



TAKU RIVER TLINGIT
First Nation



STAFF PLANNING TOOLKIT

Joint Visioning Process

2024

Taku River Tlingit First Nation

Staff Planning Toolkit

Joint Visioning Process 2024

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About this Toolkit

This toolkit is intended to support the implementation of the vision, outcomes, and milestones that were developed over the course of the TRTFN Joint Visioning Process (JVP) that took place from late 2021 - early 2024. While the JVP was primarily focused on the relationship between TRTFN, BC, and Canada (referred to as “the Parties”) through the development of shared priorities, there was consensus between the Parties that the visioning work must be led by TRT.

The process of developing TRT's vision required a lot of time and input from TRTFN leadership, staff, and citizens. As a result, a significant amount of planning work was undertaken, leading to:

- The development of the Nation's vision for 25+ years in the future;
- A series of outcomes that outline how the vision will be achieved; and
- Milestones that represent the many actions required to get there.

None of this would have been possible without the dedication and endless hours provided by TRTFN staff (YOU) to share information on your current work, challenges, and goals for the future. We are so grateful for the time and energy you all have given to this important work.

The JVP planning content has been carefully compiled and organized into pillar-specific documents in the hopes that it will continue to be referred to, used, updated, and expanded upon as TRTFN works towards its vision. This toolkit is intended to support TRTFN staff in that process by providing a variety of optional templates to assist with work planning, community engagement, as well as monitoring and evaluation.

About the Joint Visioning Process

This toolkit is intended to support the implementation of the vision, outcomes, and milestones that were developed over the course of the TRTFN Joint Visioning Process (JVP) that took place from late 2021 - early 2024. While the JVP was primarily focused on the relationship between TRTFN, BC, and Canada (referred to as “the Parties”) through the development of shared priorities, there was consensus between the Parties that the visioning work must be led by TRT.

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The Joint Visioning Process (JVP) worked towards developing recommendations for further cooperation and engagement between the parties, based on an understanding of their respective interests, shared priorities, and opportunities for improved alignment of effort.



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The TRTFN JVP Project Team was led by Vincent Esquiro (Assistant Negotiator), with guidance and oversight from Chantelle Schultz (Senior Negotiator), and support from Julian Griggs (Dovetail Consulting) and Kate Davis, Ali White, and Jessie Hemphill (Sa□nala Planning). The TRTFN JVP Team worked with representatives from BC and Canada throughout the process to strengthen relationships between the Parties and seek alignment on priority areas of interest.

For more detail about the TRTFN JVP, including a process outline, outcomes, successes, and challenges, please see the TRTFN JVP Final Report.

How the TRTFN Vision was Developed

The TRTFN Vision was created over the course of two years during the TRTFN Joint Visioning Process. The vision, outcomes, and milestones were crafted with input from many groups and individuals at a series of meetings and engagements.

In 2022 the JVP Team engaged in the following activities:

1. Lands, Resources, and Fisheries Dept. - Joint Visioning 101 Session, February 22nd, 2022
2. Health and Wellness, Health and Safety, Latséeni Daakahidi, Capital Housing and Public Works - Joint Visioning 101 Session, February 22nd, 2022
3. Clan Directors Council and Clan Leaders - Visioning Session, March 15th, 2022
4. Rodger Thorlakson, Mark Connor, Hannes Schraff (Lands, Resources and Fisheries Dept.) - Meeting, March 16th, 2022
5. Wayne Carlick and Debra Michel (Latséeni Daakahidi) - Lunch Meeting, March 16th, 2022
6. Ryan LaPointe & Erin Sketchly (Lands & Resources Dept.) - Meeting, March 16th, 2022
7. Sue Carlick - Virtual Meeting, March 28th, 2022
8. Ben Louter (Heritage) - Virtual Meeting, April 1, 2022
9. Clan Directors Council and Clan Leaders - Meeting to review the vision, April 19, 2022
10. TRTFN Staff and Department Heads - Meeting to review the vision, April 19, 2022
11. Rodger Thorkakson (Lands & Resources Manager) - Meeting on the Healthy Ecosystems section, May 9, 2022
12. TRT Community Dinner & visioning questionnaire - June 5, 2022
13. TRTFN leadership and staff - TRTFN Internal Visioning Session, June 6-7, 2022
14. BC-TRT Joint Visioning Session - September 20-22, 2022
15. All-community dinner - September 21, 2022

In 2023 the JVP Team engaged in the following activities:

