOURCE &amp; ENVIROMENT STRATEGY</li> <li>• ENVIRONMENT ACT</li> <li>• RECREATION, CULTURE &amp; ARTS STRATEGY</li> <li>• PATHWAY (Heritage) STRATEGY</li> <li>• DGG HEALTH CENTRE FEASIBILITY</li> <li>• NEW SCHOOL DESIGN</li> <li>• ECONOMIC DEVELOPMENT STRATEGY</li> <li>• YOUTH COUNCIL: Terms of Reference</li> <li>• WINTER ROAD ACCESS: Plan</li> </ul>
Other Entities	
<p><b>Dene K's Dats'eredi Ke (Justice Council)</b> <i>pending</i></p>	<p><b>Dene Gha Gok'e rehkwi (Beneficiaries Board)</b> <i>pending</i></p>
<p><b>Techi?q</b> <i>pending</i></p>	<p><b>Déljne ?ohda K'aowedó Ke (Elders Council)</b> <i>pending</i></p>
<p><b>Youth Council</b> <i>pending</i></p>	
<p><b>CODES:</b> <b>BOLD CAPITALS</b> = NOW DKK Priorities; <b>CAPITALS</b> = NEXT/LATER DKK Priorities; <i>Italics</i> = Advocacy; Title Case = Operational Strategies</p>	

## Operational Initiatives

### Organizational

1. **Strategic Directions: implementation Action Plans** – Dec.
2. **Operational Work Plans** – Nov.
  - **Service Level Review**
  - **Leadership Development Plan**

### Chief Executive Officer

1. SELF GOV'T IMPLEMENTATION: Update – Dec.
2. **TECHI?Q BOARD**: Terms of Reference – Mar.
3. DKK Member Portfolio System – Mar.
  - Records Management System: Options
  -

### Lands, Resources and Environment

1. **LAND USE PLAN**: Draft – Nov.
2. **ONE TENT INITIATIVE**: Meeting – Oct.
3. Vacancies: Recruitment Process – Oct
  - ICPA Negotiation
  - District Data / Mapping Project

### Human Resources

1. Labour Market: Review – Dec.
2. HR Policy: review – Nov.
3. **HR STRATEGY**: Action Plan – Feb.
  - Employee Data Base
  - Staff Training and Development Program

### Housing and Properties

1. **HOUSING STRATEGY**: Status – Oct.
2. **HYDRO**: Status – Oct.
3. O&M Policy Manual: Draft – Mar.
  - SGIG Housing Plan Implementation
  - RHI Funding Requests

### Finance

1. Financial Report: Revised Template – Dec.
2. FIN. TR. AGREEMENT: Action Plan – Jan.
3. Audit Completion – Nov.
  - SAGE Software Assessment
  - Asset Management Plan

### Education

1. **EDUCATION STRATEGY**: Draft – Dec.
2. Post-Secondary Student Data Base – Mar.
3. Pre-School Draw Down: Proposal – Mar.
  - Case Management Plan
  - NEW SCHOOL DESIGN

### Corporate / Governance Services

1. DRRR INTEGRATION: proposal – Nov.
2. LCS DEPARTMENT: Proposal – Nov.
3. Elders Council: Terms of Reference – Dec.
  - YOUTH COUNCIL
  -

### Public Works

1. Local Services Plan: Draft – Mar.
2. Public Safety / Security: Review Draft – Feb.
3. Essential Services Policy: Draft – Apr.
  - Landfill Opening
  - ATV /Dog Control Acts

### Information Technology

1. Five Network Runs: Install – Nov.
2. Website Launch – Oct.
3. Recording Studio: Complete – Jan.
  - Network Replacement Program
  - Technician Training Plan

### Beneficiaries

1. Board / DKK Joint Meeting – Jan.
2. DGGR Terms of Reference: Draft – Dec.
3.
  - 
  -

### Operations

1. DGG Strategy Report – Oct.
2. **HUMAN RESOURCE STRATEGY**: Draft – Dec.
3. Comm. Emergency Plan: Presentation – Nov.
  - Policy Review
  - Leadership Development Plan

