

PROJECT IMPLEMENTATION TOOLKIT

*Building
Bimadizowin*

February 2023

Nishnawbe Aski
Development Fund



ROY KAKEGAMIC 2017

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ABOUT THIS TOOLKIT

This toolkit is a practical, easy to use project management guide that is grounded in the real experiences of First Nations staff in Northern Ontario communities. If you need help getting started on a 'project' — whether that is creating a plan or policy, getting something built or fixed, or starting a new program — this toolkit is for you.



ABOUT NADF

Incorporated in 1984, Nishnawbe Aski Development Fund (NADF) is a not for profit, non-political Aboriginal organization delivering financing and support services that foster Aboriginal entrepreneurship and the growth of Aboriginal business (on and off-reserve), as well as community economic development and planning supports to First Nation communities in Northern Ontario.

Our Vision

Aboriginal Prosperity

Our Mission Statement

To advance the well-being of Aboriginal people in northern Ontario through business and economic development.

Our CCP Work

NADF provides community-based and nation-led Comprehensive Community Planning (CCP) support to First Nation communities across Northern Ontario. Our services include technical community planning support for First Nations, provision of tools and resources regarding the CCP process and funding, hosting of trainings and workshops for CCP Coordinators, and opportunities for First Nations to connect with each other for mentorship and support. Our work responds to the needs identified by the First Nations we serve.

NADF is committed to working with communities that identify the need for support, as well as supporting Tribal Councils in our service area who provide CCP support to their own member communities.

MIIGWETCH

Several First Nation advisors from around northern Ontario provided guidance on this toolkit. Their words and advice are included on the pages. We are grateful for their time and wisdom.

- Leslie Spence – Webequie First Nation
- Priscilla Graham – Animbiigoo Zaagiigan Anishinaabek First Nation
- Alice Sasines – Animbiigoo Zaagiigan Anishinaabek First Nation
- Jutta Horn – Missanabie Cree First Nation
- Paul Henderson – Mitaanjigamiing First Nation
- Roy Kakegamic – Sandy Lake First Nation
- Noreen Agnew – Long Lake #58 First Nation
- Brenda Morrisseau – Sagkeeng First Nation

START HERE



First Nation staff and councillors are often asked to take on a 'project' – something that needs to be done for the community. Taking on a project can be overwhelming, and it's hard to know where to start. No one in the community has done anything like it before; the people who might help aren't available; past attempts came up short or ran out of funds.

This toolkit is a place to start. The purpose of this toolkit is to help people make their projects happen. There is information about budgets, workplans, asking for help, and getting organized.

This toolkit features tips, reality checks, and worksheets:



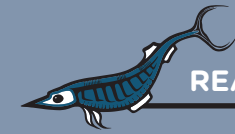
The Loon represents a TIP from an experienced project coordinator. Imagine the loon calling advice to you from across the lake!



The Fish represents a REALITY CHECK. Reality checks are included where the toolkit describes an ideal that isn't always possible.



The Axe represents a WORKSHEET or EXAMPLE. These are tools to help you with your work.



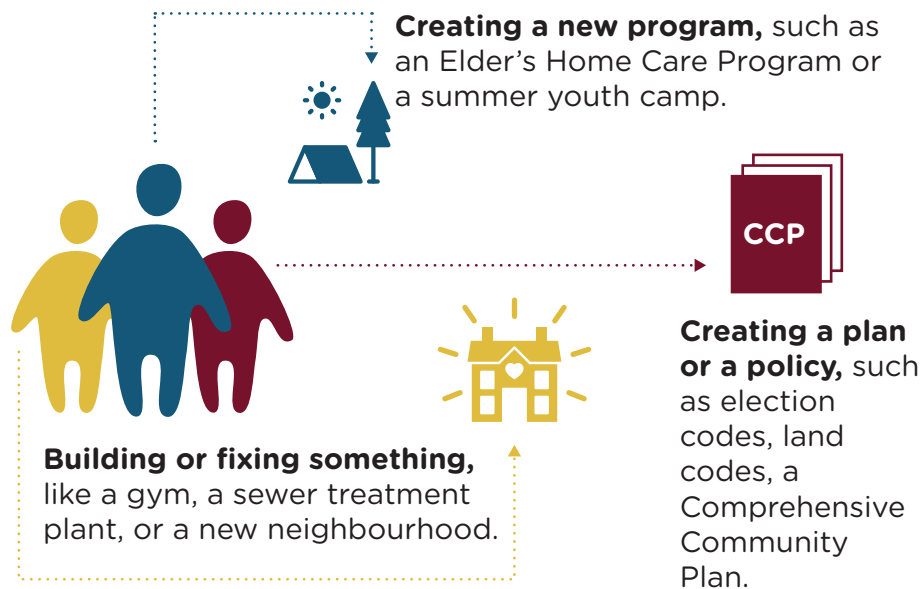
REALITY CHECK

This toolkit often describes the ideal things to aim for as a Project Coordinator – an ideal workplan, a perfectly organized project workplan, etc. Due to the legacy and ongoing impacts of colonialism, ideal isn't always possible even for the most experienced Project Coordinator. This toolkit includes tips on how to navigate difficult work environments.

In this toolkit the people trying to get something done are called '**Project Coordinators**' and the thing they are working on is called a '**Project**'.

Project Coordinators could be an economic development officer, a health worker, a lands and resources coordinator, a council member, or any other staff assigned to manage a project.

THE **PROJECT** COULD BE:



These are all 'projects' because they are something that someone has to get done. Some projects are all about creating a new list of projects, such as a Comprehensive Community Plan (and many other kinds of plans).

HOW THIS TOOLKIT IS ORGANIZED

This toolkit organizes project implementation efforts into five categories that all fit together to make the project successful. Instead of a 'step by step' process to follow, think of these as the parts of a puzzle that need to be put together. Project coordinators may need to 'Get Organized' first, or 'Find Support' first. They may 'Gather Resources' when the need and opportunity is there. Workplans from 'Being Organized' might shift when new staff are hired, and 'Giving Back' can start on day one.

Each section of the toolkit covers one of these categories and breaks it down by topic. It also provides sample documents, worksheets, tips, and checklists. The five categories are:

1. **Finding support (section 1 of the toolkit).** Staff, Chief and Council, and community members support all help a project succeed.
2. **Being organized (section 2 of the toolkit).** Timelines, workplans and budgets help keep track of who will do what and when.
3. **Gathering resources (section 3 of the toolkit).** Money, new staff, partners, or consultants can support the project.
4. **Getting things done (section 4 of the toolkit).** To-do lists, communicating, reporting, and dealing with change are all regular tasks while the project is in motion.
5. **Giving back (section 5 of the toolkit).** Teaching and mentoring others makes the community stronger for the next project.



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1. FINDING SUPPORT

This section is about finding support from people within the community: staff, Chief and Council, and membership. The Gathering Resources section talks about hiring new staff and applying for funding.

FINDING SUPPORT INCLUDES:

1.1 Administrative Support (page 9)

This outlines how to work with administration (Band Manager, Finance Director, etc.) so they understand the project, support the financial administration, and coordinate with other staff as necessary.

1.2 Chief and Council Support (page 11)

Tips on making sure that Chief and Council are on board and know how to help.

1.3 Community Support (page 13)

Advice on how to keep community members informed and engaged so that they can support the project.



1.1 ADMINISTRATIVE SUPPORT

The administrative staff at the Band office may include a finance person or even a finance team, human resources staff, communications staff, or program managers. These are the people who can support the logistics for your project and will be critical all along the way. Talk to a trusted admin person first about who to talk to first and how to bring others on board for the help you need.



“Make a checklist of what you need from who, with deadlines. Call people and make sure you know when they’re available.”

Learn How Things Work

Project Coordinators must take the initiative to learn about the workplace, other staff, and the procedures and protocols that should be followed. Here are some tips on learning the ropes:

- **Talk to admin and finance.** The admin team can be crucial to a project by helping with budgeting, reporting on budgets to funders, paying contractors, and hiring staff. Connect with the department manager, program supervisor, or directly with the finance team to learn how things work and who does what. Learn how and when to do the necessary paperwork for the project which could include purchase orders, time sheets, and budget tracking (there are more details about this in the rest of the toolkit). At the same time, explain the project to them if they don’t already know about it.
- **Figure out communication options.** There may be some regular ways that staff communicate with members: a newsletter, a Facebook group, a radio station, or a monthly Elder’s lunch. Find out about these, who organizes them, and how to get project information included in them. There are usually deadlines and formats to follow, so ask about these and write them down.
- **Get advice about Council.** Talk to the Band Manager, Council Secretary, or the Executive Director (whomever sets the Council’s agenda for meetings) to find out how and when to present to the Council.



REALITY CHECK

Many communities struggle to operate a completely functional administration. Band managers and financial managers are not always available, cooperative, or experienced enough to support every project. Some communities have third-party financial oversight, others work under the cloud of some past grievance. Whatever the challenge, Project Coordinators need to find a way to run their project.



- **Learn from others.** Other people in the community may have managed successful or unsuccessful projects in the past. Find out what happened and if they have any advice on how to interact with administration, department managers and Chief and Council.
- **Keep it short and simple.** Some people want all the information but others just want to know what's happening now. Always offer to explain things in more detail and invite people to come talk to you.

Prepare for Challenges

While a functional administration with an experienced financial manager is ideal, many communities are challenged in some way. Here are a few tips about how to deal with potential challenges:

- **Protect the project budget.** Funds for a project might be placed in a general account that everyone is drawing on. This means that if other programs go over budget, the money you thought you had could be gone. Ask the financial manager to provide a monthly or quarterly update on your project's budget. If you are concerned, ask if a separate account can be established or if your project account can be managed externally by an accounting firm. Some communities with multiple projects intentionally use such a 'third-party' financial manager simply to reduce the burden on staff.
- **Working without managers.** Sometimes there is no band manager or financial manager for extended periods of time. Projects could be sidelined but there may be a pressing need to continue the project. Council is ultimately responsible for the community's finances, so Council direction is likely the first thing to seek: find out who you should be working with and what systems are in place to receive and disburse funds and track project budgets. Ask other project coordinators for advice.

1.2 CHIEF AND COUNCIL SUPPORT

Project Coordinators should make sure Chief and Council are engaged with the project. They can help keep an eye out for funding, ask other staff to help out, encourage members to show up for meetings, and help navigate big issues that might come up.

Learn How Things Work

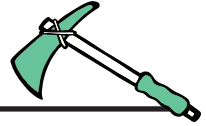
The project coordinator needs to learn how things work. Here are some tips for cultivating support from Chief and Council:



“Communication is key with Band Council. Work with what you have, anticipate all needs. Make sure you have a plan in place for getting all the support you need.”

- **Follow protocols if there are any.** Find out the appropriate or formal ways to approach Chief and Council and how long it takes. There may be specific forms to fill out, steps to follow, people to notify or to ask about how to get on meeting agendas. Know when to get approvals or a ‘Band Council Resolution’ from Chief and Council. Find out if there are any committees or specific people or families who need to know about and weigh in on the project.
- **Keep leaders informed.** Tell Council about the project early and often. Provide updates at Council meetings with a handout and a slideshow. Be prepared to explain the project while getting coffee or walking down the hallway.
- **Explain why it’s important.** Make a list of reasons why the project is important. The reasons that resonate may be different for different people: was the project a priority identified by members? Does the project support specific community goals? Does it support youth or Elders, or fix a big worry?
- **Keep it short, clear, and to the point.** Chief and Council have many things to pay attention to. When approaching Councillors in meetings or individually, be clear about what is happening, what is needed, and if a decision needs to be made.
- **Be specific about the request.** Council presentations should include a specific request. This can be for specific help, for advice or feedback on something, or a decision. **One important kind of request is to ask leaders to lead**, especially with popular or important projects. Ask Councillors to speak at meetings about the project or to advise about forming a committee.
- **Choose the right messenger.** If connecting with a particular person or group of people is challenging, ask a friend or family member or of the individual, or a respected leader or Elder to help.

Use this worksheet to think ahead about how to talk about a project. Consider the following questions and write down the answers or practice saying them to a friend.



WORKSHEET: THE RIGHT WORDS

QUESTION	SAMPLE ANSWERS:
What is the project?	<ul style="list-style-type: none"> • <i>We're creating a land use plan for the additions to reserve lands.</i>
How will the project benefit the community? (What problem is the project going to help with? What community goal will it support?)	<ul style="list-style-type: none"> • <i>The plan will help us coordinate development, protect important areas like traplines or sacred sites and make it easier to get grants for new projects.</i>
Who will the project help and why?	<ul style="list-style-type: none"> • <i>Having a plan will help the Lands and Resources Manager do her job.</i> • <i>Having a plan will make it easier for Chief and Council to make decisions.</i> • <i>Having a plan will streamline our process for building more member housing.</i>
Why is this project a priority right now? (Are there special funds for it? Is it a priority in the CCP? Is there an urgent issue it addresses?)	<ul style="list-style-type: none"> • <i>Members said that housing is a big priority and this plan is a big next step towards solving our housing issues.</i>
How will Chief and Council be involved? (What help might be needed, what decisions will they be asked to make, when will these requests happen?)	<ul style="list-style-type: none"> • <i>C&C will be asked to provide direction on the plan and approve the final plan, hopefully this fall.</i> • <i>C&C will recommend people for an advisory committee in the next few weeks.</i> • <i>C&C will be asked to participate in community meetings about this plan.</i>



“Some Councillors want tobacco offered, and then they will accept appointments.”

1.3 COMMUNITY SUPPORT

Projects can easily hit snags when community members are worried about other priorities or skeptical about how the money is being spent. Project with lots of support from members can go much more smoothly. This section includes ideas about how to build community support for a project.

Communicate a lot!

Miscommunication or not enough communication can cause people to wonder what's happening. In the absence of information people will fill in the blanks with rumours and speculation. Project Coordinators should plan to keep people up to speed to avoid misunderstandings. Here are some communication tips:

- **Talk about why it matters.** It helps to connect the project to something people care about. When talking about the project, explain how it relates to community goals and values or what people need or want for the community.
- **Use all the channels.** Newsletters, flyers, Facebook, radio – use all of these and any other options in the community. Make sure to get the necessary approvals and follow staff protocols for posting things. Remember that there are different groups within membership such as elders, youth, young parents, etc. and that each group may have different ways of getting information.
- **Communicate often.** Don't let months go by without offering an update, even if nothing has happened, re-post the information from the last update, maybe add a line about what you are expecting to happen this quarter.
- **Keep it simple and visual.** Share information without overwhelming people with lots of text. Use graphics and pictures as much as possible.



“I used the radio to listen to community chatter and topics, to relearn and hear about what was going on.”





- **Ask for feedback.** Ask a trusted advisor: Is the message clear? Do people want to know more or less about the project? Are there better ways to reach people? Be prepared for negative feedback and respond respectfully!



*“Elders want those home visits.
That is the old traditional way.”*

Address Mistrust and Lack of Interest

There are a lot of reasons that community members may not trust in the promises of a new project or show any interest at all. Many will automatically view new projects with skepticism. Others are too challenged by personal, social, or family issues. Project coordinators should expect this and should remind themselves not to take it personally. Here are some tips on how to manage this:

- **Never blame people for not showing up or not caring.** People don't show up for many reasons, and it's easy to get frustrated. Blaming people for 'not caring' is never helpful. Instead, acknowledge the reality that it can be hard to get involved, and consider ways to make that easier, more helpful, or more interesting.
- **Let people talk.** It's helpful to let people get all their complaints out at the beginning of a meeting. People need to feel heard and have their issues acknowledged, not cut off or dismissed. Thank them for bringing things up, and ask them how they think the project could address the issues they raise.

- **Don't take it personally.** People may feel angry, doubtful, or mistrustful and this may present itself as a personal attack on you, your abilities, or your values. It is best to acknowledge the person's frustration rather than get defensive. People do not always understand the amount of work you may have put into a project or that things are not your fault.
- **Spell out the benefits while keeping things real.** Be very clear about the project goals and benefits. At the same time, acknowledge potential challenges and past failures, and don't overpromise.
- **Spend time with people.** Building trust takes time. Spend time with people, meet them more than once, and give them time to process and understand the project. If this takes more time than you thought it would, be patient and push your deadlines back if you can.
- **Be prepared.** Before approaching members, ask yourself 'what is the worst possible question they are going to ask?' and think about how you'll answer. Help others who are involved in the project be prepared for this as well.



"I get the naysayers on the project advisory team so that they can be involved in the process."



REALITY CHECK

Treat naysayers with firm respect. There are always people who will openly doubt the project. They wonder why the money isn't being spent elsewhere, whether anything good will come of this, why things aren't being done differently. Naysayers change the tone of community meetings and draw out lots of emotions.

Try to remember that whatever the real or perceived issues are, naysayers care. Honour and acknowledge that first, since being heard and respected may be what the naysayer is looking for. Encourage them to offer solutions and make sure they know that you'll try to address their worries. Be polite, acknowledge where they may be right, and offer to follow up with them. A one-on-one chat with a naysayer may help avert a public confrontation. Do not shame a naysayer or get into a shouting match, especially in front of others as this may cause everyone to stop participating.

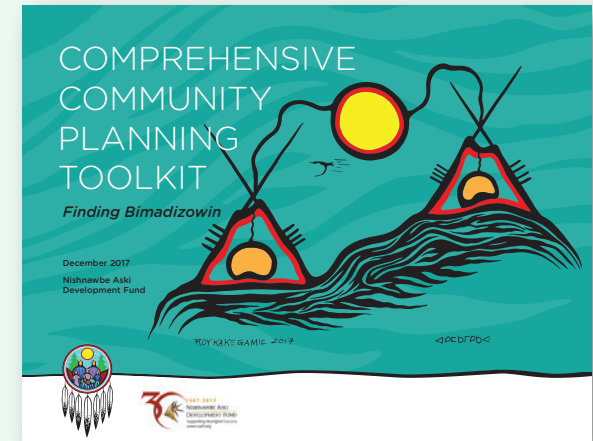
Involve Members In The Process

Many projects really need community input to succeed. Community members can give input on important decisions, give guidance and advice on what would work best, provide good ideas to advance the project, or may just enjoy having a meal together while learning about the project. Here are some tips on respectfully involving members:

- **Meals not meetings.** Always offer people something for the time they spend with you, either individually or at a community meeting. Offer a meal, prizes, gifts, and fun. If people enjoy themselves they will appreciate that and come back.
- **Meet people where they're at.** Don't expect people to make time or go out of their way, instead go to them. Remember that different groups may have different ways of getting together: an Elder's lunch; a youth after school program; a staff meeting; or, a community BBQ.
- **Figure out who to talk to.** A project may have a specific impact on certain groups or families. Ask for help in identifying who should be involved and make it a priority to talk to them.
- **Be clear on the role of community members and their input.** Explain how community members' feedback will influence the project. Are they giving advice, making decisions, voting on something? Be clear about this and careful not to overpromise.
- **Always explain what happens next.** Always explain where the project is headed next, how people can stay involved, and when the project might be finished.
- **Make sure people know they were heard.** Keep track of what people said at a meeting and always follow up by sharing back everyone's input. Transparency is key and if the community doesn't feel like they are being heard, they may lose interest or turn against the project.
- **Learn and follow protocols.** For elders, find out if it's appropriate to bring gifts, offer tobacco, or do home visits. For youth, approach the youth coordinator first. With different families, find out if there is a head of the family and if you should talk to that person first.