1. Capital Housing and Public Works - Infrastructure Virtual Pillar Meeting - April 17, 2023
2. Latséeni Daakahidi - Holistic Wellbeing Virtual Pillar Meeting - April 19, 2023
3. Latséeni Daakahidi, Education staff - Culture, Language, and Education Virtual Pillar Meeting - May 1, 2023
4. Health Department Team Prioritization Meeting pt. 1 - May 8, 2023
5. TRTFN Staff Workshop - June 14, 2023
6. All-community dinner - June 14, 2023
7. TRT community BBQ & survey - June 15 2023

8. Health Department Team Prioritization Meeting pt. 2 - June 15, 2023
9. Lands & Resources Department Staff - Healthy Ecosystems Virtual Pillar Meeting - July 26, 2023
10. Tamis Cochrane and Barb Dawson - Good Relationships Virtual Pillar Meeting - August 23, 2023
11. TRTFN negotiations, BC negotiations, BC Municipal Affairs, Canada, Stuart Simpson, Glen Harper, Asa Berg, and Annette Giesbrecht - Unity Virtual Pillar Meeting - August 24, 2023
12. Representatives from TRTFN, BC, Canada, Yukon, and Atlin at the BC-TRT Joint Visioning Session - October 17-19, 2023
13. All-community dinner - October 17, 2023

The JVP Team also met with stakeholders who provided input into the vision content:

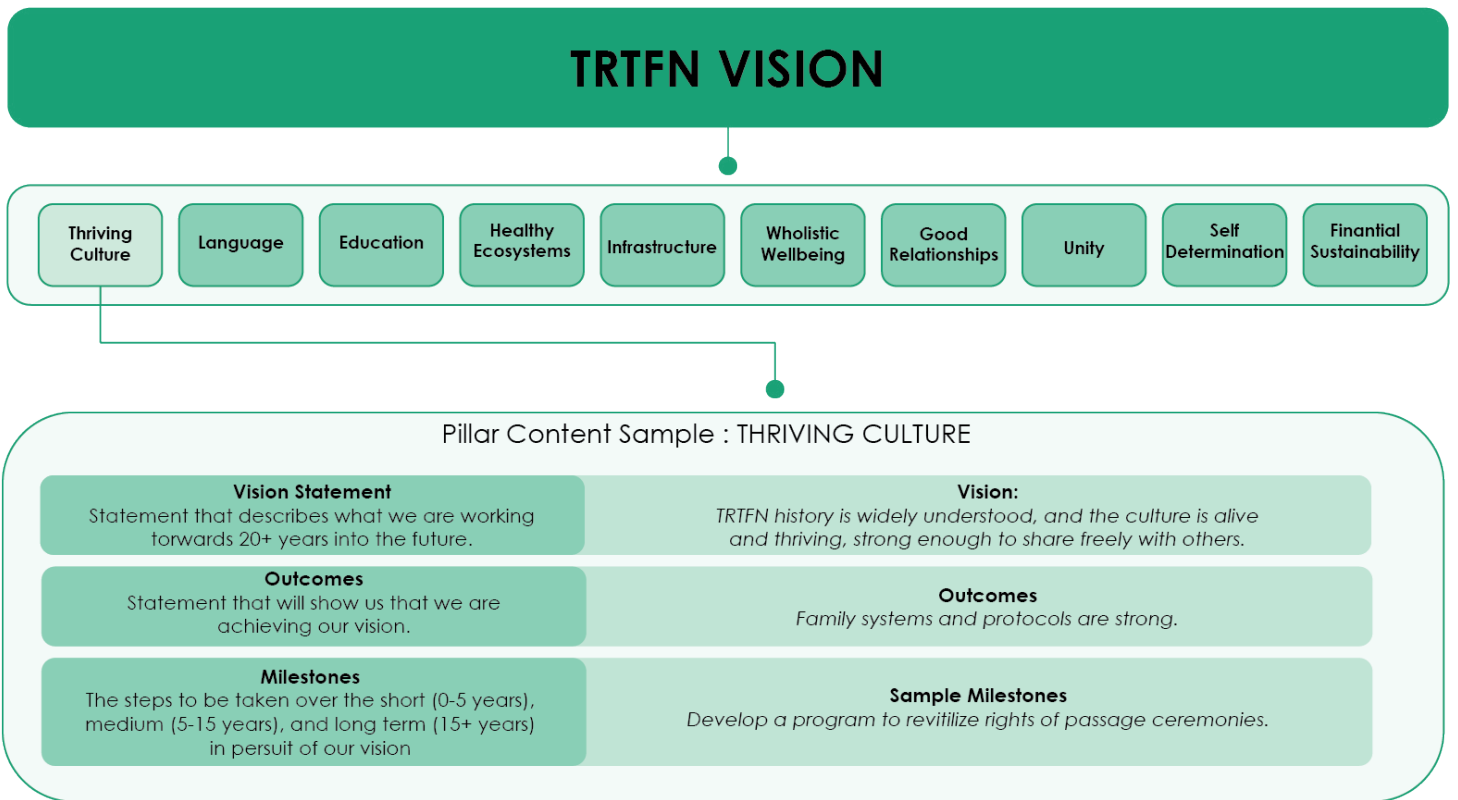
1. Peter Kirby (Taku River Tlingit Corporation) - Interview, March 15th, 2022
2. Stuart Simpson (Atlin Tlingit Development Corporation) - Meeting, March 16th, 2022
3. Children of the Taku Society - Attendance at a Community Dinner and Presentation, March 16th, 2022, and in conversations related to the Tlingit language pillar.