### Community Wellness

1. **COMMUNITY WELLNESS PLAN**: Scope – Dec.
2. **JUSTICE STRATEGY**: Direction – Jan.
3. Food Security Plan – Mar.
  - GNWT Health Services: Gap Analysis
  -

**CODES:** **BOLD CAPITALS** = DKK NOW Priorities; **CAPITALS** = NEXT/LATER DKK Priorities; *Italics* = Advocacy; Title Case = Operational Strategies



## Action Plans

Stating strategic priorities may be the end of the 2023 strategic process but they are only the beginning of the strategic implementation. An action plan is required to determine the activities and resources required to implement each priority. It is necessary for:

- **Budgeting** – the true ‘acid test’ for implementation is whether it gets funds within the annual budget process. If not, it should move to the ‘next’ status.
- **Work Planning** – directors will be better able to place the item in the current or upcoming staff work program if they know what kind of time is required.
- **Performance Monitoring** – DKK will be able to perform its oversight role better if there are timeframes to monitor progress and results while directors are better able to guide and assess staff performance.
- **Celebrate Progress** – DGG staff and DKK can highlight completion of action steps and results to the community and other organizations.

A good action plan lays out what is necessary from staff and/or partners to implement a strategic priority to achieve DKK key expectations by indicating:

- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **Who** – responsibility for implementation and decisions
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

At the time of this report, the Strategic Priorities Work Program is a work in progress.

*It has been said “If you do not know your history, then You do not know who you are”. The ‘History of the Chiefs’ describes the beginning of a long road of discovery as well as documentation of Sahtúot’jñę history. Placing spiritual practices and faith at the forefront their role is to help the children to understand their past and create a framework for how to work towards the Déljñę vision for the future.*

## Strategic Future

A strategic priorities chart is like the dashboard in a vehicle. It is very visible to the driver and passengers as to destination, fuel use, and speed. But it is through the windshield that we see the destination. Similarly, strategic priorities can keep the organization busy, but not without a road map toward a preferred future.

Participants concluded the 2023 strategic priority process, with several elements of the strategic framework (see Appendix 4) to guide ongoing DKK and staff attention to strategic priorities, emerging challenges and opportunities, decisions and DGG leadership – Guiding Principles, Preferred Future Statement, and Strategic Themes.

### Guiding Principles

Throughout the 2023 strategic process, participants identified fundamental principles that transcended all strategic matters discussed. These principles both inform and guide all future decisions and actions by elected, DKK, DGG entities, directors and staff:

- **Transparent Governance** – by demonstrating accountability for and informing members of DGG decisions and actions
- **Mutual Respect** – for others’ views and roles within DGG, the community and of other entities
- **External Recognition** – through proactive interagency relations, strategic requests and reconciliation efforts
- **People First** – through DGG decisions, services and actions as well as elected official and staff behaviour that focus on who we serve
- **Dene Wah** – by promoting that people take care of themselves and help each other

### Preferred Future

Sahtúot’jñę (people of Bear Lake) Elders have believed in the importance of the protection of the Great Bear Lake and its watershed. It is not only important for the sustainability of Déljñę, but also a divine responsibility to be good stewards.

Elders carry Traditional Knowledge which has been passed from generation to generation and helps to maintain a strong connection to the land. Déljñę Got’jñę Government is guided by this wisdom, focusing the vision for the future on the Elder’s vision of Our People, Our Future, Our Déljñę.

As noted in the Déljñę Got’jñę Government Constitution, the following statement outlines the DGG’s vision for a preferred future:

*We are the Sahtuto’ine, the descendants of Eht’sę Aya. We honour Great Bear Lake, living in harmony with the lands, water and animals. We respect our traditions, culture, language and the wisdom of our ancestors.*

## Strategic Themes

Participants at the workshops engaged in extensive discussions of over forty topics. There were some areas of focus aligned with the self-government journey that guided the Elders – Our People, Our Future, Our Déljine. It was felt that three more themes captured the contemporary Déljine context – Our Land, Our Community, and Our Traditional Economy.