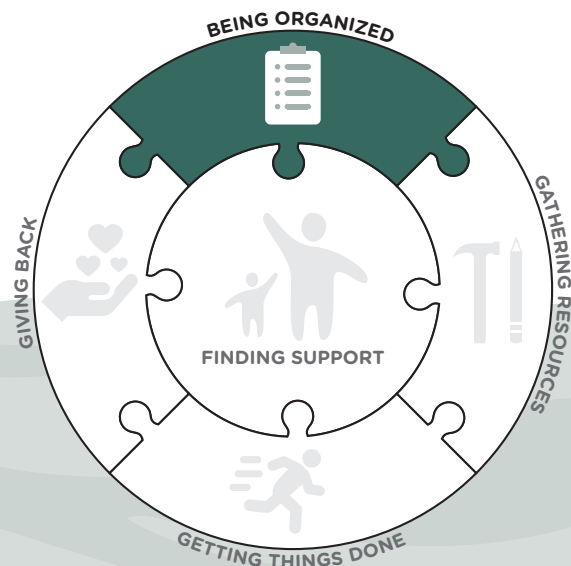
“Do your homework and don't go talk to members before you know what you're talking about. Some people will pick on that one thing you mistakenly said, others will intentionally challenge you in public. At the same time, it's okay to say 'I don't know' when people start asking question”



REVIEW THE NADF CCP TOOLKIT.

The **NADF CCP Toolkit** is a companion guide that offers creative ideas and helpful tips about community engagement, from high level strategies to very specific activities.

2. BEING ORGANIZED



Being organized helps the Project Coordinator (and everyone else involved) know the game plan and stay coordinated.

BEING ORGANIZED INCLUDES:

- 2.1 Project Outline** (page 18)
Establishing a Project Outline helps to describe the project, why it's happening, and who is involved.
- 2.2 Thinking Ahead** (page 21)
Thinking ahead helps Project Coordinators identify obstacles, understand the steps in the process, and coordinate with other community activities.
- 2.3 Outreach to Community** (page 24)
An outreach plan spells out how and when Project Coordinators will share information and involve others in the project.
- 2.4 Work Plans** (page 26)
A work plan helps break down a complex project into many small steps.
- 2.5 Budgets** (page 28)
This explains how to estimate and organize project costs.

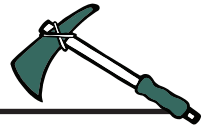
2.1 PROJECT OUTLINE

Outlining the project provides a helpful overview of all the essential elements. An outline includes who is involved, what the project is about, what's supposed to happen and why. It can be helpful to make this a formal document so that people take it seriously. A term that people use for this type of document is a 'Project Charter'.



See "Sample Project Charter" in the Appendices

Elements of a project outline are listed below. Some of these could be written up before any funding has been found, while other aspects of the outline would need to wait until after there is funding. Draft and review these with supervisors or Council until everyone is on the same page. This helps project coordinators communicate with administration and leadership about the project, and hopefully gather critical support.



EXAMPLE: PROJECT OUTLINE

Project Identification

PROJECT NAME OR TITLE

Some project names just say what it is: "New housing subdivision project," or "Youth Council start-up." Projects that are very community-oriented often use names provided by language speakers. Asking elders to name the project is a good way to introduce it to the community.

Example: AZA called their Comprehensive Community Planning Project "Giiweda."

PROJECT EXPLANATION

Say what the project is going to do and why it is being done now.

Example: "We are planning a new subdivision for the lands north of the gym. This is a necessary step towards building housing that is desperately needed."

Example: "We are starting up a Youth Council so that young people have a better way to get involved and learn to be leaders."

PROJECT SPONSORS & CHAMPIONS

Name the key project funders and community leaders who are championing the project.

Example: "This ISC-funded project was championed by Jim W. and will be part of Councillor Evelyn's portfolio."

PROJECT LEAD / MANAGER

Who's going to make this happen?

Example: "This is being led by Lacey in the Lands Department"

Project Background, Purpose, and Benefits

PROJECT BACKGROUND

Briefly explain what led up to this project. This could include: community history; the current situation; community need; how the need for the project was identified; what other projects or work led up to the project; and, who has been involved along the way.

PURPOSE AND BENEFITS

Explain the big picture reason for the project. What problem is it addressing? What are the desired results, outcomes, community benefits? What values or principles are behind the project?

People Involved

WHO IS DOING WHAT

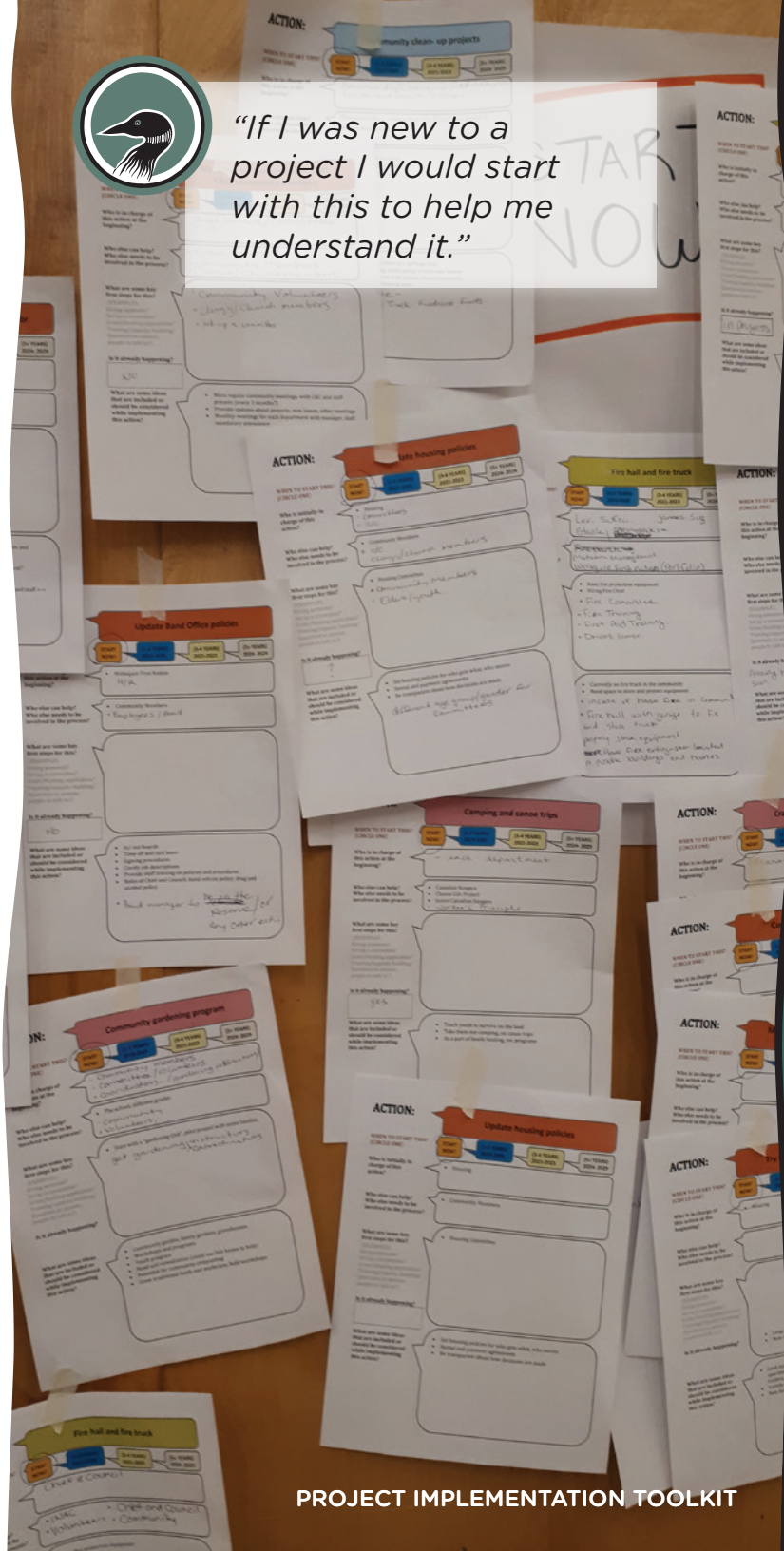
Make a list of the people who will be involved in the project. This could include people involved in the day-to-day running of the project, the people who will oversee the project, or partners who have specific tasks.

Example list:

- Councillors
- Committee
- Knowledge Keepers
- Department or Program Supervisors
- Project Coordinator
- Other Staff Working on this
- External Support (Tribal Council, Consultants, Funders, Support staff from ISC or Province)
- External Agencies requiring review (Ministry of Transportation, CMHC, etc.)



"If I was new to a project I would start with this to help me understand it."



Supporting Documents & Projects

PLANS AND STUDIES

Make a list of any plans, studies, reports, maps, policies, and past or active projects that are related to this project.

Example list of plans and projects:

- *Comprehensive Community Plan*
- *Capital Planning Study*
- *Gas Station Feasibility Study*
- *Environmental Assessment Report*
- *Cultural Knowledge Study*



REALITY CHECK

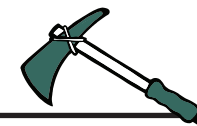
Finding records and reports from past projects is rarely an easy task. These documents often end up in a storage unit, on a missing laptop, or were never retrieved from a consultant. Find out who was involved in those projects and ask them for help.

2.2 THINKING AHEAD

Take some time to think through the things that need to happen and what will influence the project. Consider external and internal factors and include both challenges and risks. What could go wrong, and what can be done about that.

Identifying Obstacles

It's helpful to think ahead about what could go wrong with a project and how to prepare or deal with it. Make a list of potential challenges, barriers or changes that might happen during the project and consider whether there is anything you can do to prepare for them. Some examples are provided below.



EXAMPLE: CHALLENGES

WHAT COULD GO WRONG?	WHAT CAN BE DONE ABOUT IT? WHAT ACTIONS CAN BE TAKEN TO PREVENT THESE PROBLEMS?
Leadership, staff turnover	<i>Example: Make sure to connect with new leadership and staff as soon as possible</i>
Too much to do for one person	<i>Example: Seek additional funding for part-time staff support. Ask if any existing staff can help.</i>
Tragedies in the community	<i>Example: Be sensitive about whether to cancel events and tell project partners to slow down and reschedule visits.</i>
Project partners decide to back out	<i>Example: Make sure to have contracts with partners that spell out how they share information (so you don't lose it) and how they get paid (so you don't pay them up front for things they might not do).</i>
External agencies aren't supportive or cooperative	<i>Example: Find an advocate within or above the agency who can speak up on your behalf.</i>

Knowing the path

Many projects require permissions, permits, approvals, or something similar from a regulating agency or funder. An important early step is to explore all the needed permissions, how to access them, and how long it might take to obtain them. These will include specific standards that are set by the funding source, federal and provincial laws, standards set by Provincial agencies, and often limitations set by insurance providers.

Within the community there may also be groups or individuals who need to approve of something you're trying to do. This could include program managers, elders, elder advisors, specific Councillors, or families who are connected to certain areas.

Regional contacts at ISC, technical support staff from a Tribal Council, or someone who has been on this walk before are the best resources for this. Sit down with a knowledgeable person and ask them to explain these steps.

Here are a few examples:

- **Any construction project.** Funders or regulators have specific standards and procedures that must be following, usually to ensure safety and quality. These relate to infrastructure, water and wastewater, schools and educational facilities, fire protection, energy, etc.
- **Building projects.** New buildings need to be built to standards called “Building Codes”. There are provincial and national building codes and they are specific to houses, apartment buildings, stores, and community buildings. They ensure that buildings are safe and durable. If the First Nation has a Land Code, they may have their own building codes. There are also a variety of standards for sustainably built buildings such as ENERGY STAR and net zero certifications. Most construction projects require an architect and engineers who are professionally required to follow codes and will know how to follow permitting procedures. Some specialize in green buildings and can help with those additional standards.
- **Roads.** Like new buildings, there are standards for road building and specific procedures for connecting on-reserve roads to off-reserve roads or highways. Engineers involved in road design will know about these and help you figure them out.



“We assume that everything that could go wrong will. We have no inkling of an idea of what is going to happen, but we are resilient. What can you do but continue on?”

Community Coordination

Learn what else is happening in the community and where things might intersect, conflict, or support the project. There might be ways to collaborate with other projects that seem totally unrelated to yours. For example:

- Team up with other project coordinators on outreach – host a community lunch together or share a newsletter.
- For multiple construction projects: make sure they aren't supposed to be built in the same location; hire the same architect to save money; order materials together to save on trucking; etc.
- For scheduling, find out what's on the community calendar through the year. Don't schedule community events at the same time as others, or during cultural weeks when no one is around. Do ask other event organizers if you can present or set up a table at their event.
- Learn when elections are and be sensitive to the impacts of that on project planning and council availability.
- Ask finance when their busy times are and plan around them. Don't ask for help during busy times of year or month.
- For projects that require help from other staff, find out if and when staff do yearly work planning. Make sure requests for staff time on your project get in ahead of those workplans.



“Scan for staff in other programs that could support or work for the project that you’re working towards. For some projects you need to make sure there’s collaboration between departments. We make sure to sit down and talk face to face with everyone needed to coordinate projects.”



2.3 OUTREACH TO COMMUNITY

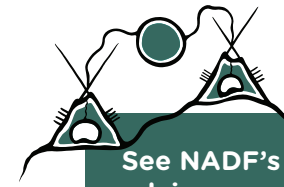
As Project Coordinators begin to think about project workplans, it's important to remember that outreach to the community is an essential task. Outreach nurtures support from leadership, community, and administration. Connecting with members also helps project coordinators explain what's happening and gather information, wisdom, advice, concerns, and ideas.

Here are a few tips about community outreach:

- Be specific about the purpose of each outreach activity. When there is no purpose people get frustrated for having wasted their time.
- Explain what will be done with any feedback and whether it is anonymous. Will the feedback be included in a report to Council or some other place? Explain that feedback is usually more like advice than voting.
- Planning a new meeting takes a lot of work. Instead, bring the project to events that are already happening: Bingo Night, community gatherings, after school youth programs, AGMs, or the health fair.
- One-on-one engagement is a good option if there's enough time. Knock on doors, hang around the band office, call people up and invite people for coffee.
- For new committees, find a time that works for everyone, and make it the same every month (e.g., first Wednesdays at p.m.).
- Offer food, honorariums, gifts, and travel costs if possible. Find out in advance what the community's traditions are around gifts and honorariums.
- No one likes meetings but most people like to chat over food, play bingo, or do something fun. Offer food and fun first, and then ask questions about the project.
- Check out NADF's CCP Toolkit for many more ideas about community engagement.



"We did up a communications plan for our land code process. We've found having things in writing to be really useful for describing all of the components of communication like norms, timelines, etiquette."

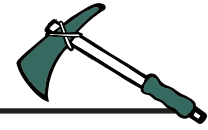


See NADF's CCP Toolkit for more advice on community outreach



"We made a poster, talked about the event on the radio, asked Elders to talk about it. We sent a letter to Chief & Council asking them to talk to staff. We also did a newsletter during those months, went to the school, and held information sessions to tell folks updates."

To prepare for community outreach, make an outreach plan. The list below provides examples of common outreach activities that Project Coordinators can build into an outreach workplan.



EXAMPLE: OUTREACH ACTIVITIES

WHAT?	WHEN?	HOW TO USE?
GENERAL OUTREACH ACTIVITIES		
Newsletters (or add to FN newsletter)	Monthly or every two months	<i>Share general information and upcoming activities</i>
Flyers	Before events	<i>Promote upcoming activities</i>
Social media posts (Facebook, Instagram...)	Monthly	<i>Promote upcoming activities and share post-activity information</i>
Email blasts	Before events	<i>Share general information and upcoming activities</i>
Text blasts	Before events	<i>Promote day-of activities / reminders</i>
Radio talk show	Monthly	<i>Explain the project, ask questions, and promote upcoming activities</i>
OUTREACH AND FEEDBACK ACTIVITIES		
Project Advisory group	Monthly	<i>Gather knowledge holders and reliable advisors to meet and provide regular feedback</i>
Youth after school / pizza night	Beginning, middle, and end of project	<i>Work with youth programs to organize and ask for feedback on key youth-specific questions</i>
Elders Lunches	Beginning, middle, and end of project	<i>Work with elders' programs to organize and ask for feedback on key elder-specific questions</i>
Community suppers or lunches	Beginning, middle, and end of project	<i>Explain the project and ask for people's ideas and concerns</i>
One on one, personal outreach - home visits or phone calls	Throughout project	<i>To reach people who can't get out or are shy, or who merit special time due to their specific knowledge about the project topics.</i>
CHIEF AND COUNCIL AND STAFF OUTREACH AND FEEDBACK ACTIVITIES		
Staff Advisory group	Monthly	<i>Gather key staff from other programs to advise on the project</i>
Staff meetings	Beginning, middle, and end of project	<i>Explain the project and ask for people's ideas and concerns, and how their work intersects with the project</i>
Chief and Council update	Beginning, middle, and end of project	<i>Provide updates, key decisions, and ask for direction</i>



“Anticipate questions, if you’ve thought through what people might ask you beforehand, you’re doing lots to prepare. For example, many people ask where the funding is coming from.”

2.4 WORK PLANS

Project Coordinators may develop a workplan before developing a budget, or do them at the same time.