The following documents were reviewed and incorporated into the vision content:

1. TRTFN Vision and Direction 2003
2. Wóoshtin wudidaa Atlin Taku Land Use Plan, 2011
3. Wóoshtin yan too.aat Land and Resource Management and Shared Decision Making Agreement, 2011
4. Speaking from our Hearts, Listening to our Minds, Weaving our Past, Present and Future Together through CCP - CCP Phase 2 Report, 2016
5. Haa Aaní Tulaatín (Land Guardian Program), 2018-2022 Program Plan
6. Taku River Tlingit First Nation Strategic Plan 2021 -2026
7. A Memorandum of Understanding to Strengthen and Advance the Government-to-Government Relationship, 2021
8. Summary Report: Assessment of Implementation for TRTFN-BC Wóoshtin Yan Too.Aat Land and Resource Management and Shared Decision Making Agreement: 2011-2020, Prepared for the BC-TRTFN Government-to-Government Forum, 2021
9. Haa Aaní Tulaatín Strategic Plan 2023 - 2028

About the TRTFN Joint Visioning Work

The TRTFN visioning work consists of a vision for 20+ years into the future, organized into 10 pillars that represent a theme. Within each of the 10 pillars there is a vision statement and a series of outcomes that demonstrate how the vision will be achieved. A series of milestones articulate the many steps to be taken over the short (0-5 years), medium (5-15 years), and long-term (15+ years). Where possible, priority milestones have been identified by leadership, staff, advisors, and community members as those that are the most urgent, impactful, and feasible as of Fall 2023.



How to Use the TRTFN Vision Content

This toolkit is intended to support the JVP Vision content so that the pillar content documents¹ act as living documents that evolve with the planning work of TRTFN departments. As TRTFN grows and changes, so too will the content contained within each pillar. For this plan to be used well, it should be continuously reviewed, updated, and monitored. This will ensure the vision, outcomes, and milestones in each of the pillar content documents remain relevant.

There are a number of ways in which the TRTFN JVP Vision content can support the ongoing planning work of TRTFN departments.

Departmental Work Planning

Work planning is an important activity that supports teams to implement high-level departmental goals. High-level goals can come from a variety of sources including strategic planning goals, comprehensive community planning goals, direction from leadership, or the vision from the TRTFN JVP Process. Work planning is typically much shorter-term planning than the longer term vision included in the pillar content documents. It is a helpful exercise to support teams to layout their work and identify capacity needs and limitations. It relies on technical information including budgets, schedules, and project outputs.

Managers and staff can use the content in the pillar content documents to support their departmental work planning by:

- Identifying portions of the vision that related to their departmental work and using those as a high-level direction to work towards
- Identify areas of overlap with other TRTFN departments and teams and seek opportunities for collaboration and communication
- Identifying milestones that are already underway and taking note of their status
- Identifying priority milestones that should be focused on in the immediate term
- Completing action-planning for priority milestones to articulate the time, staff, financial, and other resources required

The [Milestone Filtering Template](#) on **page 11** and the [Milestone Planning Template](#) on **page 13** can be used to support departmental work planning.

¹ The pillar content documents related to your specific department are attached to this toolkit. Digital versions are saved to [this folder](#).

Communicating and Reporting Out

TRTFN staff work hard to complete the countless projects, initiatives, community events, and agreements that are important to the wellbeing of TRTFN Citizens and community members, as well as the territories that sustain and support Tlingit Kusteeyí (way of life). It can often be a challenging and daunting task to report on the work being completed and demonstrate how it's moving TRTFN towards the Nation's vision.