*Note: While these Strategic Themes emerged from the process of identifying DKK priorities and directions, they are expected to inform all future DKK strategic discussions and the efforts of staff and DGG entities.*

Strategic Theme	Preferred Future	Focus Areas
<b>Our People</b>	<i>We are self-reliant people, respecting our past and focusing on a sustainable future. We lead active healthy lives, are role models for our children and live in harmony with our environment and each other.</i>	<ul style="list-style-type: none"> <li>• <b>Inclusive Education</b> – childhood to post-secondary, careers and trades</li> <li>• <b>Traditional Justice</b> – a system customized to Déljine culture and needs</li> <li>• <b>Healthy People</b> – easy medical service access and active lifestyles</li> </ul>
<b>Our Déljine</b>	<i>Our people honour the wisdom of our ancestors, respect the teaching of Elders, embrace our culture and language, and tell the stories of our people.</i>	<ul style="list-style-type: none"> <li>• <b>Language Revitalization</b> – integration of verbal and written Sahtúot'Inę Yatj</li> <li>• <b>Traditional Dene Laws</b> – utilization of traditional ways into contemporary DGG practices</li> <li>• <b>Cultural Celebration</b> – pride in our history and being Déljine</li> </ul>
<b>Our Future</b>	<i>We act with respect, fairness and without discrimination. We encourage participation of all Déljine citizens, collaborate with our neighbours and other levels of government, and act to protect land, waters and resources and all living things.</i>	<ul style="list-style-type: none"> <li>• <b>DGG Independence</b> – next steps to customize DGG to meet Déljine needs</li> <li>• <b>Organizational Capacity</b> – adequate human and fiscal resources to meet Déljine needs</li> <li>• <b>Intergovernmental Relations</b> – recognition and contributions to Déljine's future sustainability</li> </ul>
<b>Our Land</b>	<i>Our people now, and for generations to come have a sustainable and secure future balancing our environment and harvesting, based on traditional knowledge and practices.</i>	<ul style="list-style-type: none"> <li>• <b>Bio-Diversity</b> – habitat protection and harvesting control</li> <li>• <b>Data Research</b> – risk assessment and monitoring</li> <li>• <b>Climate Change</b> – impact assessment and adaptation</li> </ul>
<b>Our Traditional Economy</b>	<i>Our people have diverse opportunities, good jobs with an entrepreneurial spirit guided by the values and traditions of our people.</i>	<ul style="list-style-type: none"> <li>• <b>Traditional Employment</b> – natural resource and cultural opportunities</li> <li>• <b>DGG Enterprises</b> – Déljine retail and service needs</li> <li>• <b>Business Development</b> – attraction and local entrepreneur support</li> </ul>
<b>Our Community</b>	<i>Our people live in a safe community with reliable services and diverse housing options to meet the needs of all.</i>	<ul style="list-style-type: none"> <li>• <b>Community Access</b> – in and out transportation for people and goods</li> <li>• <b>Collective Living</b> – inclusive and diverse housing for current and future Déljine needs</li> <li>• <b>Reliable Infrastructure</b> – modern services, facilities and utilities to meet Déljine needs</li> </ul>

# Ongoing Process

At the beginning (February) of the 2023 process, elected officials and directors identified reasons previous strategic efforts failed so that this initiative may not repeat that pattern:

**Experiences** – overcoming the way we always have done things

**Passion** – limited sense of where we are going

Acceptance – lack of member and other agency support

**Engagement** – low involvement of elected officials and/or directors

**Capacity** – unrealistic assessment of organizational abilities

**Alignment** – poor understanding of roles and mandates

**Implementation** – inability to transform plans into action

**Cascade** – little understanding of strategic directions by staff

With these considerations in mind the 2023 process was designed to:

- Involve elected officials, directors and some contractors throughout the process through interactive group discussions
- Ensure the emerging strategic topics, priorities and directions were established by elected officials (not administration)
- Include a functional analysis (separate report) to examine the department mandates as well as organizational capacity – fiscal and human

- Apply priority setting criteria to develop realistic priorities that best meet the current needs of DGG and Déljne
- Define expectations and timelines for strategic implementation
- Create a dashboard to enable easy ongoing attention to manage, adapting and celebrating strategic efforts
- Conclude the process by enhancing the Elders' vision with additional strategic themes and principles
- Share the 2023 strategic process outcomes at the fall Annual General Meeting

Strategic priority (and direction) setting is an ongoing process – not an event!

The key to effectively manage strategic priorities is to recognize that conditions dictate when they should change. These changing conditions include:

- **Emerging candidates** – external influences and internal factors must be compared against existing conditions. New matters may displace 'now' priorities moving them to 'next' status.
- **Completing "now" items** – priorities are completed or incorporated into day-to-day operations, making way for 'next' or new items.
- **Revaluating current priorities** – new information about an existing priority or capacity may defer its status to 'next/later' (or even 'no').

*The Strategic Priorities should be in every DKK meeting package as a reminder of the DGG's capacity. It can be referred to when new ideas come forth to ensure that implications for the budget or staff workloads are understood. That does not mean elected officials should stop bringing forth issues and opportunities. There needs to be confidence that their matter will be unpacked discussed in an as a strategic possibility that will be assessed using the priority-setting filters for potential placement on its strategic priorities chart. This understanding promotes respect for all ideas and the priority-setting process even if an elected official's idea does not emerge as a strategic item.*



The Strategic Priorities and Operational Initiatives Charts should be reviewed every three months (not every DKK meeting) to celebrate achievements and adjust/change priorities. The directors need to meet to update the priorities and initiatives to show completed milestones and suggested changes. Any changes to these dashboards must be visible to DKK for its acknowledgement or approval to ensure ongoing political/administrative alignment.



The strategic dashboards and strategic framework should be rigorously reviewed before the annual budget process. Current items must be validated against matters arising and the dashboard's 'next/later' items. The strategic themes and principles may also be refreshed. When DKK is setting the stage for the budget preparation, staff feel less exposed to suggesting scenarios based on guesswork regarding political expectations.

Other practices for the ongoing management of and attention to strategic priorities include:

- Requests for a DKK decision must refer to the impact on the current strategic priorities, staff workload, and budget
- Strategic discussion sessions, separate from business meetings differentiate creative exploration of emerging strategic topics from the decision-making process
- Strategic topic discussions should utilize the four steps of the solution-seeking model to ensure that they are respectfully and thoroughly discussed.
- Engaging staff in operational initiatives helps them to see a 'line of sight' to the DGG strategic directions and DKK priorities.
- Current practices, services, and deployment of resources should not escape scrutiny to potentially make room for emerging strategic priorities and initiatives.

## Recommendations

1. That senior administration completes the action plans for DKK 'NOW' priorities and 'NEXT' items by December.
2. That senior administration reviews the Strategic Priorities and Operational Strategies Charts and Strategic Action Plans with staff for quarterly DKK reviews - December, March, June, and September.
3. That senior administration finalizes the Operational Strategies Chart along with Department Work Plans by December.
4. That the CEO to schedules an annual review of Strategic Priorities and Directions along with the Operational Strategies Chart.
5. That the COO updates the *DKK Resolution* template to ensure DKK decisions and directives are aligned with organizational capacity and existing strategic priorities.