A work plan organizes the project into many small steps and tasks. These are set out on a schedule, and tasks within each step are assigned to specific people. Work plans can look different depending on the complexity of the project and how many people are involved. They could be a simple to-do list or a complex visual chart with multiple task categories and detailed activities.

The band manager or program director may have a specific ‘type’ of workplan or a template that needs to be followed. The best work plan is the one that works for the people involved. This sometimes means that work plans need to be adjusted as the team learns how to work together.

The example workplan on the following page shows the tasks and steps for developing a Health & Wellness Plan (or any other community plan). It’s organized into:

- **Tasks.** These are the big buckets of work within the project. Some funding applications use terms like ‘milestones’ or ‘project phases’ – they all refer to this general category of activities.
- **Steps.** This is a list of more specific activities within each task.
- **Who.** This describes who will do what for each task and activity.
- **When.** These dates show when tasks or steps should be happening and completed. Funding deadlines for project completion are dates to fix on this calendar and work backwards from there.

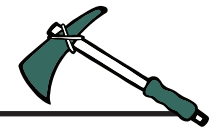
The details in a workplan are often prescribed by the funder who is asking for one. Some funding proposals ask for ‘outcomes’ or ‘milestones’ that describe the results from each task, or ‘benefits’ that specify how the project will benefit the community.



See “Sample Project Schedule”
in the Appendices



“Make the timeline for a workplan realistic and reasonable. Don’t underestimate how long things will take or assume you can get something done sooner than is possible.”



EXAMPLE: PROJECT WORKPLAN

TASKS	STEPS	WHO	WHEN
Project Planning and Prep	<ol style="list-style-type: none"> 1. Find and set up office space 2. Complete and confirm project understanding 3. Complete and confirm budget and workplans, reporting setup 4. Form advisory group (requires C&C input) 5. Hire & Train Staff (work with HR) 6. RFP / select consultants 	<ul style="list-style-type: none"> • Project Coordinator with support from program heads 	<ul style="list-style-type: none"> • June-July 2024
Reporting and Communication	<ol style="list-style-type: none"> 7. Table at events (see below) 8. Advisory Meetings (monthly) 9. Community newsletter & flyers (monthly) 10. C&C updates (quarterly) 11. Budget monitoring/reporting to funders (quarterly) 	<ul style="list-style-type: none"> • Project Coordinator to organize events • Flyers and newsletters to be made by consultants • Budget reports by Project Coordinator with help from finance 	<ul style="list-style-type: none"> • Ongoing throughout project
Develop Plan	<ol style="list-style-type: none"> 12. Provide background materials to consultants 13. Coordinate reviews with committee 14. Draft & Review plan 15. Community meetings for feedback (x3) 16. Elders Lunches for feedback (x3) 17. Meetings with Health Program staff (x3) 18. Table at Health Fair 19. Survey 	<ul style="list-style-type: none"> • Project Coordinator to organize meetings and connect in community • Consultants research and draft materials 	<ul style="list-style-type: none"> • August - December 2024
Council Review and Final Plan	<ol style="list-style-type: none"> 20. Review feedback and changes with advisory group 21. Final Plan 22. Present to Council for BCR 23. Final report 	<ul style="list-style-type: none"> • Project Coordinator will manage C&C review with support from committee • Consultants will edit / finalize plan with feedback 	<ul style="list-style-type: none"> • Jan - March 2025



REALITY CHECK

Workplans represent an 'ideal' process that hardly ever happens as planned. Community tragedies, new staff, changes in Council, babies, and shorter than usual ice road seasons can all set projects back. As projects develop, unanticipated steps and tasks come up. Know that a workplan is a living document and be ready to adapt as circumstances change.

2.5 BUDGETS



See “Sample Project Budget”
in the Appendices

Project Coordinators need to estimate project budgets, or at least understand them if they’ve already been set

up. Budgeting comes with some special, specific language so there is a short list of key ones below.

Budgets include all the things that need to be paid for during a project. In an estimated budget these are organized into categories such as salaries for staff, consultant fees, equipment, rentals, office space, supplies, meetings, travel etc. Funding applications are usually specific about these categories, so it helps to check the application first. Some applications require very detailed breakdowns. Some may require quotes for services from contractors. Always check first. For multi-year projects, cost estimates are also organized by months and years. This means that a project workplan and a cost estimate are often developed alongside each other.

Here are some tips on estimating costs:

- **Work with finance.** If the application is flexible in terms of categories, use the system that your finance office uses. Ask them to share a template and explain it. This will make it easier for you track the budget later.
- **Always look for help and find examples from past projects, budgets, and funding applications.** Save time and avoid mistakes by learning from those who have done this before.
- **Ask for estimates or quotes from contractors, suppliers, or consultants.** Some grant applications require this, and it is helpful either way.



- **Know the conditions.** There are usually specific things that a funder will and will not pay for. Some only pay staff, others only pay consultants, some won't pay for travel costs. Learn what these are and be sure to use cost categories that clarify what the funder will be paying for or not.
- **Share costs with another project.** Find out which programs would like to share resources. For example, team up on community outreach, share office space, printers, or other equipment; if your budget is only for a part-time assistant, see if another program with a part time assistant wants to combine the 2 part-time jobs into one full-time job where both of you can benefit from having someone on the job all day instead of half day.
- **Workplans set the baseline for a budget.** The example budget below is built from the workplan in the previous section. Notice that the Tasks and Steps are the same, and new 'Cost Details' column is added to itemize specific costs for each step. Also notice the last two columns split the costs between the funder and the First Nation. This allows space for the First Nation to cover costs that the funder may not allow.



“There are two ways to do a budget. The first is when you plan the project first and estimate what it will cost. The second is when you have a fixed budget and try to make the project work within it.”

EXAMPLE: PROJECT BUDGET

TASKS	STEPS
Project Planning and Prep	1. Find and set up office space 2. Complete and confirm project understanding 3. Complete and confirm budget and workplans, reporting setup 4. Form advisory group (requires C&C input) 5. Hire & Train Staff (work with HR) 6. RFP / select consultants
Reporting and Communication	7. Table at events (see below) 8. Advisory Meetings (monthly x8) 9. Community newsletter & flyers (monthly x8) 10. C&C updates (quarterly) 11. Budget monitoring/reporting to funders (quarterly)
Develop Plan	12. Provide background materials to consultants 13. Coordinate reviews with committee 14. Draft & Review plan 15. Community meetings for feedback (x2 on-reserve and 1 off) 16. Elders Lunches for feedback (x3) 17. Meetings with Health Program staff (x3) 18. Table at Health Fair 19. Survey
Council Review and Final Plan	20. Review feedback and changes with advisory group 21. Final Plan 22. Present to Council for BCR 23. Final report
SUBTOTAL	
GRAND TOTALS	



COST DETAILS	BUDGET FROM ISC	BUDGET FROM FN
Laptop = \$1000	\$2,350	
Mobile phone & fees for 8 months = \$1000		
Office supplies = \$350		
-		
-		
(see below)		
Salary: \$30/hr x 7 hrs/day x 4 days/wk x 64 weeks, plus 20% benefits	\$64,512	
Training: \$1000 travel + \$2000 fees	\$3,000	
Consulting fees (from memo provided by consultant)	\$35,000	
(see below)		
6 advisors x \$100 honorariums + \$50 travel voucher, x 8 meetings		\$7,200
Colour printing 100 copies @ \$1 x 8 newsletters		\$800
-		
-		
-		
-		
-		
Hall rental + food = \$1000 x 3 events	\$8,250	
Door prizes = \$500 x 3 events		
Travel vouchers = \$50 x 20 people x 3 events		
Off-reserve travel for staff = \$750		
Food = \$200 x 3 lunches		\$600
Food = \$200 x 3 lunches		\$600
Table \$40, posters \$300, supplies \$100	\$440	
Survey software \$30/month x 3 months		\$90
-		
-		
-		
Colour printing and binding 20 copies @ \$10 each	\$200	
	\$113,752	\$9,290
		\$123,042

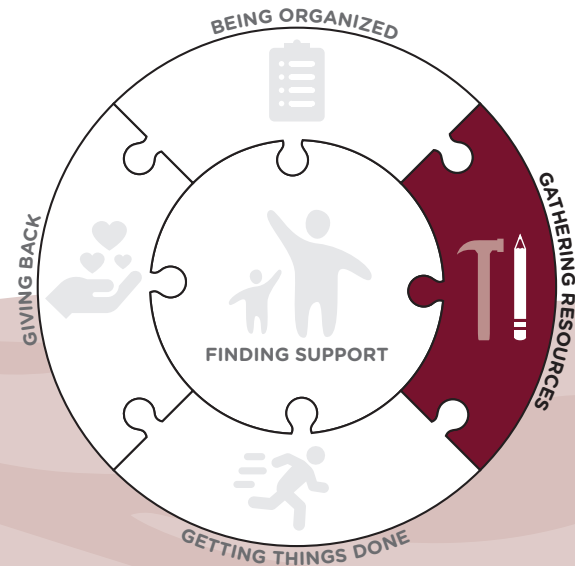
Budget Terminology¹

Here are some budgeting terms that may be helpful:

“Assets”	anything of value owned by the First Nation
“Budget”	a plan or outline of expected money and spending over a specified period
“Capital Assets”	tangible assets (physical assets) such as buildings, land, and major equipment
“Capital Plan”	a consolidated plan or outline of expected money and spending of all capital projects to be undertaken in a fiscal year
“Capital Project”	the construction, rehabilitation or replacement of the First Nation’s capital assets and any other major capital projects in which the First Nation or its related entities are investors
“Cash”	money, cheques, money orders, and equivalent forms of currency
“Cash Reserves”	money that a company keeps on-hand to meet short-term and emergency funding needs
“Contribution Agreement”	contract with a funder that outlines the terms or rules about using the funds, how and when the funds will be ‘disbursed’, and what records need to be provided
“Deficit”	shortage that occurs when an organization spends more money than it has on-hand over a period
“Disbursements”	money that is transferred from the funder to the project, sometimes in installments based on a ‘contribution agreement’
“Expenditure”	amount of money spent by the First Nation to buy goods or services
“Expenses”	amount of money spent on transportation, accommodation, meals, hospitality, or incidentals, to be paid back (reimbursed)
“Financial Statement”	formal record of all money and property of the First Nation within a specific period
“Fiscal Year”	twelve-month period used for tax or accounting purposes, for most FNs this is April 1 to March 31
“Purchase Order”	document stating the wish of a buyer to purchase something from a seller that shows the exact details of the items the buyer wishes to buy, most often used by a First Nation to purchase goods or services. Finance will pay the service provider when they invoice. The purchase order number (PO) is usually required by finance to pay the service provider
“Operating Budget”	the budget required to run or maintain a program, typically refers to staffing, program supplies, and asset maintenance, and does NOT apply to capital budgets (i.e., construction of buildings or facilities, infrastructure, or purchasing new major equipment)
“RFP”	Request for Proposal, a competitive process which allows service providers to bid on jobs, or to provide supplies or equipment to the First Nation. The selected contractor will need to enter into a service contract with the First Nation. RFPs lay out the First Nation needs and conditions and leave it up to the potential contractors to present a proposal that shows their experience, skills, and ability to carry out the contract within time and cost specifications
“Sole Source”	contract entered into by the First Nation without a competitive process to purchase goods and/or services, not RFP

¹ adapted from First Nations Financial Management Board “Sample Finance Policy”

3. GATHERING RESOURCES



Gathering resources is about assembling the people, money, and other supports that are needed to make the project happen.

GATHERING RESOURCES INCLUDES:

3.1 Money (page 34)

This section includes practical advice on how to find money for a project.

3.2 Staff (page 37)

When a project needs staff, here are some checklists to follow.

3.3 Project Teams (page 40)

This includes tips on working with other staff, asking for advisors, and pulling together a special committee. It also includes project partners and consultants.

3.1 MONEY

It's important to know that funders change, as do their priorities, from year to year – this means that the agencies named below may have new priorities by the time anyone reads this.

Indigenous Services Canada (ISC) and Crown Indigenous Relations and Northern Affairs Canada (CIRNAC, formerly INAC), is a primary source for many funding programs. Provincial ministries will often have funds available, as well as national organizations like the Canadian Mortgage and Housing Corporation (CMHC).

Every funding program is designed to support specific types of projects. Social Development Canada, for example, has funds for Elders programs. Choose Life has funds for youth programs and land-based activities. There are a variety of funds for internships or workplace income assistance. FedNor's Northern Ontario Development Program invests in community economic development.

Funding opportunities are constantly in flux, and usually are discussed for months or years before new funds are announced. Staying in touch with funders, tribal councils, and everyone else involved with funding makes it possible to track and stay prepared for new funds. Here are some tips on keeping up and being prepared:

- **Know the people managing the funds.** Picking up the phone and talking to people will help a lot. Get to know the regional reps for each funding program. Talk to them about community priorities and ask if any funds are available to coming soon to support them.
- **Know that people's jobs change.** Big government agencies are often reorganizing, and the staff moves around. However, personal connections remain. If a key contact changes jobs, stay in touch, find out who the new person is (if any), and be persistent.
- **Get a seat at the table.** In order to figure out what's available, sit on funding / grant review tables to learn what kinds of proposals work and don't work.
- **Create a funder's table.** Some communities invite funding partners to meet at a 'funder's table.' At a funders table staff and community leaders can discuss priorities and work out funding arrangements together, rather than expecting one funder to do everything.
- **Ask for advice.** Ask NADF and other support agencies for advice on current funding opportunities. Also stay in touch with other coordinators, as everyone together will do a better job of keeping up with what's out there.
- **Keep a list of resources in a spreadsheet or in any way that works for you.** Include contact info, funding categories, application schedules, total amounts, and pre-requisites.



“Learn the funding systems. Sit on funding and grant review teams to gain an understanding of what kinds of proposals get funding and what don't. Be proactive!”

Writing Proposals and Grants

If you have completed the “Being Organized” sections of this toolkit, you’ll find that you have most of the materials that are requested in a grant application: Project Understanding, Workplan, Budget, Council, and community support. Grant applications are sometimes very specific about formats or how workplans and budgets are organized, so there may be some modifications required. Here are some grant-writing tips:

- **Complete everything.** Fill out all the required information on the application (if you must leave some blank, explain why) Don’t leave readers to assume anything, write down everything and be specific.
- **Use the funder’s language.** If the request uses specific words, phrases, or section titles, you should use them in your proposal as well.
- **Get to the point early.** Ensure key goals and planned outcomes are clearly stated. What is the project and what will be accomplished?
- **Keep it human.** Describe the human element of the project (e.g., why does this project matter and who will it affect?)
- **Be honest about the community.** Include the project’s strengths and weaknesses (if weaknesses are asked for). Use an enthusiastic tone but remain credible.



“Writing a proposal for a project is a lot of work.

So, consider the workload of taking on a proposal, and all the details about the project, before working on another project.”



- **Be realistic.** Be certain that you can achieve the project objectives you make in your proposal: if approved, your proposal will lead to a legal contribution agreement.
- **Be on time but know there can be flexibility.** Always make the funding application deadline even if you have incomplete information, like a BCR or audit. Many funders will approve your application and then negotiate with you on extended timelines to submit a BCR or audit.



“We asked our funders how they could support us and they told us they’d help train staff in writing proposals. They helped us write the proposal that got us our youth worker.”



“A lot of these proposals [for projects] require band council resolutions, so making sure you have this ready way ahead of time is going to help you. It takes 3-4 days for our community. People might not be in town or unavailable to read and sign something.”

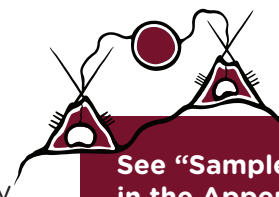


REALITY CHECK: DON'T BE INTIMIDATED

People are often afraid to write a proposal if they have never done one before. They can seem long and confusing and you may worry you will make mistakes. Don't be turned off by how long or how much information is requested. Don't be discouraged if co-workers are slow to provide requested information. You can do it. Just go through one section at a time, know that it takes a long time.

3.2 STAFF

All projects need staff to make things happen. Even if a consultant is doing a lot of the technical work, someone on staff needs to work with the consultants and manage their contracts. Assigning projects to existing staff or recruiting and hiring new staff is typically the job of the band manager, department head, program manager, or you, the Project Coordinator. Every community has its own protocols for hiring which may include an application and interview process.



See “Sample Job Posting”
in the Appendices

Existing Staff

Existing staff are usually very busy. If existing staff are needed to support a project, make sure to plan ahead and confirm with staff supervisors. Be clear about why they are needed by showing their specific tasks in the workplan. Some communities make an annual workplan every year. This is the best time to make sure your project has staff.

Not all staff will be thrilled to find out they have more work to do. If staff become challenging and are not doing their part in the project, consider ways to encourage them. How can you help? Can their tasks be clearer, or can they work on something they feel better about?



“Scan for staff in other programs that could support or work for the project that you’re working towards.”



“Whenever we do projects, we look within our membership for hiring new staff. If we can’t find staff there, we look to neighbouring communities.”

New Staff

If hiring is necessary, ask HR or Finance if there are any official hiring procedures and make sure to work with them through this process. Project funding sometimes includes a budget for hiring new staff on the payroll or on contract. Here are some basic steps for hiring staff:

- **Process.** Find out if there is an official hiring process and follow it.
- **Organize a hiring team.** A hiring team may include advisors from a committee, the Band Manager, a councillor, HR/finance staff, and program or department managers. This can be important in providing transparency for the process, especially if there are concerns about favouritism.
- **Write a job description** including responsibilities, length of commitment, salary, and benefits (optional in a job description), required skills or preferred experience. Also Include whom to send the job application to, and the deadline for submissions.



“Develop an orientation package - basically a resource for newcomers to have all resources in one place (departmental contacts, relevant band information, website access, communication preferences, office norms) and have regular check ins about it.”

- **Publish the job description.** This could be on your community website or Facebook page, on bulletin boards, on other communities’ websites or with other First Nation organizations like tribal councils. If you are recruiting off reserve members or non-members, try newspapers and online job boards.
- **Ask around** if anyone knows someone who would be available and able to do the job.
- **Respect the privacy of any applicant** and do not share names or potential hires with anyone outside the hiring team.
- **Review applications and meet with the most qualified people,** with help from the hiring team. There may be a members-first or First Nations first policy to follow. A typical interview process includes two or more people from the hiring team using a set of prepared questions.
- **Check references.** Always ask interviewees for references and always call those references only. Do not call anyone else such as former employers or relatives. You can also request that potential hires provide a criminal record check.
- **Choose a candidate and offer them the job.** The candidate may want to talk about the pay, hours, schedule, vacation days, or benefits. Be prepared and know what’s flexible and what is not. Put the final terms into a contract, confirm, and sign it. Only after the contract is signed should you notify other applicants that the job is filled.
- **Orientation of newly hired employees.** Introduce them to other staff, set them up with computer and equipment, review workplans and expectations, and review staff policies. If possible, set the new staff up with an official mentor who will help navigate the workplace.