Managers and staff can use this toolkit to support their efforts to show leadership, citizens, the public, and funders just how much relevant work they are accomplishing by:

- Identifying milestones that are underway and listing out the actions being taken by staff to achieve this milestone;
- Identifying milestones that have been completed; and
- Sharing these updates through a variety of channels such as newsletters, announcements at community events, radio, social media posts, and more.

See the [Community-facing Progress Report Template](#) on page 14.

Remember: updates that are both simple and visual will make the biggest impact! Can you turn your report into a one-page poster? A brochure? A facebook post with photos?

Tools:

-  • [Canva](#) is a free and user-friendly online tool with a larger number of design templates available for these kinds of communications materials.
-  • [The Noun Project](#) offers free icons and photos
-  • [Unsplash](#) offers free visuals and images

Deepening Community Engagement

Community engagement is a critical part of work within TRTFN. Involving and honouring the voices of Citizens and community members is important to ensuring that the Nation's work is aligned with the community's vision. Staff can use the planning work in this toolkit to deepen community engagement. By reflecting back to Citizens the milestones that have already been identified, staff can then deepen the conversation by asking more specific questions with the goal of honing in on community priorities. For example, at a community engagement event focused on holistic wellbeing, instead of asking Citizens "what is your vision for health and wellbeing", you could display some of the priority milestones from the TRTFN visioning work and ask "which of these are most important to you, and why?". This will allow for richer conversation, and more in-depth understanding of community priorities that can inform the work of the department.

The [Community Engagement Dinner Sample Agenda](#) on page 15, and the [Community Milestone Prioritization Template](#) on page 16 can be used to support community engagement.

Supporting Funding Applications

The vision, outcomes, and milestones that make up the pillars in the JVP Vision demonstrate that TRTFN leadership, staff, Citizens, and community members have put in the time and effort to think through where they want to go and how they want to get there. Demonstrating infunding applications how the money you're applying for will support the achievement of certain milestones within the TRTFN Vision work (along with other documents such as the TRTFN Strategic Plan and the Comprehensive Community Plan) will signal to funders that TRTFN is ready to begin the work and that there is buy-in from the community.

Onboarding New Staff

Starting a new job with TRTFN can be intimidating given the sheer amount of work that takes place and the steep learning curve required to learn it. In addition, the work is often complex and deeply interconnected between departments and teams. Onboarding new team members can also be a big job for already busy staff. In addition to the standard orientation and new hire protocols, departmental managers can ask that new staff read through the TRTFN Vision work as a way to become familiar with TRTFN's long term vision and the many milestones that will contribute to achieving it.

Milestone Planning Template

This template is a work-planning tool to help operationalize the milestones by identifying clear next steps, establishing accountability, and providing a framework for measuring progress.

Sample - Infrastructure

Note: the below actions are used for example purposes only, and therefore the content under tasks, timeframe, etc is not accurate

Milestone	Actions/ Tasks/ Activities	Responsibility	Timeframe	Indicators (measure progress & impact)	Monitoring (has it been done?)
Develop a multi-use building that includes a cultural centre, gymnasium, Wolf & Crow clan houses, Elder & youth spaces, and space for traditional, cultural, recreational and sporting events	<p>Create project plan and budget, with input from Health & Social, Culture, and other relevant depts</p> <p>Host community engagement</p>	Moses Track	1 year	<p>TRTFN citizens and community members gather regularly in the new building</p> <p>Regular cultural, recreational and sporting events take place</p> <p>Elders & youth use the space frequently</p>	<input checked="" type="checkbox"/> Project Initiated <input type="checkbox"/> Work Plan Created <input type="checkbox"/> Budget Established <input type="checkbox"/> Action Implemented

Milestone Planning Template:

This template is a work-planning tool to help operationalize the milestones by identifying clear next steps, establishing accountability, and providing a framework for measuring progress.

Sample - Infrastructure

Note: the below actions are used for example purposes only, and therefore the content under tasks, timeframe, etc is not accurate

Milestone	Actions/ Tasks/ Activities	Responsibility	Timeframe	Indicators (measure progress & impact)	Monitoring (has it been done?)
					<input type="checkbox"/> Project Initiated <input type="checkbox"/> Work Plan Created <input type="checkbox"/> Budget Established <input type="checkbox"/> Action Implemented

Community-facing Progress Report - Template

Department Name: Latséeni Daakahidi (House of Strength & Wellness) Department

DATE:

Departmental Work Contributes to the following Joint Visioning Process Pillars:

 **Holistic Wellbeing**

 **Thriving Culture**

Progress Update:

Over the past X months, the Latséeni Daakahidi (House of Strength & Wellness) Department has carried out a number of activities that support the achievement of milestones within the Holistic Wellbeing and Thriving Culture pillars of the TRTFN Vision.