PILLARS	What is Working Well and Areas for Attention	
 <p><b>ENVIRONMENT</b></p>	<p><b>ENVIRONMENT</b></p> <p>Community Aesthetics</p> <p>Natural Area Protection</p> <p>Environmental Quality</p> <p>Climate Change</p>	<ul style="list-style-type: none"> <li>• Traditional way of life</li> <li>• Food security</li> <li>• Diesel generating alternatives</li> <li>• Environmental education</li> <li>• Indigenous connection to the land</li> <li>• Land conservation and protection</li> <li>• Dene mapping</li> <li>• Alternate energy planning</li> <li>• Quarries / remediation</li> <li>• Infrastructure impacts to the environment</li> <li>• Research and monitoring</li> <li>• Recycling</li> <li>• Eco-tourism</li> </ul>
 <p><b>ECONOMY</b></p>	<p><b>ECONOMY</b></p> <p>Job Creation</p> <p>Business Retention</p> <p>Business Growth</p> <p>Business Attraction</p> <p>Community Image</p> <p>Business Readiness</p>	<ul style="list-style-type: none"> <li>• Increase tourism – birthplace of hockey</li> <li>• World class fishing</li> <li>• Employee training and retention</li> <li>• Housing</li> <li>• Long-term / short-term goals</li> <li>• Moose hide production facility / workspace</li> <li>• Culture economy</li> <li>• Workplace accommodation</li> <li>• Long-term employment</li> <li>• Environmentally friendly entrepreneurship</li> <li>• Commercial fishing</li> <li>• Artisans</li> <li>• Business policies and license</li> <li>• Bottled water</li> </ul>



**INFRASTRUCTURE**

- Transportation
- Utilities
- Facilities
- Service Delivery
- Parks & Trails
- Modern Communication

- Infrastructure Inventory
- Asset Management Plan
- Long-term Capital Plan
- Tourism infrastructure – what do we need?
- Leisure facility / fitness centre – hockey, swimming pool, curling rink
- Water / waste treatment plant – testing
- Access to funding
- Access to government infrastructure
- Facility for on-the-land programming
- Preschool / daycare facility
- Super garage
- New schools – including trades
- Data management – software
- Road maintenance



**SOCIAL**

- Support Network
- Citizen & Property Safety
- Healthy Lifestyles
- Health Service Access
- Traditional Lifestyle
- Learning Opportunities
- Welcoming Community
- Arts & Culture

- Focus on cultural identity – growing up on the land
- Trade school opportunities – plumbing and welding
- Capacity to provide programming – resources, Indigenous knowledge
- Understanding of history – culture and identity education
- Resolve rights issues - decolonization
- Education and training
- Harm reduction
- Volunteer support
- Spirit of healing
- Care and support of elders
- Focus of Indigenous lifestyle - health and wellness
- Focus on cultural activities
- Drug and alcohol preventions
- Passing on traditional knowledge
- Truth and reconciliation outcomes
- Harvesting
- On the Land Treatment Centre

PILLARS

What is Working Well and Areas for Attention



Good Policies

Strategic Direction

Fiscal Stewardship

Role Clarity

Agency Liaison

Public Communication

- Clear vision
- Clear priorities
- Communication
- Community engagement
- Community education re: plans
- Resolve outstanding land claims
- Consolidation of agencies (SSI, SDC, etc.)
- One institution - Techꞓꞓ
- Colonial framework doesn't fit
- Working together is strength
- Dene laws
- Human resources
- Capacity building
- Policies and operations need to reflect Sahtuotine
- Fiscal capacity and accountability
- Positive relationship with RCMP
- Business policies and license
- Federal tax policies
- Board restructuring