“Look for those that have life experience in the position that you’re hiring for.”

Training Staff

When creating staff or project workplans, always consider training needs and build these into the year ahead. The lists below provide a general overview of skills by project type.



“With new staff or potential hires, meet them where they’re at. Ask ‘What do you envision for this role? You own this program, so how do you want it to happen? How can we work together best to make this happen for the community - what do we want together and how do we make it happen?’”

Foundational Skills:

- Software: Word, Excel, PowerPoint
- Grant writing
- Project Management
- Budget management
- Time management
- Communications

Skills for Programs:

- Team building
- Event planning
- Volunteer management
- Program specific: youth leadership, cultural camps, job training, childcare, family, and social services, etc.

Skills for Plans and Policies:

- Facilitation
- Public Speaking
- Conflict Resolution
- Understanding Land Use Plans, Land Code, Governance, HR, Comprehensive Community Plan, etc.

Skills for Capital Projects:

- Contracting
- Construction Management
- Understanding of infrastructure, housing, facilities, energy systems, weatherization, maintenance, mold remediation, etc.

3.3 PROJECT TEAMS

Many projects require a team effort. Project teams can include committees, advisors, consultants, knowledge keepers, technical specialists, event planners, caterers, decision-makers, and more. It's important to think about who is needed and get them organized.

Getting the team organized

Team members need to know a few specific things in order to work well together. This includes each team member's roles and responsibilities, expectations, and the overall project schedule. These details may already be included in the project outline or workplan from section 2. These details may be included in a contract, a 'terms of reference', or some other document or they may just be discussed and understood at the beginning of the project.

- **Roles and responsibilities.** Who is doing what? What is the scope of the team or committee's work? Are committees making decisions or advising only? As these tend to evolve throughout a project, it's helpful to keep track of and confirm responsibilities as new situations emerge.
- **Expectations.** These add details around timing, time commitments, and quality of work. Staff should know when meetings are and how much time they are expected to commit to the project. Committee members should know the frequency, length, and location of meetings they need to attend. Consultants or supporting organizations need to know what their deliverables and deadlines are.
- **Schedule.** This includes the overall project timeline (start and end dates, milestones). It also includes any regularly scheduled meetings.

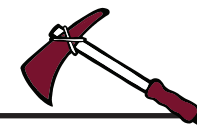


REALITY CHECK: TRYING TO ORGANIZE PEOPLE

Some people really appreciate it when the team is well organized, but being well organized doesn't work for everyone all the time. People don't show up, didn't read the memo, or don't respond to your messages. Be prepared to send reminders and explain things more than once, and don't take it personally!

Clarifying Roles

The following table outlines some common roles on a project team. These vary by community and may include just the first three roles for small projects, or all these and more for larger projects. The example below is truly just an example of various roles and responsibilities for different people – each community tends to be very different.



EXAMPLE: PROJECT ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Project Coordinator	Organizes and carries out day to day tasks implementing the project and managing the team.
Program / Department Head	Oversees the project coordinator, double checks budgets, schedules, and supports coordinator with managing committees, staff requests from other departments, and Chief and Council updates / decision.
Band Manager	Supports the project in terms of staffing and resourcing, oversight as needed.
Financial Manager	Receives budget reports from project coordinator and provides financial oversight
Advisory Committee	Reviews project materials, provides feedback on process and content, hiring consultants, engaging members, etc. Advisory committees are sometimes established by Chief and Council.
Councilor	One or more Councilors usually hold a portfolio that relates to the project and sits on the advisory committee, liaises with Chief and Council as needed
Elder advisor	Some communities ask an Elder to provide guidance to the project coordinator, who also sits on the advisory committee
Tribal Council or other support agencies	Various types of technical support including GIS/ mapping, research, training, facilitation, etc.
Consultants	Consultants provide specialized technical support including design and engineering, project management, engagement, and facilitation, legal and advocacy, etc.
External agencies	Depending on the project, these could be regulating agencies who review and approve plans, funders who establish and monitor specific expectations, or partner agencies who provide specific supports for specialty needs.

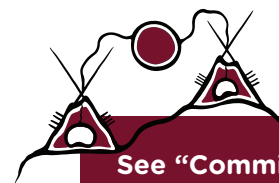
Committees and Advisory Groups

Committees and Advisory Groups are helpful with projects that require extra input or support from membership and Chief and Council. Committees and Advisory Groups usually meet regularly to review the project, approve any details, and offer advice on next steps or who to talk to next. Sometimes sub-committees are set up to look at specific pieces of a project. Sub-committees report back to whole group, team, or committees. Committees take a little extra work to manage but they lend credibility and community support to a project.

Committees are typically more formal. Formal committees often require approval from Chief and Council and take more time to establish. Advisory Groups tend to be less formal. They can be more flexible but may not appear as legitimate to members who are skeptical of the project. More complex or political projects may require more formally established committees. 'Ad hoc' committees mean they are set up for the project and end when it's complete.

When setting up or managing a committee:

- Form a committee as early as possible.
- Ask for advice about who should be on the committee.
- Keep committees to an appropriate size (between 6-12 people).
- If necessary, have people fill out an application to be on the committee.
- Think about having broad community representation (Elders, youth, community champions, representatives from different families) as well as knowledge (people who know the land, the language, etc.).
- Set a regular schedule for committee meetings.
- Take notes at meetings.
- Communicate regularly so that committee members know what's going on.
- Always offer food and gratitude, publicly thank committee members for helping out.
- Always sum up the advice or direction at the end of each meeting to make sure you have gotten it right



See “Committee Terms of Reference” in the Appendices

Project Partners

Project Partners for the purpose of this toolkit do not refer to joint ventures or economic partnerships. They refer to organizations or agencies who are working with the First Nation to implement a project. Typical project partners include NADF, Tribal Councils, government ministries, or private companies or non-profits. This could also include organizations within the community but outside of the band office, such as a business group or Education Authority.

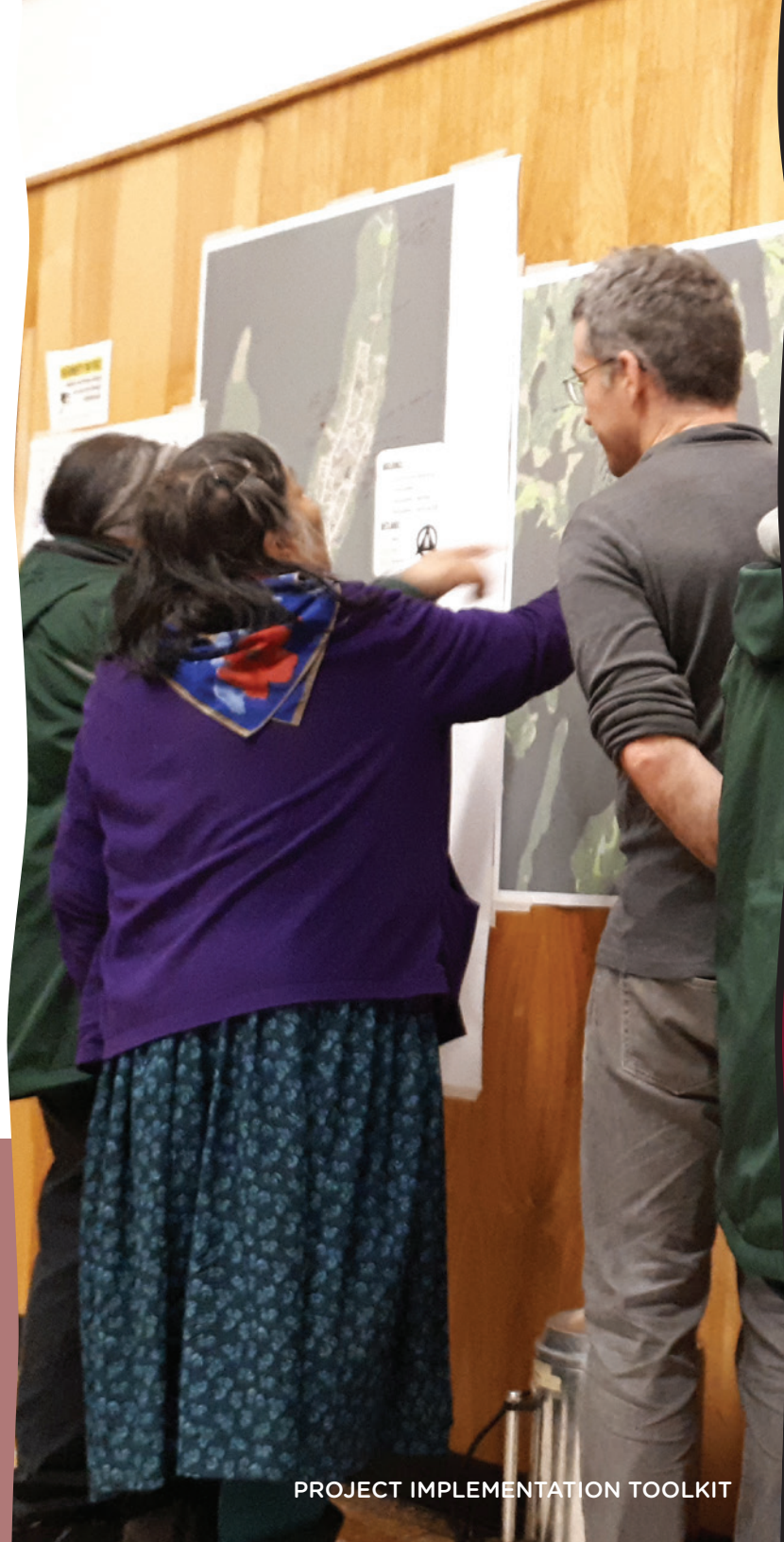
Project implementation partnerships are about sharing resources, skills, finances, and tasks in order to get something done that a single partner couldn't accomplish alone. For example:

- A program or service delivery partnership could include First Nation departments and programs (like community health and social programs) working Indigenous Services Canada (ISC), the school, or tribal council health and social department.
- A policy development partnership might include First Nation staff working with a Tribal Council or an Indigenous services group such a NADF.
- A capital project partnership might include First Nation staff working with a Nation-owned construction business, Tribal Council staff, Crown-Indigenous Relations, and Northern Affairs (CIRNAC), the Ministry of Transportation, or the Ministry of Natural Resources and Forestry.



REALITY CHECK: PROJECT PARTNERS

Be aware that some partnerships can be more work than they're worth, so be careful about who you partner with and how you involve them. Well-meaning NGOs can swamp out a community project with their own mandate. Outside agencies have different expectations or ways of doing things.



REASONS TO FORM A PARTNERSHIP	EXAMPLE
To involve the group who will manage the program, policy, or capital project <i>after</i> the completion of the work.	<i>Public works is building a childcare centre and partners with the childcare provider who will run the centre.</i>
To connect with the people who the project will serve.	<i>A youth recreation program is being organized by the new youth coordinator. She partners with the Education Authority to recruit students and find out what activities they're interested in.</i>
To add people who have specific experience or skills that will help the project.	<i>The Lands Manager is creating a Land Use Plan. She partners with the Tribal Council because they have a GIS/mapping team.</i>

A partnership is usually established in stages that are marked by increasing levels of trust and commitment. Those stages typically look something like this:

- 1. Scoping things out.** The Project Coordinator considers a variety of potential partners, asks about them, and reaches out to them to gauge their interest, skills, availability, and reliability.
- 2. Initial agreements.** An initial agreement may be drawn up that outlines the project and the partners' roles and commitments to the project. These may refer to specific tasks, expertise, time, or money commitments. In a formal process this agreement is drafted, edited by both parties, and finally called a 'Letter of Intent' (LOI). In an informal process this may all be figured out with a handshake over the coffee pot in the community centre. Even when it's informal, write it down in an email or memo and send it to the partner so that both parties agree and remember the deal.
- 3. Project planning and detailed agreements.** Partners work together to clarify project workplans and schedules. These should be written down in an agreement called a Memorandum of Understanding (MOU). Since these can be legally binding a review by legal counsel is recommended. Reliable partners or those offering limited help may not bother with an MOU or letters of intent.
- 4. Project implementation and partnership maintenance.** Partnerships need plenty of attention during project implementation. The basic key to a good partnership is to communicate a lot and stay organized. If things get delayed, communicate. If help is needed, communicate. If things go badly, have a plan for how to resolve things or withdraw from the partnership. If things go well, have a plan for how to show appreciation and give credit to the partners.

“Network and find partners who could offer trainings in your community.”



Consultants

Some projects really need the specialized skills and experiences or extra horsepower that consultants offer. When bringing a consultant on board to help with a project, it's important to set some ground rules and avoid some common pitfalls.



WHAT CONSULTANTS SHOULD DO

- Consultants should always be under the direction of local staff/ community leadership.
- Consultants should work closely with the community and the project coordinator to ensure the needs and objectives of the community are being met.
- Consultants should have a presence in community (e.g., not just remotely working and not meeting anyone, they need to actually see and experience the community on the ground).
- Consultants should include training, mentorship, and capacity building into their work.
- Consultants should have cultural competency and a sensitivity for working with Indigenous peoples.
- Consultants should be paid based on project deliverables. This ensures the work is completed before getting paid.



WHAT CONSULTANTS SHOULD NOT DO

- Assume they 'know' the culture and community and make recommendations without community guidance
- Change the budget, deliverables, project plan or scope of work without approval
- Assume they know who to talk to about what. Consultants always need guidance on effective, appropriate ways to engage members.
- Upsell or introduce some new 'thing' - a tool, technology platform, system, subscription fee, philosophy, etc. - that requires a long-term obligation from the First Nation.
- Talk 'out of school' - sharing information about the project, staff, leadership etc. with anyone, including members, without guidance about what should be kept confidential
- Ask for upfront payments beyond a reasonable deposit. Payments should always be based on work completion milestones, so that the work is done before they get paid.

Also see “Consultants That Aren’t Working Out” in section 4.4



REALITY CHECK

First Nations have many stories of being taken advantage of by consultants who charged a lot of money for doing work that didn't meet the needs of the community. *It's important to remember that the community is always in the driver's seat when it comes to working with consultants. Always.* They shouldn't be imposing themselves, their values, or any specific “agenda” that wasn't created by the First Nation.

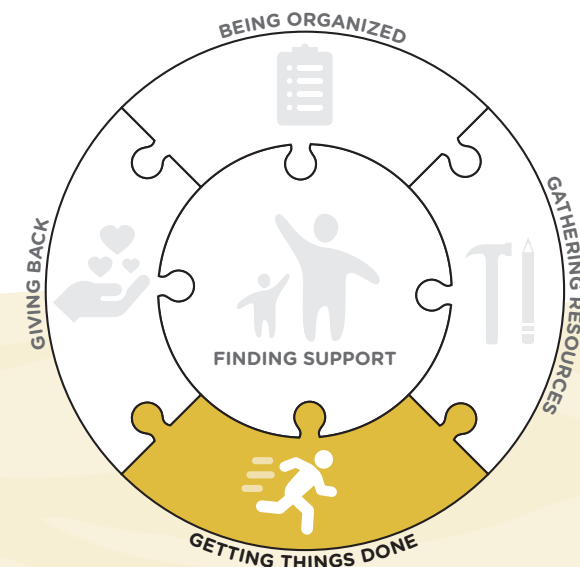
If a consultant is needed for a project, there are a few steps to follow.

1. **Define the consultant's role and budget.** Refer to the project workplan or charter and spell out exactly what the consultant is needed for. Consultants should be ready to provide a detailed workplan with milestones and deliverables.
2. **Prepare and send out a 'Request for Proposals' (RFP).** In some cases, a trusted consultant with proven experience and reliability may be hired directly without a bidding process, this is called a direct award. Otherwise, most consultants are hired through a bidding process that begins with an RFP. RFPs include a description of the overall project, the specific needs for consultant support, and a budget. Ask the Band Manager or others in the office for sample RFPs and how to distribute one.
3. **Manage responses to the RFP.** Consultants usually have questions to clarify or gain context on some specifics before they can complete a proposal. The standard way to handle this is to have a short period of time for questions and answers before the RFPs are due.
4. **Choose the best consultant.** Organize a small group to review proposals. Interview the top three consultants before making a decision.
5. **Set up a contract and workplan.** The next step is to set up a contract and confirm a work plan with the consultant. Work with finance or a department manager to make sure it is done well, and review the contract with a lawyer if possible. Always tie the payments to completion of tasks or receiving the deliverables. Most consulting arrangements that go badly are due to consultants getting paid before they've completed the work or going over budget and asking for more money. This leaves the First Nation with no leverage over the quality of the work.
6. **Consultant management.** Once the project is underway, the Project Coordinator needs to coordinate with the consultants and make sure the work is being done well and on time. Regular meetings and frequent communications are key to smooth operations. Request work plan completion and budget updates on a regular basis and CC your email request to Council so the consultant takes the request seriously. Don't be afraid to withhold payments until the work is done.
7. **Pay consultants on time.** Consultants need to be paid just like staff do, and good ones are worth keeping around. If there are cash flow problems, let the consultant know when they will be paid. Follow up with finance to make sure any requested payments were made.



See "Sample RFP" and
"Sample Consultant Contract"
in the Appendices

4. GETTING THINGS DONE



With plans and resources in place, it's time to get things done. Getting things done includes completing project tasks as well as keeping up with files, budgets, team members, and reporting.

GETTING THINGS DONE INCLUDES:

4.1 Project Knowledge Keeping (page 48)

This explains how to keep track of files so that the memory of the project is not lost.

4.2 What To Do Next (page 50)

This includes tips for how to approach each day and each new stage of the project.

4.3 Tracking and Reporting (page 51)

When there are lots of moving parts, tracking budgets and progress helps coordinate the work.

4.4 Dealing with Change (page 57)

Every project hits bumps in the road. This includes advice on how to handle that.