These activities include:

- *List activities here....*
- *E.g. hosted an all-community emergency preparedness dinner*
- *E.g. partnered with Tutan Hiit for regalia-making workshop*

Our recent work has allowed us to complete the following milestones:

- *List milestones here that have been completed.*
- *E.g. Expand on ongoing initiatives to build greenhouses for growing food*

Moving forward, the Department will do the following:

- *List upcoming activities and initiatives here*
-

If you have any questions about this work, or would like to become involved, please contact [NAME] at [phone number] or [email address].

Community Engagement Dinner - Sample Agenda

Engagement objectives:

- Why are you hosting this engagement? Be specific!
- Are you sharing information with citizens?
- Are you seeking Citizen's feedback on your work, a project, or new idea?

Agenda:

Time <i>[indicate the anticipated start and end time for each activity]</i>	Activity <i>[Briefly describe what you're planning to do with this time. Include any prompt questions]</i>	Internal Team Notes <i>[Write out any speaking notes for your team! This column is NOT shared in public-facing agendas]</i>
4:30 - 5:30	Set-up	Set-up may include: tables and chairs, welcome table at the front, buffet for dinner service, name-tags, handouts on tables, any writing tools required, virtual meeting tools (i.e. Zoom, owl, etc.)
5:30 - 6:00	Doors Open	Team to welcome folks as they enter. Is there a table-top activity folks can do while they wait for the event to start? A small survey? Entry to a door prize?
6:00 - 6:15	Prayer, welcome, opening comments	Opening comments: provide purpose of the engagement and review the objectives. Brief outline of the agenda.
6:15 - 6:45	Dinner service	
6:45 - 7:00	Presentation by staff team	Considerations: is this a verbal update? Will you use slides?
7:00 - 7:20	Q&A, open dialogue	
7:20 - 7:50	Engagement Activity	Engagement could take a number of forms: Open dialogue, small group work at each table, passive activities on the wall (mapping, dot-mocracy, adding ideas on sticky notes, etc.)
7:50 - 8:00	Closing comments	State next steps, future opportunities for engagement, remind folks how to stay involved and up-to-date

Community Milestone Prioritization Activity

This template is a tool to use with community members that can help identify which milestones they consider to be the highest priority.

Sample - Culture

Note: the sample below is used for example purposes only, and therefore the content is not accurate

Activity: Circle your TOP 3 actions and explain why

Pillar Vision	Milestones/Actions	Why
TRT's history is widely understood, and the culture is alive and thriving, strong enough to share freely with others.	<ul style="list-style-type: none"> ● Secure funds for technical support required to create online resources and games that share Tlingit stories and teachings ● Offer healing canoe trips to all TRT community members ● Build 6-7 cabins along the Nakina trail to support land-based healing and culture work ● Develop a program to revitalize rites of passage ceremonies ● Obtain consistent funding for ongoing and future heritage work (archeology, oral histories project, repatriation of cultural objects, etc.) ● etc. 	Choice #1:
		Choice #2:
	Others?	Choice #3:

Community Milestone Prioritization Template:

Activity: Circle your TOP 3 actions and explain why

Pillar Vision	Milestones	Why
		Choice #1:
	Others?	Choice #2:
		Choice #3:

Progress Evaluation Template

This template contains a series of questions that can be used as a tool for reflection and evaluation annually (or quarterly or semi-annually if preferred) to help assess progress on pillars relevant to your department.

Department Name	Pillar	Today's Date	Time period being evaluated

Questions for reflection

- What progress has been made on this pillar in the last 12 months? (activities, research, projects started, committees convened, etc.)
- Who has been involved in the process? (TRTFN staff, citizens, committees, leadership, other stakeholders, etc)
- What level of community support do you feel the work within this pillar has? What would increase community support for this work?
- How have you kept citizens informed and engaged in your work to advance the milestones within this pillar?
- What are some challenges facing the completion of the milestones in this pillar?
- How much budget has been allocated to achieving the milestones in this pillar? Where has this funding come from? Is additional funding needed?
- Overall, is progress on this pillar on track? Does anything need to be put on pause or re-prioritized?