## APPENDIX 2

**Issues and Opportunities Long List**

<b>ITEM (Bold = Strategic Topic)</b>	<b>DKK</b>	<b>Staff</b>	<b>Total</b>
Housing	12	79	91
Education	19	68	87
Community Wellness		81	81
Culture and Language Retention	15	49	64
Dene Kede	37	5	42
Addictions	18	23	41
Relocate Power Plant	9	27	36
Mental Health Support	8	22	30
Clear Vision and Mission	4	26	30
Family Resource Centre		30	30
Hydro	13	16	29
Language Software	7	22	29
High Cost of Living	7	19	26
Food Security	5	21	26
Traditional Medicine and Healing	5	20	25
Homelessness		25	25
Treatment Centre	7	17	24
Economic Development	1	23	24
Dene environmental Laws	10	13	23
Integrate DRRC	9	13	22
Access to Health Services		22	22
On the Land Program	13	8	21
Remediation of Landfill Land	5	16	21
Dene Health Services	2	18	20
Permanent Winter Road	14	5	19
Investment in Business	9	10	19
Social Issues		19	19
Recreation Facilities - fitness centre, swimming pool	5	13	18
Food Processing	4	14	18
Lack of capacity		18	18
Traditional Governance Structure	1	15	16
Climate Change		15	15
Self-care		15	15

ITEM (Bold = Strategic Topic)	DKK	Staff	Total
Supply Challenges		14	14
Bridge	13		13
Department Establishment and Mandate		13	13
Drumming	12		12
Dene School		12	12
Use of language experts		12	12
Mentorship program		11	11
Street addressing	10		10
Due Diligence		10	10
Airport Extension		10	10
Elder Home	5	4	9
Employee Recruitment and Retention	1	8	9
Water Treatment Plant		9	9
Tourism	8		8
Gravel Source	6	2	8
Traditional Knowledge Research Centre	3	5	8
Fiscal Capacity	6	1	7
Strengthening Dene Laws		7	7
Conservation Monitoring	1	5	6
Agriculture / Greenhouse		6	6
Dene Bank Trust		6	6
Support Each Other		5	5
DGG Store		5	5
Just Money		5	5
External Beneficiary Workforce		5	5
Leadership		5	5
Guardian Program		5	5
Lumber Store		5	5
Business Co-Op Space		5	5
Traditional Names in Territory	4		4
Trade Centre - Training Programs		4	4
New DGG Physics Spaces		4	4
Chip Seal Road	3		3
New Solid Waste Treatment	3		3
Integrate Youth	1	1	2
Canada Opportunities		1	1
Harvesting			
Incorporate Elders			

ITEM (Bold = Strategic Topic)	DKK	Staff	Total
Summer School			
School Bus			
Information Technology (IT)			
Ambulance			
Arts and Crafts			
Volunteer Recognition			
Accountability			
Caribou And Moose Numbers			
Museum			
Administrative Services			
Departmental Silos			
Fitness Centre			
Traditional Economy			
Communication Centre			
Financial Security			
Update / Upgrade H.E.O – Public Works			
Aging Buildings			
New Catholic School			
Aging In Place / Elders Programs			
Job Readiness Training			
New Caribou Plan			
Road Maintenance			
Intergovernmental Relationships			
University Partnerships / College			
Service Efficiency and Effectiveness			
Transportation - Ferry, Bus, and Train			
Parks			
DGG Gas Station			
Reassignment of Rights			
Head Office Of GNWT / Decentralized			
Bulk Purchasing			
Go Green - Recycling and Energy			
Marina			
Hockey School			
Dene Facilitators / Experts / Professors			
Organizational Knowledge			