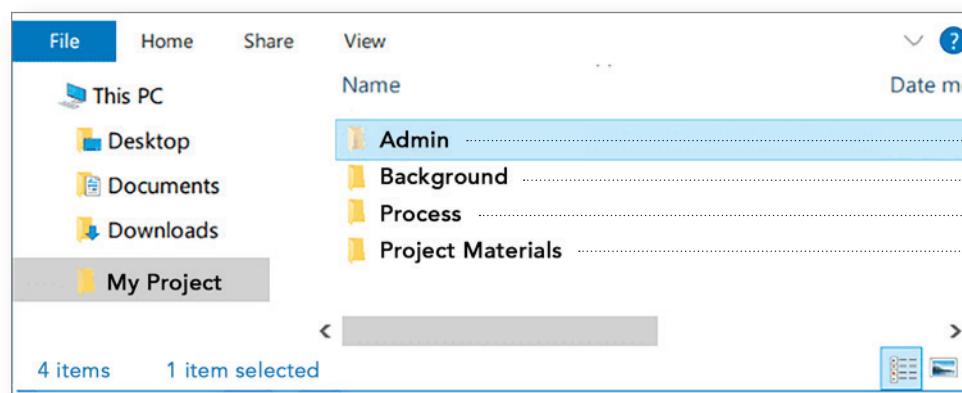
4.1 PROJECT KNOWLEDGE KEEPING

Project knowledge keeping is about organizing all the reports, emails, and other materials that are created during a project. This helps the project coordinator and the team save time. It also helps future coordinators who may pick up this or a related project down the road.

Filing Systems

The best filing system is the one that everyone agrees to use, and then actually uses it. Filing systems are simply the folders set up on a computer and the categories of information that each folder represents. When folders fill up and become hard to navigate, create sub-folders for specific events, tasks, or studies.

EXAMPLE: BASIC PROJECT FILES



contracts, budgets, grant applications, workplans, schedules, project charter

past reports, plans, studies, maps, laws, bylaws, case studies and example policies, examples from similar projects / communities

meeting plans and notes, Chief and Council updates, community event plans, flyers, posters, etc.

project reports, plans, maps, etc.

File naming is also helpful. File naming conventions usually include a date, a file name, a version number (when the document is drafted and revised multiple times), and the name of the person who last edited the file. Ask everyone on the team to use the same system.

EXAMPLE: FILE NAMING

Convention

yyyymmdd_FileName_versionnumber_person

Examples

20220516_MeetingPresentation_v2_DaveH.ppt

20210322_ProjectCharter_v10_JanetK.doc

20170401_ImplementationGuide_v300_Anita.pdf

Backups

Computers die, and sometimes are stolen. Keeping a backup of the project files is extremely important. The First Nation may have a backup system on the 'cloud' or on a secure server in the building. If not, look into setting one up for the project only. Where the internet is limited, get an external hard drive, and set up a backup schedule.

Many project coordinators may also choose to keep a binder of printed project materials. This can be a backup and an accessible way to share information with others. Binders include printed emails, document drafts, contracts, schedules, and anything else that is also on the computer.

Organizing as a Project Task

While everyone will hopefully do their best to sort files as they arrive, this effort will always need a little upkeep. Block out specific days of the week or month for file organizing, scanning paper documents, and clearing out old files. If possible have one person be the filer for a project so that the organization is consistent.



REALITY CHECK

There are many stories about projects that have no records. The laptop with the files was stolen or lost, the previous project coordinator didn't keep records, or there may be files but no one can find them. New project coordinators lose a lot of time trying to track these things down or doing everything again from scratch.



4.2 WHAT TO DO NEXT

After so much planning, it is always a surprise to find out that there is no ‘to do’ list for today, or even for the coming week. Project work plans are “bigger picture” than day-to-day tasks, so daily and weekly personal workplans have to fill in the details.

The trick to knowing what to do next is to break the big project tasks down into many small steps. Do you need to write a report? Start with an outline or table of contents. Do you need to organize a community meeting? Start by booking an available time at the rec centre. The everyday tasks are all the small steps that lead to completion of big picture stuff. Here are some tips on how to be a doer:

- **Work backwards from the project workplan.** The workplan usually refers to the big things like “hire a consultant” or “hold a community meeting”. Working backwards means making a list of the smaller tasks that lead up to the bigger things. For example, the small tasks that lead up to a “community meeting” include reserving the space, hiring a caterer, making flyers, preparing a presentation, and having an agenda. Picking away at these small tasks every day really adds up.
- **Make a to-do list every morning.** This should be for the day or the week. Keep each item tangible and doable. For example, ‘start the report’ is doable, ‘write the entire report’ may not be doable. Check each thing off when they’re finished.
- **Prioritize the to-do list.** Its easy to make a too-long list. Underline the most important things: tasks with deadlines, tasks that will help others continue doing their work, tasks that have been put off for too long.
- **Put recurring tasks on the calendar.** Schedule recurring tasks such as committee meetings, Chief and Council updates, budget tracking and reporting, or sending updates for the community newsletter. Each of these likely include preparation tasks on the days leading up to them, such as preparing a presentation or memo, or ordering dinner for the committee meetings.
- **Multi-task.** A Project Coordinator should expect to be ‘in progress’ with multiple tasks that have been started but not finished.
- **Anticipate the “big lifts.”** Some tasks require a big team effort to pull off. Take note of these and plan ahead as much as possible.
- **Clear your head.** Go get coffee, take a walk, organize the desk. A measured amount of self-care in some form is always good. If stress or frustration is bubbling into the workday, take a moment to breathe.



“This was a big learning experience for me as I slowly adjusted to my new work environment, I hadn’t ever done something like this before.”

4.3 TRACKING AND REPORTING

Tracking project progress and budgets helps project coordinators avoid running out of money, stay on schedule, and keep funders happy. This section reviews the various things to track and how to report on them. Setting up a tracking system for both budgets and workplan tasks should be an early, high-priority task. It is very challenging to go back to this and do it right if the project is already underway.

Who cares?

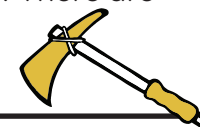
There are usually four groups to report to and each has different expectations: funders; managers; Chief and Council; and membership. Here is a review of each group:

- Funders.** Reporting is required as part of a funding agreement to show how money was used and the impact it made. Most funders want a task and budget report to know that their money was put to good use and the ‘correct’ use. Some funders also ask for project outcomes, lessons learned, and stories so that they can learn and improve their programs. Some funders’ reporting expectations are so burdensome that communities avoid the funder altogether. Reporting details and format vary by funder and by program, so the first steps are to read through their requirements, ask for any forms, and ask them to explain their expectations and procedures.
-
- See “Sample ISC Funding Report” in the Appendices
- Managers.** The finance manager needs to keep track of project budgets, invoices and payments, dedicated accounts, grants coming in and out, and overall budgets for the band administration. It is essential that purchases and payments are tracked and reported in a way that aligns with the finance manager’s system, including cost categories, receipts, etc. Ask the finance manager to provide a template, explain the system, and clarify deadlines.
 - Chief and Council.** Chief and Council need to know what’s happening with projects so that they can provide direction on key decisions, explain the project to interested members, and support project via potential funders or regulators. This information is usually delivered at Council meetings, so project coordinators need to learn how to get on their agendas and plan ahead. If there are no standard report formats, prepare a highly visual 1- or 2-page memo that includes (1) a short statement of project purpose and goals, (2) major project activities and completion status, (3) next steps, and (4) specific questions for Council to consider and respond to.
-
- See “Sample Chief and Council Report” in the Appendices
- Membership.** Members like to know what’s happening, when they’ll be asked for input, and whether their input was received. See sections 1.3 about Community Support and 2.3 about Outreach to the Community for more tips on how to do this.

Task Tracking

Tracking systems almost always use a spreadsheet or table, sometimes with separate sheets for different categories of tracking. There are many task tracking platforms online for those who prefer such systems.

To set up the spreadsheet or table, use the list of tasks and steps from the project workplan and/or funding application. That list is the first column in the table. Add new columns that include status, roles, and dates. There are many models for this.



EXAMPLE: PROJECT WORKPLAN TRACKER (BY TASK)

TASK / STEP	STATUS OF TASK / STEP	WHO IS WORKING ON THIS?	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	NOTES
<i>Secure project funding</i>	<i>Complete, received \$30,000 from Grants Canada</i>	<i>Contract grant writer</i>	<i>June 2020</i>	<i>June 20, 2020</i>	<i>Application filed in project folder</i>
<i>Secure project space</i>	<i>Complete, space set up in the youth centre</i>	<i>Band Manager with Program Manager</i>	<i>October 2020</i>	<i>November, 2020</i>	<i>Temporary until renovations</i>
<i>Hire project coordinator</i>	<i>In progress/late -</i>	<i>Program Manager</i>	<i>October 2020</i>	<i>-</i>	<i>Hiring process had to start over after first hire had to quit for personal reasons</i>
<i>Project Phase 1: Research</i>	<i>Dependent on hiring of project coordinator</i>	<i>Project Coordinator</i>	<i>November 2020</i>	<i>-</i>	
<i>(Etc. - continue listing tasks for full workplan)</i>					

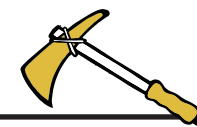
This setup and keeping regular updates mean the project coordinator has report-ready information for funders, managers, and Chief and Council. The table itself may be all that is needed for a report, or the information may need to be copied into a funders' standard form.

Budget Tracking

Budget tracking involves keeping a record of all actual costs and comparing them to the budgeted or estimated costs. Budget tracking works best in a spreadsheet so that the project coordinator can automatically add up costs and keep an eye on the overall budget. A single spreadsheet file can include multiple worksheets, so all of these ‘trackers’ can be kept in one place.

It can save a lot of time if the budget is tracked in a way that aligns with both the finance manager’s system and the funders’ reporting system. Ask the funder if it is possible to work with the First Nation’s system, so that both can be tracked in a single setup. Ask the finance manager to help with this and to help align the systems if needed.

Budget tracking requires project coordinators to track each specific cost in a ledger. *The project coordinator or some other person who is clearly assigned with this task should enter these costs weekly or as they happen.*



EXAMPLE: ITEMIZED PROJECT COST TRACKER (OR LEDGER)

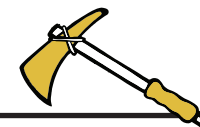
DATE	ITEM	DETAILS	PAID TO / PAYABLE TO	FIRST NATION COST CATEGORY (a code provided by finance)	FUNDER COST CATEGORY (if different from FN categories)	PROJECT TASK (from workplan)	AMOUNT
03/11/2021	Wages -Project Coordinator	full-time x 12 months	John V.	5100 - Salaries	300 - Staffing	Hire & Train Staff	\$35,000
04/15/2021	Catering	Meal at gym for community meeting	Nora S.	5900 - Events	100 - Community Outreach	Community meetings for feedback	\$600
04/17/2021	Newsletter	1 page flyer 100 copies	Rainbow Printers	5400 - Communications	100 - Community Outreach	Community newsletter & flyers	\$350
06/02/2021	Background Research Report	Situation research report	ABC Consultants	5800 - Consultant fees	200 - Consultants	Draft & Review plan	\$4,500

Budget tracking also requires project coordinators to summarize costs according to project workplan tasks, funder’s cost categories, and First Nation cost categories. The main reasons for summarizing costs in this way is to provide these to the funder in funding reports, and to track the overall budget against the workplan.



“Check in with finance about whether the project coordinator should actually do budget tracking. It might be finance who does this stuff.”

The example below shows a budget that is summarized by project tasks. Similar budget summaries can be set up for funder's cost categories or First Nation cost categories. Looking at the bottom row in the example below, the estimated budget was \$123,042. The actual costs to date are \$105,200. The remaining budget for the project is \$17,842. The project coordinator now knows that the project either needs more funds or needs to be completed with \$17,842.



EXAMPLE: PROJECT COSTS SUMMARY BY WORKPLAN TASKS

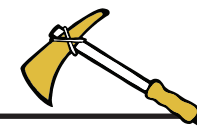
TASKS	STEPS	ESTIMATED COSTS	ACTUAL COSTS TO DATE	REMAINING BUDGET
Project Planning and Prep	1. Find and set up office space	\$2,350	\$4,000	-\$1,650
	2. Complete and confirm project understanding			
	3. Complete and confirm budget and workplans, reporting setup			
	4. Form advisory group (requires C&C input)			
	5. Hire & Train Staff (work with HR)	\$67,512	\$75,000	-\$7,488
	6. RFP / select consultants	\$35,000	\$25,000	\$10,000
Reporting and Communication	7. Table at events (see below)			
	8. Advisory Meetings (monthly x8)	\$7,200	\$1,000	\$6,200
	9. Community newsletter & flyers (monthly x8)	\$800	\$200	\$600
	10. C&C updates (quarterly)			
	11. Budget monitoring/reporting to funders (quarterly)			
Develop Plan	12. Provide background materials to consultants			
	13. Coordinate reviews with committee			
	14. Draft & Review plan			
	15. Community meetings for feedback (x2 on-reserve and 1 off)	\$8,250		\$8,250
	16. Elders Lunches for feedback (x3)	\$600		\$600
	17. Meetings with Health Program staff (x3)	\$600		\$600
	18. Table at Health Fair	\$440		\$440
	19. Survey	\$90		\$90
	Council Review and Final Plan	20. Review feedback and changes with advisory group		
21. Final Plan				
22. Present to Council for BCR				
23. Final report		\$200		\$200
Total Project Budget		\$123,042	\$105,200	\$17,842



“We always share our project budgets and proposals with finance so that they have a record and know what’s happening. We also have a monthly meeting with finance to review those budgets and make sure things are on track.”

Tracking Consultants

If there are consultants working on the project, set up a separate system for consultant tasks and budget only. This allows the Project Coordinator to follow the consultant’s progress on tasks and the payment schedule that should be tied to deliverables. The Project Coordinator can check this schedule to make sure the consultant isn’t billing for work that hasn’t been completed.



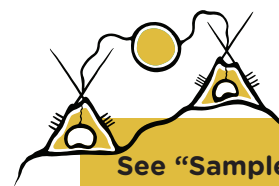
EXAMPLE: CONSULTANT TASKS AND BUDGET TRACKER

TASK / ACTIVITY / DELIVERABLE	PAYMENT (from contract)	STATUS	INVOICE RECEIVED (DATE)	INVOICE PAID (DATE)	HOLD UPS / NOTES
1. Background Report	\$3,500	Complete	3/08/2021	3/22/2021	
2. Community Meeting #1 with report	\$6,000	Complete	5/01/2021	6/04/2021	
3. Draft Plan	\$12,000	In progress	6/15/2021	Held until draft plan is provided	<i>Waiting for data from Tribal Council</i>
4. Community Meeting #2 with report	\$6,000	In progress			<i>Delayed by election / new Council</i>
5. Final Plan	\$10,000	Not started			

Make it a habit

Lots of numbers can paralyze some people and cause them to avoid this work. Develop a regular and frequent schedule to spend time on these tracking and reporting tasks. Set up a system for collecting and filing receipts and invoices. Put reporting deadlines on the calendar and set aside the days needed to prepare for them. Here are some additional tips on tracking and reporting:

- **Keep your own records.** Even if finance is doing this for you, it is helpful to know where things stand.
- **Conduct a monthly review** of the budget comparing estimated costs to actual costs. Ask finance to go over their summary of costs for your program and check for discrepancies.
- **Work with the First Nation system first.** Most First Nations will have a system for you to follow where you might have to fill out a form with the cost category ‘code’ and attach the invoice. Often you will need a manager to sign off on the expenditure before it goes to finance.
- **Ensure that any changes** to the original budget are properly documented and approved by all parties.
- **Save all the tracking and reporting files in a central, organized location.** Info can often be copied between reports or details easily updated, so you don’t start from zero every time.
- **Keep copies of all receipts, invoices, and contracts in the project file.** Scan and file them on the computer. Remember to rename the scanned file with a date and title so they are easy to find.
- **Keep copies of all project reviews and meeting minutes** relating to funding and budget in the project file.
- **Keep copies of a transfer of funds, cheques, and/or guarantees on file** (in the case of funds being received from outside agencies).
- **Keep on file any Band Council Resolutions (BCR)** that has been provided in support of the project with a monetary value.
- **Make sure transfer agreements and contribution agreements are signed** by the designated parties (usually a finance officer but can be a manager or even Chief or council member) and returned to the funder by the required deadline. Follow up with the finance team to ensure this happens. Failure to return a signed agreement could result in the funding being held up.



See “Sample Band Council Resolution” in the Appendices

4.4 DEALING WITH CHANGE

Whether it is good or bad, change is bound to occur during the life of a project. Some changes are foreseeable, others are out of the blue. Be prepared for change and anticipate the foreseeable ones as much as possible. There are several common scenarios that could happen.

New Chief and Council

Chief and Council sometimes change in the middle of a project. Political and financial support for the project is not always guaranteed, so it's important to think about how to handle such transitions. Check section 1.1 for more tips on finding support from leadership.

- **Get support in writing.** Ask Chief and Council to endorse projects with a Band Council Resolution (BCR) at the outset. BCRs that have been built into funding agreements or planning documents are harder to dismiss by new Chief and Councils.
- **Get the new Chief and Council up to speed ASAP.** Present to the new Chief and Council as soon as space can be found on their agenda. Having impactful, well-organized information will help win their support. If you have a chance to have informal conversations with a councillor or the Chief before meeting with them, take the opportunity to talk with them about the project. Prepare information to share with new leaders that explains your project, why it's important, and how it came to be in the first place.
- **Emphasize community, partner, and funder support to a new Chief and Council.** If it's evident that there is lots of support, both goodwill from the community and adequate funding, there will be greater motivation for C&C to keep supporting it.

Staff Turnover

Changes in staff can set projects back or stop them completely. Be prepared by staying organized and keeping other staff involved.

- **Arrange for staff overlap.** Set up an overlap between the departing staff member and their replacement. This provides time to share information about the project and systems in place.
- **Cross-train employees and staff.** Train other staff to be familiar with a project or program, including interns or youth trainees. If the project coordinator leaves, someone else could pick up the project or at least be prepared to orient new staff.
- **Practice good organization of documents and information.** Having well-organized project files and information is particularly important so that the project memory is not lost when someone leaves. (See *Project Knowledge Keeping*).



Shifting Community Priorities

External factors like reduced funding, a crisis, or a natural disaster can change what people see as important. This can impact whether your project remains a priority for leadership and the community. Staff time and money allocated could be put on pause or withdrawn the project.

- **Listen to the community.** Take a poll, go knock on doors, talk to friends and family. What does the community want and need right now? Can the project shift gears to address new priorities?
- **Meet the need.** Think about whether there are ways that the project can respond to what the community thinks is important. Can a language program also provide job training? Can a road improvement project include a cultural celebration when the project is complete? Can a land use planning project also include youth mentorship or leadership opportunities?
- **Change the pace.** If project budgets slow down or community members aren't ready to engage with the project, figure out how to shift gears and move things along at a slower pace. Keep the project alive.

Consultants That Aren't Working Out

Sometimes consultants don't perform as expected, or act in a way that doesn't suit the culture of the community. Should you keep the consultant on board and help them correct their approach? Maybe the situation calls for ending the contract with them to salvage the project? Here are some thoughts on how to manage this situation:

- **Follow the payment schedule.** Payments should be tied to a schedule of outputs from the consultant. If the output is poor quality or incomplete, or if the consultant sends a bill before they've completed the required tasks, withhold payment and be clear about why.

- **Adjust the scope.** If the consultant is generally okay, technically skilled for example, but simply off the mark in terms of engaging the community, can the consultant's role be adjusted to better suit their abilities? Does the consultant need more guidance?
- **Consider the path to project completion.** Is completion possible without a consultant, or with a new consultant? Is completion possible with the current consultant if they are able to adapt or improve their performance?
- **Seek advice.** Review the situation with a trusted advisor and/or anyone who is responsible for the final decision (e.g., the department manager or band manager).
- **Know the terms of the contract.** Be sure to review the contract and know the termination policies to avoid any legal mishaps. If the decision has been made to terminate the contract, ask for advice on procedures from the Band's lawyer, or human resources manager, or band manager. Make sure to ask for all files, communications, and contacts that the consultant may have developed.
- **Keep it professional.** Even if the consultant deserves it, don't say or email anything that could cause problems in the future. Contract termination can lead to litigation, and all communications during this time should be very carefully factual and neutral. Do not argue with consultants and always keep an even tone in your voice if communicating in person or on the phone. Some contract termination agreements often include non-disclosure clauses, which means the First Nation client is restricted from talking negatively about the consultant for a certain period of time.

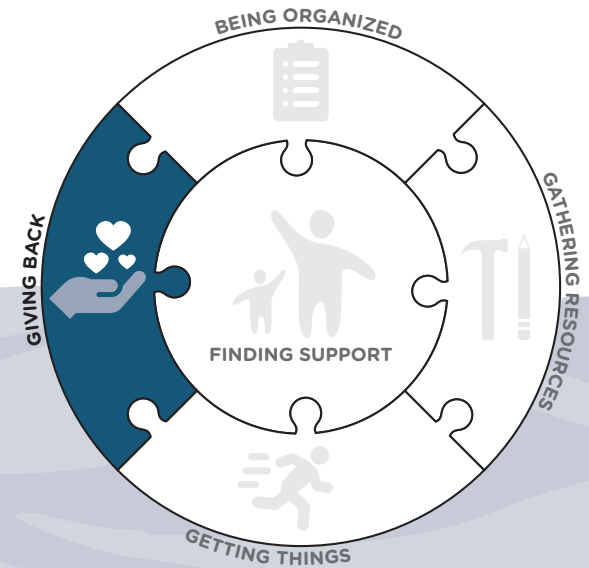


5. GIVING BACK

Project coordinators can add value to any project by finding ways to give back to the community. There are many ways to do this, and this section includes a few specific suggestions.

GIVING BACK INCLUDES:

- 5.1 **Building Capacity** (page 61)
Building capacity includes mentoring others, training less-experienced people, and helping other staff.
- 5.2 **Building Positive Relationships** (page 62)
Building positive relationships includes practicing lateral kindness, managing conflicts, and understanding others.



“I realized I wanted to be a change agent for my community - so I tried to learn everything I could to help and support our growth, I was inspired to go back and start rebuilding our Nation.”

5.1 BUILDING CAPACITY

Project coordinators usually learn a lot while implementing a project. They gain new skills and get better at doing things. Building capacity in the community means that the project coordinator finds ways to share these skills and experiences with others, so that there are more people who feel ready to do the next project and the one after that. Here are some ideas for how to give back by building capacity.

Mentoring

Mentoring is a way to bring less experienced people into a project and help them build skills and confidence. Mentors share advice, skills and experiences and often invite mentees to participate in project planning and events. Some mentoring programs are specifically for youth and include funds to hire a 'Youth Project Coordinator'. Youth coordinators often take the lead on youth outreach and are asked to participate in advisory meetings or presentations. Ask teachers, friends with kids, and youth program coordinators if they would recommend any young people. Star students are not always the answer, there may be young people who seem disengaged at school but who would thrive in a more hands-on situation.

Assistant Project Coordinators

If the budget allows for a second staff position, consider hiring an assistant Project Coordinator with the specific intention of preparing that person for a full Project Coordinator job. Even if their everyday tasks are more about project support and administration, be intentional about providing that person with time and training towards bigger responsibilities. Set up regular check-ins about skill building, ask the person incrementally to take on more complex tasks, invite them to shadow other Project Coordinators during important meetings, and give them space to grow.

Staff Mutual Aid

Many communities have staff 'silos' where everyone is doing different things and not coordinating or communicating with each other. Staff end up working at cross-purposes or duplicating efforts, and everyone struggles to figure things out on their own. Collaborating with other staff on mutually beneficial tasks creates an opportunity to save time and share skills and experience. This could include: asking other staff for help with something specific; coordinating outreach and community meetings for multiple projects; or, asking staff to participate in project meetings or committees. Remember that mutual aid needs to go both ways: you need to offer and give help if you also hope to receive it.



"Passing information on to the next generation of staff is critical to keep an administration functioning."



"Elders were a challenge to work with because I can understand the language, but I can't speak it; I had to ask for coworkers to translate and help me communicate with them."



"We expect senior staff to know about all the programs and services going on in the community, which helps us get out of silos."

5.2 BUILDING POSITIVE RELATIONSHIPS

Project coordinators usually have to interact with people every day and all the time. This includes other staff, community leaders, community members, and people from outside the community. Good relationships are important to getting the project done, but they are also key to fostering a stronger community in general. There are many ways to be intentional about building positive relationships, including: practicing lateral kindness; managing conflicts; and, actively trying to understand others.

Lateral Kindness

Lateral kindness is an idea that responds to the lateral violence seen in many Indigenous communities as a result of colonialism. Lateral kindness promotes active and intentional care towards others. The list below outlines some key ideas for bringing lateral kindness into the workplace.

- **Express Gratitude.** Express gratitude and sensitivity for others in forums, workspaces, project newsletters, and community meetings. Take time to thank volunteers and give them gifts or some other token of thanks.
- **Practice kindness.** Show compassion and kindness for others around you in the community. Compliments, appreciations, and kind words go a long way. Sarcasm, teasing, eye-rolls, and put-downs - even when they are meant to be funny - can bring people down.
- **Encourage safe working and learning spaces with zero tolerance for lateral violence.** Encourage a safe space by discouraging lateral violence and encouraging authentic, vulnerable discussion. Declare the workspace as a zero-tolerance space for violence of any kind (verbal, physical, emotional).
- **Check-In with others.** Take the time to check in with others and ask how they're doing. Never make assumptions about other people's feelings, attitudes, or decisions. There's always more going on beneath the surface!
- **Find resources and tell others.** Find support resources and counselling, direct those in need to these resources.
- **Practice active listening.** Stay present and practice active listening for the duration of meetings. Be present in the moment. Don't read your phone when someone is talking, even if they are talking too much.
- **Accept other's opinions.** Accept varying opinions as positive ways to enrich a conversation.
- **End in celebration.** End projects with a celebration or feast.

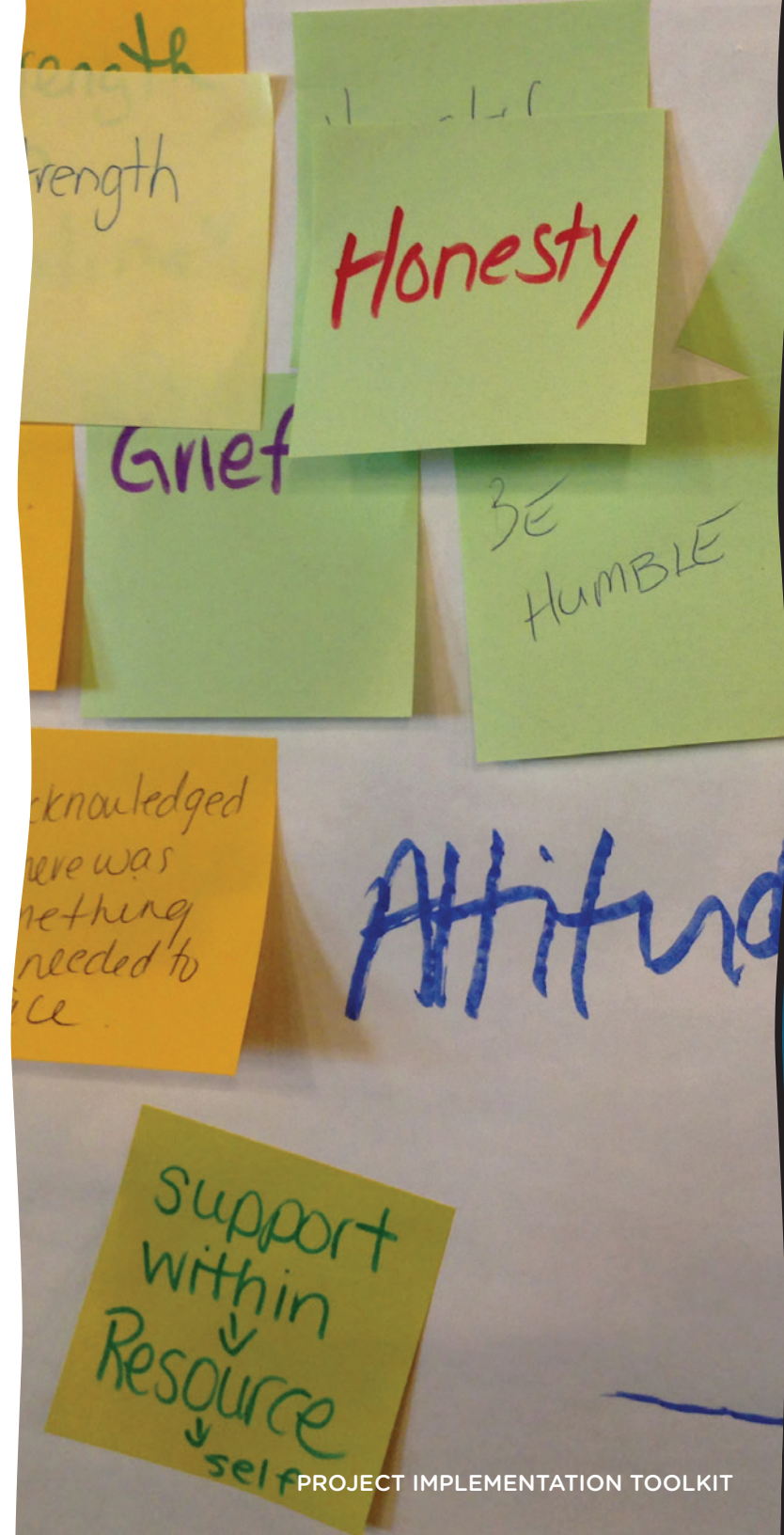


“My manager would remind me of how important my role is and to talk about the CCP with everyone in the community. This really motivated me.”

Managing Conflicts

Conflict can be unpleasant and awkward; but, if resolved properly and promptly, it can also be turned into an opportunity. Here are some tips for managing conflicts.

- **Avoid public confrontations.** People tend to 'dig in' when challenged in public and feel the need to 'win' or not be embarrassed. If someone confronts you in a meeting or public situation, acknowledge that they have a different and valuable opinion that you'd like to resolve, and ask if they'd like to talk about it later.
- **Make space to cool off.** Talking is tough when people are upset. Give it some time, let everyone cool down first.
- **Separate the problem from the people.** Don't let conflict become personal. Focus on the actual issues rather than the people involved. Issues can be addressed and resolved.
- **Focus on values rather than positions.** Understand that both people care a lot about whatever the conflict is. That's good. Clarify exactly what each person cares about and focus the conversation on that rather than the 'position' each person is taking.
- **Focus on alternatives.** Resolution should not be about one person 'winning' and the other admitting they were wrong. If the conflict is about two competing 'positions', think about every possible alternative that might offer resolution.
- **Find a mediator.** This could be a respected person in the community or a trained professional. Either way the mediator should be seen as neutral.





Understanding Others

Understanding others helps project coordinators think specifically about how to appreciate and work with specific people. Every person is unique but there are some classic personality ‘types’ that can be amazingly helpful and annoying at the same time. Instead of being annoyed, learn how each type of person can help the project team and the community. Here are some of those ‘types’:

- **Analyzers.** Analyzers tend to be organized and focus on facts and figures. They like being organized and don’t like it when plans are vague. Analyzers tend to rely on rules and procedures. If you need something to be organized and detailed, let an Analyzer take the lead!
- **Thinkers.** Thinkers tend to be quiet in meetings to the point that you’re not sure if they’re paying attention. Thinkers need time, they wait until they understand the situation before speaking up or making a decision. If a conversation is going in circles and you need some insight, ask a Thinker to speak up.
- **Doers.** Doers get frustrated when there’s too much talking, they want to take action and the sooner the better. Doers need to feel and see progress and are at their best when there is something specific to do.
- **Nurturers.** Nurturers care most about relationships and feelings. It is more important to ensure that people are happy than it is to get things done. Nurturers notice when people withdraw or are upset. Since relationships in community are very important, nurturers can be critical to maintaining support from all corners.
- **Generators.** Generators are idea people. They throw around new ideas and drive Analysts crazy. Generators are undaunted by practical considerations and know that most ideas will never happen. They’re great at finding innovative solutions and adding interest to most aspects of project work.

FINAL WORDS OF ADVICE



“Working with the right people towards goals of the project builds unity and strength. With teamwork, any project will be achieved!”

- PAUL HENDERSON,
MITAANJIGAMIING
FIRST NATION

“A clear vision is backed by definite plans so always plan your work and work your plan because failing to plan is planning to fail.”

- ALICE SASINES,
ANIMBIIGOO ZAAGI'IGAN
ANISHINAABEK FIRST NATION

“To do the job right, you need the right tools. This is the ultimate CCP Tooldon't get hung up on what order that we've put the steps in, make it your own and do things in the order that your Community needs.”

- PRISCILLA GRAHAM,
ANIMBIIGOO ZAAGI'IGAN
ANISHINAABEK FIRST NATION

“The knowledge shared here is a way of giving back to the next community with the best of intentions. You and your community are at a special place and time, you will struggle and feel overwhelmed at times but you can do this. You are encouraged to start before you start, get yourself prepared, read and take what you need from this gift, it is meant to support you in this community adventure and your role in it. Wishing you all the best and looking forward to seeing photos of your plans becoming realities.”

- BRENDA MORRISSEAU,
SAGKEENG FIRST NATION

APPENDIX: SAMPLE FORMS AND DOCUMENTS

KEY DEFINITIONS

- **Audits:** an audit is an independent examination of a First Nation's financial transactions and financial statements, conducted in accordance with generally accepted standards. Usually these are performed by Certified General Accountants (CGAs) and Chartered Accountants (CAs).
- **Audit Review Letter:** a letter provided by a First Nation's funding service officer from ISC/CIRNAC. The letter provides the results of the review of a First Nation's audited financial statements and typically includes: information on surplus / deficit, program recoveries and reimbursements, program deferred revenue, and financial indicators.
- **Baseline Data:** is a measurement of how things are before a project or program starts. This helps with monitoring the project or program's impact, by comparing the baseline situation to how things are during and after the project/program.
- **Capacity:** the ability of community members to make a difference over time across different areas. Capacity commonly refers to the skills, lessons, and ongoing learning that community members perform to build a stronger community.
- **Capital Project:** is about building or repairing something in the community, like a road or a park or a new subdivision. Often this involves infrastructure like sewer, water, or energy systems. An example of a capital / infrastructure project is building a new community park.
- **Charter:** a charter (or 'Project Charter') is a snapshot of the project. It outlines what you are doing, why you are doing it, how you will do you, and who will be involved.
- **Committee:** a group of people dedicated to overseeing, providing feedback, and guiding a project.
- **Communications Planning:** determining the information and communications needs of the groups affected by the project.
- **Conflict Resolution:** is a process for two or more people to agree upon a peaceful solution to their disagreement.
- **Consultant:** an individual, group, firm, or organization that brings experience and expertise on a particular aspect of community development. Consulting firms employ professionals (e.g., planners, engineers, architects) and support staff having the training and expertise to perform this work. Engineers and architects are controlled and licensed by provincial professional associations who are chartered by provincial legislation to perform this control function.
- **Contingency Planning:** development of a management plan that identifies alternative strategies to be used to ensure project success if specified risk events occur.
- **Crown-Indigenous Relations and Northern Development Canada (CIRNAC):** is the federal government department responsible for Canada's northern lands and territories and is one of two departments (the other ISC) with responsibilities for policies related to Indigenous people in Canada.

- **Deliverables:** tangible ‘things’ that the project produces. Measurable, tangible, verifiable, outcome, result, or item that must be produced to complete a project or part of a project a
- **FedNor:** is the Government of Canada’s economic development organization for Northern Ontario. It offers programs, services, and financial supports for communities and organizations throughout Northern Ontario.
- **Financial / Finance Policy:** outlines financial procedures and/or the roles and responsibilities of First Nations staff and Council with regard to financial management of a First Nation. These policies are established for many areas of First Nations operation such as Personnel, Housing, Education and Governance.
- **Gantt Chart:** a chart that lays out all tasks along a timeline. These help with tracking project progress.
- **Indigenous Self-Government:** the formal structure through which Indigenous communities may control the administration of their people, land, resources and related programs and policies, through agreements with federal and provincial governments.
- **Indigenous Services Canada (ISC):** is one of two departments (the other CIRNAC) that is responsible for policies relating to Indigenous people in Canada. Their mandate is to, “work collaboratively with partners to improve access to high quality services for First Nations, Inuit, and Métis”.
- **Management Letter:** a document provided by auditors that makes recommendations for the improvement to financial management activity of a First Nation. This is a key tool for assessing how the finance department is operating, as well as access professional recommendations for improvement.
- **Mentorship:** mentorship is the process by which one person (or group of people) provides another person guidance on a particular subject or task. Mentors are the ones doing the training, mentees are the ones receiving the training.
- **Milestones:** major activities that are performed and completed. These usually mean significant progress has been made in finishing a project.
- **Monitoring:** capture, analysis, and reporting of project performance, usually as compared to the plan.
- **Own Source Revenue (OSR):** is the revenue that an Indigenous government raises by collecting taxes and resource revenues or by generating business and other income. Some communities can also generate income through commercial activities.
- **Partnership:** a partnership is a relationship where two or more parties form an agreement to do something together. Partnerships should be mutually beneficial for all groups involved.
- **Tasks:** activities undertaken during the project.