## Priority Setting Criteria

REALITY CHECK	SUCCESS		
	Likely	Maybe	Unlikely
1. LEGISLATIVE EASE	Yes	Maybe	No
2. POLICY CONSISTENCY	Yes	Maybe	No
3. CONTRACTUAL EASE	Yes	Maybe	No
4. POLITICAL WILL	High	Neutral	Uncertain
5. ORGANIZATIONAL CAPACITY	High	Medium	Low
6. SAVINGS REALIZED	High	Medium	None
7. TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
8. TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
9. SUCCESS LIKELIHOOD	High	Medium	Uncertain
10. COMMUNITY SUPPORT	High	Average	Low
11. FISCAL RESOURCES	Confirmed	Available	Difficult
12. PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
12. LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
14. ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
15. HUMAN RESOURCES	Yes	Somewhat	No
16. EXPERTISE	In-house	Available	Uncertain/No
17. CONSEQUENCES/RISK	None	Uncertain	Negative
18. AFFORDABILITY	Yes	Average	No
19.			
URGENCY GAUGE	URGENCY		
	Urgent	Not as Urgent	
1. IMPERATIVE - Requirement to Act	Legislation	No Legislation	
2. LIABILITY - Risk Exposure	Legal	Inconvenience	
3. SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage	
4. FINANCIAL - Magnitude of Cost	Significant	Operational	
5. VISIBILITY - Implications to Organization	Negative	Neutral	
6. PUBLIC BENEFIT - Who receives outcomes?	Most	Few	
7. COMMUNITY NEED - Who's asking?	At Large	Minority Interest	
8. TIMELINESS – Resource Alignment	Unique	Frequent	
9. STRATEGIC - Linkage to goals/priorities	Critical	Useful	
10. OBLIGATION - Commitment to others	Contractual	Casual	
11. LEADERSHIP - Political Requirement	High	Low	
12. TIMELINE - Imposed Timeframe	Deadline	None	
13.			
RESPONSIBILITY ASSIGNMENT	ROLE		
	Political	Administrative	
1. POLICY	New or Change	Implementation	
2. FINANCIAL	New or Change in Budget	Approved in Budget	
3. EXTERNAL LINKAGE	Political Level	Staff Level	
4. CORPORATE IMAGE	Agency Integrity	Service Quality	
5. SERVICE LEVELS	New or Terminate	Service Standards	
6. STRATEGIC DIRECTION	New or Change	Implementation	
7. PERSONNEL	CEO Performance	Staff Performance	
8. LEGISLATION	Ignore or Seek to Change	Interpretation	
9. SENSITIVITY	High Visibility	Low Visibility	
10. OBLIGATION	New or Change in Contract	Permissible	
11. MEMBER LIAISON	Elected Official	Staff	
12.			



## Strategic Framework

### Preferred Future

Our People, Our Future, Our Déljine.

*We are the Sahtuto'ine, the descendants of Eht'se Aya. We honour Great Bear Lake, living in harmony with the lands, waters and animals. We respect our traditions, culture, language and the wisdom of our ancestors.*

### Guiding Principles

- **Transparent Governance** – by demonstrating accountability and informing members of decisions and actions
- **Mutual Respect** – for others' views and roles within DGG, the community and of other entities
- **External Recognition** – through proactive interagency relations, strategic requests and reconciliation efforts
- **People First** – through decisions and as well as elected official and staff behaviour that focus on who we serve
- **Dene Wah** – by promoting that people take care of themselves and help each other

## Strategic Themes

### 1. Our People

- **Inclusive Education** – childhood to post-secondary, careers, and trades
- **Traditional Justice** – a system customized to Déljine culture and needs
- **Healthy People** – easy medical service access and active lifestyles

### 2. Our Déljine

- **Language Revitalization** – integration of verbal and written Sahtúot'Inę Yatj
- **Traditional Dene Laws** – utilization of traditional ways into contemporary DGG practices
- **Cultural Celebration** – pride in our history and being Déljine

### 3. Our Future

- **Self-Government Implementation** – next steps to customize DGG to meet Déljine needs
- **Organizational Capacity** – adequate human and fiscal resources to meet Déljine needs
- **Intergovernmental Relations** – recognition and contributions to Déljine's future sustainability

### 4. Our Land

- **Bio-Diversity** – habitat protection and harvesting control
- **Data Research** – risk assessment and monitoring
- **Climate Change** – impact assessment and adaptation

### 5. Our Traditional Economy

- **Traditional Employment** – natural resource and cultural opportunities
- **DGG Enterprises** – Déljine retail and service needs
- **Business Development** – attraction and local entrepreneur support

### 6. Our Community

- **Community Access** – in and out transportation for people and goods
- **Collective Living** – inclusive and diverse housing for current and future Déljine needs
- **Reliable Infrastructure** – modern services, facilities, and utilities to meet Déljine needs