- **Risks:** potential problems during a project's lifetime that might happen.
- **A Plan:** is a document that outlines a course of action for getting something done. An example of a plan is a Comprehensive Community Plan (CCP), a Capital Plan, or a strategic plan. A plan can also be a policy if it includes rules or procedures that must be followed.
- **Policy:** is a guideline, rule, or procedure adopted by Chief & Council. Examples of policy-related projects are updating a community's election code, developing a land code, or establishing an animal control bylaw. Some plans can also be policies if they establish rules or procedures.
- **Program:** is about offering services or activities to the community. An example of a program is an Elder's Home Care Program where a health care nurse provides resources and care to Elderly groups in a community.
- **Project Team:** the group of people involved in working on the project. Sometimes this refers to consultants and partners, sometimes it is specific to staff and members in the community.

SAMPLE BAND COUNCIL RESOLUTION

First Nation Resolution/Band Council Resolution

DO HEREBY RESOLVE THAT: A Quorum of _____ First Nation met on the ____ day of _____, 2019

WHEREAS Pursuant to the Indian Act and their inherent powers of self-government, the Council is empowered to act on behalf of _____ First Nation.

AND WHEREAS we need to guide our next generation of leaders through guiding youth in taking a positive, more prominent role in the community through promoting unity, leadership skills, and independence.

AND WHEREAS it is our way to give voice to the youth

AND WHEREAS the formation of a Youth Council received broad community support through the community outreach activities and was noted as a priority in our Comprehensive Community Plan

THEREFORE BE IT RESOLVED that the _____ First Nation hereby endorses the creation of a Youth Council to help aid decision making and have a direct say in youth decisions. The Council will give assistance and resources while this process is being created.

Dated:

Signed:

SAMPLE PROJECT CHARTER

1.0 PROJECT IDENTIFICATION	
Project Title	<i>(Example -To conduct a Feasibility Study for XXX Project)</i>
Project Description	<i>A 2-3 paragraph summary of what is being proposed.</i>
Project Originator/ Sponsor	<i>(Sponsor - A person/organization authorized to commit resources to the project. Project Charter is issued by the project sponsor that formally authorizes the existence of the project, and provides the Project coordinator with the authority to apply organizational resources to the project activities.)</i>
Project Lead/ Project coordinator	
Date Prepared	

2.0 PROJECT BACKGROUND INFORMATION

The reasons/ information/ dialogue/ requirement/regulation that lead to the project being initiated.

3.0 PROJECT GOALS AND OBJECTIVES

Project Goals are high-level statements about what the project is trying to accomplish. They are broad, general intentions, and are typically intangible and abstract.

Project Objectives, in contrast, are concrete statements describing a particular desired outcome of the project. Sometimes objectives represent steps toward achieving the goals.

4.0 PROJECT SUMMARY

4.0 Executive Summary

4.1 **Scope** - a high-level description of the work to be completed. Specifies items that are both in scope and out of scope.

4.2 **Cost Estimate and Sources of Funding** - a high-level summary of the estimated budget. Indicates the degree of accuracy used for the estimates. Outlines how funding will be received.

4.3 **Timeline** -project duration and a high-level time boundaries.

4.4 **Final Deliverable** - (example -Feasibility Study Final Report).

5.0 KEY DELIVERABLES AND ACCEPTANCE CRITERIA

- A list of project deliverables (such as reports, products, functionalities, features, etc.) to be produced at the end of the project. Can also include intermediate deliverables like status reports. (Examples: develop business case and project backgrounder, create stakeholder register, develop TOR, RFP, funding proposal, etc.)

8.0 DEPENDENCIES OTHER IMPORTANT PROJECT-SPECIFIC ASPECTS

Project Dependencies - dependencies on other projects and business initiatives, and internal/external factors that have potential impact on project timeline and deliverables. (Example - the work performed by internal/external teams, contractors, etc.)

Other Important Aspects (depending on the project requirements) - any other items identified as important for the project to be successful. Examples - Change Control, Issue Management, Alternative Analysis providing benefits and reasons for the option selected, etc.

9.0 CRITICAL SUCCESS FACTORS

(Example: effective stakeholder consultation, clear roles and responsibilities, reaching agreement on project milestones, establishing protocols, availability of project facilities and resources, etc.)

10.0 ROLES AND RESPONSIBILITIES

Project Sponsor

(Example of Responsibilities -Provides high-level guidance and administration, acts as an escalation route for issues and problems, puts forward and/or supports the case for a project budget, etc.)

Project coordinator

(Example: Controls the day-to-day aspects of the project, creates project plan, documentation and progress reports, leads and manages project team, facilitates communication with inside and outside stakeholders, facilitates funding proposals, etc.)

(Can also include: Project team members, Subject Matter Experts, Executive steering committee, etc...)

11.0 RELATED DOCUMENTS. PROJECT REFERENCES

(the key documents that define the project, such as a business case, various background information reports, studies, contracts, approvals, MOUs, BCRs, funding proposals, and any other available documents relevant to the project)

Document Title and Version	Date	Author and Organization	Location (link or path)
1.			
2.			
3.			
4.			
5.			
6.			
7.			

12.0 KEY CONTACTS

(inside and outside stakeholders - Project Sponsor; Project coordinator, key Stakeholders)

13.0 AUTHORIZATION

SAMPLE PROJECT BUDGET

First Nation Housing Capacity Development & Innovation Budget

ACTIVITY	ACTIVITY BUDGET DETAILS	BUDGET ALLOCATED		OUTCOME/DELIVERABLE
		FROM ISC	FROM FN	
Community Housing Planner/ Coordinator	\$30 x 7 hrs x 4 days x 64 weeks	\$53,768.00		<ul style="list-style-type: none"> • Job Description • Record of meetings & Minutes • List of Workshops • Number of Participants • Financial & Narrative Interim & Final Report submissions
	Benefits @ 18%	\$9,677.00		
	Travel: 17 @ \$200		\$3,400.00	
	Professional Dev't:		\$3,000.00	
Workshops Development & Promotions	Media/Communications	\$4,000.00		<ul style="list-style-type: none"> • Website & Facebook • Record of all communities
Community Meetings	Initial Community Meeting Hall Rental \$300; Food \$500	\$800.00		<ul style="list-style-type: none"> • Housing Plan • List of Committee Members • Record of all meetings will be kept
	2 Elders @ \$200 x 16 meetings	\$6,400.00		
	Event costs: 15 community meetings x \$300 Hall & \$500 Food	\$12,000.00		
Policy & Authority Development	Facilitator: 12 Workshops @ \$1500 (includes Travel, Accommodations.)	\$18,000.00		<ul style="list-style-type: none"> • Resumes of Professionals • List of Workshops & Number of Participants
	Lawyer Review of Draft and Final Housing Policy (10 hours @\$250.00/hr)	\$2,750.00		
	Lawyer Review of Draft and Final Housing Authority Structure (10 hours @\$250.00/hr)	\$2,500.00		<ul style="list-style-type: none"> • Draft & Final Policy • Draft & Final Authority • Resume & copy of Workshops • Housing Inventory • List of Workshops/Training
Housing Maintenance 12 Workshops	Professional support fees: 12 @ \$2500: includes Travel & Accommodations	\$30,000.00		
	Event costs: 12 Workshops @ \$300 Hall & \$500 Food	\$9,600.00		

ACTIVITY	ACTIVITY BUDGET DETAILS	BUDGET ALLOCATED		OUTCOME/DELIVERABLE
		FROM ISC	FROM FN	
Housing Inventory	Computer and software	\$5,000.00		<ul style="list-style-type: none"> • Financial Receipts • Training specific to Trainees • Report of all Training & Certifications
	Professional Trainer: 12 x \$2000 includes fees, travel	\$24,000.00		
	Trainee travel to workshops: \$2500 each x 3	\$7,500.00		
	Trainee travel to communities: \$2000 each x 3	\$3,000.00	\$3,000.00	
Administration	add 15% of total costs above	\$33,951.00	\$9,400.00	
Subtotals by Source		\$222,946.00	\$9,400.00	
Grand Total Project Cost		\$232,346		

SAMPLE PROJECT SCHEDULE: GANTT CHART

First Nation Housing Capacity Development & Innovation Activities & Timeline

ACTIVITY	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
COMMUNITY HOUSING PLANNER/ COORDINATOR																		
Community Planner/ Coordinator hired	█																	
To coordinate all of the community meetings, workshops and hire facilitators, professional services; responsible for minutes, budgets, and monitoring.		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Prepare workshops & training for community members, staff, tenants, final financial and narrative reporting.		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Project management the New (2) 3 plexes, Renovations & Additions and all of the INAC Housing Project Approvals		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Develop Plan for Capacity Dev't & Innovation Funds	█	█																
WORKSHOP, TRAINING DEVELOPMENT																		
Develop Communication Plan: include website dev't, Facebook		█	█															
Develop & distribute workshop & training presentations		█	█															
Communication to community Policy & Authority Development		█		█			█		█			█		█		█		█
COMMUNITY MEETINGS																		
Initial Community Meeting on Housing Plan			█															
Selection of Housing Committee members			█															
Elder Participation (2) and consultation, direction			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

ACTIVITY	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
Community Meetings: transparent process for community																			
POLICY & AUTHORITY DEVELOPMENT																			
<i>Facilitator/Presenter</i>																			
Workshops will be on Housing Policy, Authority, Roles & Responsibilities, Board Structure & Development																			
Housing Policy Workshop (CMHC)																			
Introduction to Housing Authority Models																			
Agreement Management Training																			
Proposal Development Workshop																			
<i>Policy development</i>																			
Review Old and Current Draft policies; Review Sample policies																			
Develop 1st Draft																			
1st Draft Presentation																			
Final Draft Presentation																			
Lawyer Review of Draft and Final Housing Policy																			
<i>Housing Authority</i>																			
Board Development: Revisit Hsg. Committee Member participation																			
Housing Authority Development: will involve Draft & Final Authority Board																			
Lawyer Review of Draft and Final Housing Authority Structure																			

ACTIVITY	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
HOUSING MAINTENANCE 12 WORKSHOPS																		
Professional Services for Housing workshops. Home Maintenance Training for Housing Staff, Trainees, Community members, Current & Future Tenants																		
Workshops: Roles & Responsibilities of Tenants, Mould Education & Awareness, Proper Home Maintenance **Housing Committee Members will be required to attend																		
HOUSING INVENTORY																		
Purchase computer & software																		
Professional Trainer to Train Housing Trainees (3)																		
Travel for Trainees to attend Training & Workshops																		
Travel for Trainees to visit 2 Communities																		

SAMPLE PROJECT SCHEDULE: GANTT CHART

TASK	OUTCOME	YEAR 1				YEAR 2				YEAR 3			
GETTING STARTED/ PREPLANNING		1	2	3	4	1	2	3	4	1	2	3	4
Confirm funding	<i>CCP budget, and tracking and reporting system set up with Finance Dept.</i>	█											
Hire Coordinator	<i>Full-time CCPC on staff</i>	█											
Develop workplan	<i>Finalized 3 yr. workplan</i>	█											
Start CCP Committee	<i>Advisory group</i>	█	█										
Set up CCP Facebook page	<i>Facebook page</i>	█	█										
CCP ENGAGEMENT		1	2	3	4	1	2	3	4	1	2	3	4
Sessions to introduce CCP	<i>3 or 4 community meetings</i>		█										
Meet with C&C	<i>Endorsement of workplan</i>	█											
Session on our history	<i>Timeline of community history</i>		█	█									
Where are we now?	<i>Community perspectives on community now</i>			█	█								
Visioning sessions	<i>CCP Vision</i>				█	█							
Identifying planning areas	<i>Areas to focus our planning on</i>				█	█							
Setting Goals	<i>Goals for each planning area</i>					█	█						
Brainstorming Actions	<i>Rough lists of Action ideas</i>					█	█						
Assessing Actions	<i>Prioritized list of Actions, tied to Goals</i>						█	█					
Community Review	<i>Final Vision, Goals, Actions</i>							█	█	█			

TASK	OUTCOME	YEAR 1				YEAR 2				YEAR 3			
Specific focus groups	<i>Approval of Elders, staff, etc.</i>												
Track engagement	<i>Report on participation and events</i>												
RESEARCH, INFORMATION GATHERING, AND ANALYSIS		1	2	3	4	1	2	3	4	1	2	3	4
Meet with staff Depts.	<i>Info and stats to fill out community profile</i>												
Historical research	<i>Timeline of community history</i>												
Compile situational analysis	<i>Clear picture of current situation</i>												
Evaluation of Actions	<i>Prioritized and finalized set of Actions</i>												
Develop Action Workplans	<i>Initial workplans for each Action, Dept.</i>												
Implementation Strategy	<i>Timeframes for Actions, clear workplans</i>												
Monitoring Strategy	<i>Plan for checking in on progress</i>												
COMMUNICATIONS AND DOCUMENTATION		1	2	3	4	1	2	3	4	1	2	3	4
Regular updates to C&C	<i>Reports at each C&C, Band meeting</i>												
Community newsletters	<i>Update every 6 months in FN News</i>												
Radio shows & FB live	<i>Regular open-line, feedback & Q&A sessions</i>												
Updates to FB & website	<i>Regular communications online</i>												

SAMPLE JOB POSTING

ABC First Nation Community Planner

ABC FIRST NATION has recently completed a COMPREHENSIVE COMMUNITY PLAN. We are hiring a person to coordinate the implementation of the many projects identified in the CCP.

ABC FIRST NATION is seeking a highly capable individual to fill the position of Community Planner to provide leadership and coordination of all activities related to planning & community development for the community.

This position will initiate and coordinate a number of assessments, planning projects, programs and services designed to address the needs and interests of ABC FIRST NATION.

The Community Planner will report to the BAND ADMINISTRATOR and will work closely with other community members, Councillors, and staff to ensure effective communication, coordination and integration is taking place between the various programs in operation or development within the community

ANTICIPATED RESPONSIBILITIES:

- Establish a community-based structure and process for improved coordination and integration of planning-related activities;
- Oversee and coordinate a number of planning-related initiatives and assessments, including;
- The development of an on-reserve Land Use Plan for ABC FIRST NATION
- Providing planning and policy development support to the Housing Committee;
- Exploring options for long-term sustainable housing solutions for the community Assisting with the coordination of ABC FIRST NATION's Comprehensive Community Planning (CCP) process;
- Overseeing communications and engagement with the community members (in collaboration with Chief and Council, ABC FIRST NATION staff and partners);
- Develop and implement annual workplans and budgets associated with advancing (First Nation)'s planning-related activities;
- Liaise with federal and provincial government agencies and participate in meetings as necessary to support the development and implementation of planning-related activities;
- Develop Terms of Reference for working groups, consultants etc. as required;
- Ensure that Chief and Council, other staff (and consultants) and the community are constantly kept up to date regarding planning-related activities;
- Ensure that effective communication and coordination is taking place with other First Nations and First Nations Management (e.g. Tribal Council); and;
- Continuously seek and secure additional resources to support and enhance the overall capacity of ABC FIRST NATION to address its planning-related interests.

PREFERRED QUALIFICATIONS:

- A degree, certificate, or experience in Community Planning, Geography, Project Management, or similar.
- Proven research skills and experience coordinating/integrating multiple planning processes and/or projects;
- Effective at working independently in a complex, dynamic working environment;
- Excellent oral and written communication and facilitation skills;
- Ability to function as part of a diverse team and interface with community;
- Ability to perform group mediation and demonstrate excellent inter-personal relations;
- Ability to adapt to and promote changes in the work environment with enthusiasm;
- Ability to motivate others towards achieving goals.
- Familiarity with federal and provincial government policies and programs related to First Nation's governments and organizations; and,
- Previous experience working with First Nation's organizations, and a knowledge and appreciation of the culture, values and political objectives of ABC FIRST NATION would be a definite asset.

REMUNERATION:

Salary and benefits based on experience and qualifications. (alternative: if this is a contract position state the hourly rate range)

PLEASE SUBMIT YOUR COVER LETTER AND RESUME MARKED "CONFIDENTIAL" TO:

(name, position, email, address of person on staff who is managing the hiring process)

SAMPLE COMMITTEE TERMS OF REFERENCE

Terms of Reference for CCP Planning Committee

PURPOSE

The purpose of the CCP Committee is to support and guide the development of _____'s Comprehensive Community Plan (CCP). The CCP Committee will provide guidance to the process from its beginning stages all the way to Monitoring and Evaluation and support where needed.

COMMUNITY REPRESENTATION

The CCP Committee attempts to represent the whole community, including representatives from the following groups:

- Elders
- Youth
- Land users
- Women
- Men
- Workers
- Parents
- On- reserve
- Off- reserve
- _____

COMMITMENT

Participation on the CCP Committee is voluntary. Committee members are committed to making the CCP process a success to the best of their ability. They will share their wisdom and insight as needed and are responsible for considering all points of view within the community. The Committee members agree to attend regular CCP community meetings, help out occasionally with events and activities, and spread the word about the CCP process in the community to encourage participation.

ROLES AND RESPONSIBILITIES

Committee

Led by the CCP Coordinator (_____), the planning committee will:

- Initiate and coordinate activities throughout the planning process, including community engagement and communication
- Be present at CCP community meetings to assist and participate

More specifically, the planning committee will:

- Champion respect as a core value of the CCP process
- Build trust with the community
- Act as a bridge for communicating to the community, Chief & Council, and external supporters
- Uphold the House Rules at community meetings and throughout the CCP process
- Help engage the community in fun and creative ways
- Build on the strengths of the committee members to ensure a productive process
- Honour the community's voices through analysis and research
- Coordinate CCP activities and promote CCP in a positive way

CCP Coordinator

The CCP Coordinator (_____) will act as the chair of the CCP Committee. They will:

- Call, organize, and chair CCP Committee meetings
- Act as a spokesperson of the planning team
- Liaise with the community, administration, leadership, consultant, NADF and strategic partners
- Guide the development and implementation of planning team work plans
- Provide direction to the planning team

CODE OF CONDUCT

Committee Members hold a position of trust, and as such agree to:

- Communicate the CCP goals and priorities throughout the planning process;
- Attend and participate fully in all session discussions, openly share ideas, and contribute to problem-solving;
- Respect the rights of others to be heard and listen attentively;
- Interact with other committee members, staff, leaders, and outside facilitators in a fair, open, honest, and respectful manner;
- Raise issues in a manner that encourages dialogue;
- Uphold and respect the collective decisions made.

RECOMMENDATIONS AND DECISION-MAKING

The CCP Committee will create its pathway forward based on the direction received by the community. The community's voice is central to this process and will be honoured in every way possible. When making decisions within the CCP committee, it will be based on consensus, always with the community's best interest in mind.

COMPENSATION

The Team members will be reimbursed with a nominal honoraria.

ACCOUNTABILITIES

In carrying out its work, the CCP committee is accountable to Chief and Council and to our community.

MEETINGS

The CCP Committee will meet once every 6 weeks and more as needed. CCP Committee members will be present at community meetings to provide support as needed, spread the word before the meeting, and to participate.

I understand and agree to act as a CCP committee member and to conduct myself according to the terms outlined in the Terms of Reference.

Signature: _____

Date: _____

SAMPLE RFP

Request For Proposal/ Services (RFP or RFS)

ABC FIRST NATION

ABC First Nation invites applications from qualified consultants/ facilitators to support the development of a Community Development Plan.

OVERVIEW

ABC First Nation is a community of 500 members, located 125 miles from Thunder Bay on Highway 66. One-third of our members live on reserve, the rest live in Thunder Bay and other population centers in the area.

We hope to start this project by mm/yyyy and complete it by mm/yyyy.

Our reason for initiating this project are: H,I,J, and K.

Our goals for this project are: L,M,N,O,P..

Recent projects & plans that have been completed and are relevant to this project include: Q,R,S,T,U,V...

PROJECT PURPOSE AND OBJECTIVES

This project will support ABC First Nation in future endeavours by identifying and outlining a clear path forward. The Community Development Plan will identify strategic directions, goals and priorities to guide the First Nation, and include considerations relating to:

- Governance
- Economic Development
- Lands
- Housing
- Health and Wellness
- Culture and Language
- Support for Youth and Elders
- Learning

ANTICIPATED TASKS

1. Development of workplan, identifying clear timelines and milestones.
2. Review of current and previous plans and studies
3. Full review and refinement of ABC FN's Vision, Mission, values and objectives
4. Collaboration with ABC FN Chief and Council, committees and advisory groups, staff, members and other community partners
5. Engagement with community members through surveys, online communication, in-person open-houses and meetings (where possible) and other informative outreach
6. Completion of a situational analysis, detailing current capacity, needs and interests of the First Nation.
7. Development of strategic priorities/ community development Objectives for 202_- 202_, including specific Goals and Actions to meet these Objectives
8. Establish tools:
9. To clearly identify roles and responsibilities in implementing the Plan, and track work completed
10. For evaluation of progress toward Objectives (ie: key performance indicators, measurable outcomes, etc.)
11. To evaluate emerging opportunities for real-time decision making
12. Presentation of draft plan materials to leadership and staff for review
13. Presentation of the final plan to community members, through an information session

PROJECT TIMEFRAME

The project will commence mm/yyyy and will be concluded by mm/yyyy. The consultant/ facilitator will be responsible for developing and managing a workplan, with clear timelines for deliverables, within this timeframe.

DELIVERABLES/ OUTCOMES

The expected project deliverables/ outcomes are:

1. Two final reports, one to be used as an internal document that outlines the Strategic Plan in full (including workplans, tracking tools, etc.) as well as an external document to be shared with members and other community partners.

2. Additional communications materials to support understanding of the Plan among staff, members and community partners (ie: web postings, flyers, newsletter content, etc.).
3. Sense of unity and organizational culture within ___FN is strengthened and team developed through collaborative efforts within the strategic planning process between staff, members, leadership and administration.

BUDGET

The maximum budget for consultant fees and expenses, not including taxes, is \$65,000. Estimated proposal budgets should:

1. Meet all deliverables within this budget;
2. Should not propose optional additional services for additional budget; and,
3. Should not propose any services as intrinsic to the process that would obligate ABC First Nation to future costs that exceed this budget

QUALIFICATIONS AND EXPERIENCE

The successful candidate will demonstrate:

- Experience in strategic/ community development planning and facilitation with First Nations communities
- Experience leading community engagement processes

PROPOSAL REQUIREMENTS

1. Consultant Profile

- a. Name, title, contact information
- b. Description of relevant background
- c. Description of services offered
- d. Description of consultant mission / values

2. Qualifications and Experience

- a. Describe all relevant project experience, experience in region, years of experience, experience working with Indigenous communities.
- b. Describe how you will keep the process culturally safe and relevant over the course of the project.
- c. Describe how you will ensure that ABC's culture and language are uplifted, centred and respected throughout the project.
- d. Describe any cultural safety/competency experience that any non-Indigenous staff have taken

3. Service Process Overview

- a. Description of approach to planning, facilitating, and developing an XYZ Plan
- b. Description of general workplan for delivering services and how this would be customized to fit the needs and context of ABC FN
- c. Proposed timeline of project, including milestones and deliverables

4. References

- a. Provide 2 references

5. Proposed Costs

- a. Detail total costs, with an itemized breakdown of fees and deliverables, including all taxes and expenses

PROPOSAL SCHEDULE, QUESTIONS AND SUBMISSIONS

Questions related to this project and RFP must be submitted by dd/mm/yyyy by email to info@abcfn.org . Questions and answers will be provided to all persons who submit questions or express interest by this date.

Full proposals must be submitted by dd/mm/yyyy by email to info@abcfn.org

Indigenous consultants and facilitators are strongly encouraged to apply. ABC FN reserves the right not to accept the lowest or any bid proposal submitted through this process. Full or partial in-kind proposals are welcome. No payments will be made to the consultants for the preparation and submission of proposals in response to this request.

SAMPLE CONSULTANT CONTRACT

Professional Services Agreement

This Agreement is made effective as of dd/mm/yyyy

BETWEEN

ABC FIRST NATION (“ABC”) - AND -CONSULTANT XYZ (“CONSULTANT”)

(each referred to as a “Party” and collectively referred to as the “Parties”)

WHEREAS:

CONSULTANT has the necessary experience, qualifications, skills and abilities to provide professional services for the event described below and agrees to provide such services to ABC on the terms and conditions set out in This Agreement.

NOW, THEREFORE, in consideration of the mutual covenants contain herein, the Parties, intending to be legally bound, hereby agree as follows:

SCOPE OF SERVICES

1. Services. CONSULTANT agrees to render services according to the workplan attached in Appendix “A” - Proposed Workplan.

COMPENSATION, PAYMENT TERMS, AND ADDITIONAL ITEMS

2. The total amount of Compensation payable under This Agreement is: \$_____ plus applicable taxes, if any. This is all inclusive of all expenses and fees.
3. Except as expressly stated in This Agreement, ABC will not be responsible for any other financial obligations incurred by CONSULTANT.
4. The payment will be in the form of a cheque within thirty (30) business days after receiving invoice.
5. Payments will be made based on the following payment schedule, referring to deliverables described in the workplan below

PHASE	ACTIVITY DELIVERABLES LED OR SUPPORTED BY CONSULTANT	WRITTEN / GRAPHIC DELIVERABLES TO BE PROVIDED BY CONSULTANT	PAYMENT UPON COMPLETION OF THIS PHASE
Phase 1	<ul style="list-style-type: none"> • <i>Project Startup meetings</i> • <i>Staff kickoff meeting</i> • <i>C&C meeting presentation</i> 	<ul style="list-style-type: none"> • <i>Background and situation report</i> • <i>Detailed workplan with communications plan</i> • <i>C&C memo and presentation</i> 	<ul style="list-style-type: none"> • <i>25% of contract budget</i>
Phase 2	<ul style="list-style-type: none"> • <i>Community Engagement Meetings x3</i> • <i>Advisory committee Meetings x2</i> • <i>C&C meeting presentation</i> • <i>Survey</i> 	<ul style="list-style-type: none"> • <i>Communications materials for social media and print</i> • <i>Meeting communications materials</i> 	<ul style="list-style-type: none"> • <i>25% of contract budget</i>
Phase 3	<ul style="list-style-type: none"> • <i>Community Engagement Meetings x3</i> • <i>Advisory committee Meetings x2</i> • <i>C&C meeting presentation</i> • <i>Staff review meeting</i> • <i>Plan revisions / review</i> 	<ul style="list-style-type: none"> • <i>Engagement summary including survey analysis</i> • <i>Draft Plan v.1</i> • <i>Draft Plan v.2</i> • <i>Final Plan</i> 	<ul style="list-style-type: none"> • <i>25% of contract budget</i>
Phase 4	<ul style="list-style-type: none"> • <i>Project wrap up mtg with staff, C&C</i> 	<ul style="list-style-type: none"> • <i>File including all written and graphic project materials.</i> 	<ul style="list-style-type: none"> • <i>25% of contract budget</i>

EFFECTIVE DATE, TERM, AND TERMINATION

6. This Agreement is for a fixed Term, commencing on the signing date (the “Start Date”) and ending automatically on dd/mm/yyyy (the “End Date”).
7. This Contract may be terminated by either party on written notice as follows:
8. Immediately in circumstances involving breach of the contract.
9. In the event of no breach of contract, thirty (30) days written notice.
10. In the event of termination, compensation will be paid to CONSULTANT by ABC for work completed, per the workplan above.

CONTACTS AND COMMUNICATIONS

11. Any written communication, report or notice pursuant to This Agreement will be made in writing.
12. The addresses, phones, facsimile and email addresses of the Parties are as follows:
 - ABC
 - Name, position
 - Address
 - Email, Phone

 - CONSULTANT
 - Name, position
 - Address
 - Email, Phone
13. Parties agree to utilize electronic methods of communication whenever practical and appropriate.

GENERAL PROVISIONS

14. Business Relationship. CONSULTANT is an independent contractor and is not a partner, joint venturer, agent or employee of ABC. As such, neither CONSULTANT nor any of its employees and/or agents will have any right to any ABC employee benefit, entitlement or advantage.
15. Standard of Conduct and Compliance with Laws. In rendering professional services under this Agreement, CONSULTANT agrees to conform to high professional standards and business ethics and comply with all applicable federal, provincial, and local laws, rules and regulations.
16. No Obligation. Nothing in This Agreement is to be interpreted to obligate ABC to enter into any further agreement with CONSULTANT.
17. No Waiver. The failure of ABC to enforce at any time any of the provisions of this Agreement will in no way be construed to be a waiver of such provisions, nor in any way affect the validity of This Agreement or any part thereof.
18. No Authorization. CONSULTANT will not make any reference to ABC in CONSULTANT'S future promotional material without the prior express written authorization from ABC.
19. Indemnification. CONSULTANT will indemnify and hold harmless ABC against any loss, damage, liability, or expense which may be suffered or incurred by ABC, arising out of the activities carried out by CONSULTANT, unless caused by the gross negligence of ABC, its officers, employees or representatives.

20. Insurance. CONSULTANT, at CONSULTANT'S expense, at all times during the term of this Agreement, will maintain all insurance coverage that a reasonable and prudent CONSULTANT would carry for the performance of the professional services performed under This Agreement as set out in 1.1 herein.
21. Liability for Obligations and Taxes. CONSULTANT will be liable for its own debts, obligations, acts or omissions and all required taxes and insurance applicable under existing laws.
22. Severability. If any provision of This Agreement is, becomes, or is deemed invalid, illegal or unenforceable in any jurisdiction, such provision will be severed and will not affect the validity or enforceability of the remaining provisions.

MISCELLANEOUS

23. This Agreement will be assigned or amended only by written amendments duly executed by ABC and CONSULTANT.
24. This Agreement will enure to the benefit of and be binding upon the Parties and their respective successors and assigns.
25. This Agreement and any Amendments or Appendices attached hereto constitute the entire Agreement between the Parties and expressly supersede all prior written or oral agreements and understandings between the Parties with respect to the subject matter hereof.
26. This Agreement will be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

CONFIDENTIALITY

27. All information relating to ABC and/or the project, including the project itself and the activities executed in it's implementation, shall be considered strictly confidential unless specified otherwise in writing by an authorized representative of ABC.
28. The CONSULTANT shall, both during and after the CONSULTANT'S engagement with ABC, keep all confidential Information confidential and shall not use any of it except for the purpose of carrying out authorized activities on behalf of the First Nation.
29. If the CONSULTANT retains any employees or contractors of its own who will perform services hereunder, the CONSULTANT shall ensure that such employees or contractors execute an agreement no less protective of ABC's intellectual property and confidential information than the attached agreement.

ELECTRONIC SIGNATURES AND CONTRACT EXECUTION

- 30. The Parties agree that this Agreement may be executed by electronic signatures, which shall have the same force and effect as an original signature. Without limitation, “electronic signature” shall include faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via “.pdf” or “.tiff”) of an original signature.
- 31. Execution and delivery of an executed counterpart of a signature page to this Agreement by facsimile or in electronic format (e.g., “.pdf” or “.tiff”) shall be effective as delivery of a manually executed counterpart of This Agreement.
- 32. The CONSULTANT hereby represents and warrants to ABC that it is not party to any written or oral agreement with any third party that would restrict its ability to enter into this Agreement or the Confidentiality and Proprietary Information Agreement or to perform the CONSULTANT’S obligations hereunder and that the CONSULTANT will not, by providing services to ABC, breach any non-disclosure, proprietary rights, non-competition, non-solicitation or other covenant in favor of any third party.
- 33. This Agreement has been executed on behalf of ABC and CONSULTANT.

SIGNED, SEALED, AND DELIVERED

ABC

_____ (ABC Authorized Representative)

_____ (Witness)

ABC Authorized Representative Name, position, Address, Email, Phone

CONSULTANT

_____ (CONSULTANT Authorized Representative)

_____ (Witness)

CONSULTANT Authorized Representative Name, position, Address, Email, Phone

SAMPLE CHIEF AND COUNCIL REPORT

PROGRAM/PROJECT NAME:	STRATEGIC ALIGNMENT:
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GOAL:

PROGRESS UPDATE:

MAJOR ACTIVITIES	PLANNED COMPLETION DATE	STATUS	NOTES ON STATUS	PLANNED BUDGET	ACTUAL SPENT (TO DATE)

SUMMARY OF RECENT ACTIVITIES:	
SUMMARY OF NEXT STEPS:	
REQUESTS FROM COUNCIL:	

SAMPLE ISC FUNDING REPORT

Community:	<i>Thunder Bay First Nation</i>
Date:	<i>March 12, 2021</i>
Process Year:	<i>End of year 1</i>
Goal date for completed CCP:	<i>Spring 2023</i>
CCP Contact Person:	<i>Jane Smith</i>
Role in relation to CCP:	<i>EDO (supervises CCP Coordinator)</i>
Email and/ or telephone #:	<i>555- 555- 5555 jsmith@tbfnc.ca</i>

OVERALL NOTES

What progress has been made on the CCP in the last 12 months? (activities, research, projects started, committees or staff gathered, etc.)

We hired our CCP coordinator mid 1st year. Was hard to find the right person, but has been good so far. They attended some trainings, and have started work with community engagement and background research.

Does the community support the CCP? Have members been involved in the planning at this point?

Our first meetings have been good. Some interest. Some people are skeptical and have questions about how it all fits together. Will need to do more community outreach.

What are some challenges to the process?

Delay in hiring CCPC. Difficult to get community engagement started during the pandemic. CCP is new to our members, so need to spend time building an understanding of this type of project.

Who has been involved in the process? (staff, community members, committees, volunteers, etc.)

EDO, Band Manager oversee CCPC. Some interest from staff in a committee. Several community members have helped volunteer with outreach

What have the costs to the CCP budget been? How much of this year's budget has been spent? Was other funding needed?

CCPC salary started November 2020. Some office costs, new laptop, software and Zoom subscription. No additional funding yet.

Overall, is the process on track? Does it need to pause or be put on hold?

Yes, after a slow start, things are moving. May need to stop and start depending on the pandemic.

WORKPLAN PROGRESS REPORT

TASKS	DETAILS	PLANNED FOR:	STATUS	
0.0 PHASE 0: GETTING STARTED & ADMINISTRATION				
0.1	Confirm Funding	<i>Secured funds from ISC, confirmed April 2019</i>	<i>April 2020</i>	<i>complete</i>
0.2	Hire CCP Coordinator	<i>Hired Joe Outreach April 2019; he will be full-time staff</i>	<i>November 2020</i>	<i>complete</i>
0.3	Create CCP Committee/ Advisory Group	<i>Invited 2 Elders, 2 staff, and 4 key community members to the Advisory Group. Will be meeting every month. Some staff interested</i>	<i>December 2020</i>	<i>complete</i>
0.4	Develop Workplan and Budget	<i>Broad workplan for 3 years and annual budget complete</i>	<i>May 2020</i>	<i>complete</i>
0.5	Develop Communications and Engagement Strategy	<i>Worked with Advisory group to identify ways of reaching community members; survey at Christmas Zoom party</i>	<i>December 2020</i>	<i>complete</i>
0.6	Community Events to Introduce CCP to all members, staff and leadership	<i>Held intro session during Christmas Community Zoom party, posted and sent out flyers</i>	<i>December 2020</i>	<i>Complete- may want to hold a couple more; difficult with pandemic</i>
0.7	Hold regular events and activities to gather, share and review info	<i>Started with Christmas gathering; will be online for a while because of pandemic</i>	<i>every month</i>	<i>ongoing</i>
1.0 PHASE 1: WHERE HAVE WE BEEN?				
1.1	Background research on community history	<i>Research on the internet and through books, reached out to University and our community cultural centre</i>	<i>January & February 2021</i>	<i>75% done- still looking for a couple documents and input from the Elders</i>

TASKS	DETAILS	PLANNED FOR:	STATUS	
1.2	Community engagement on community history	<i>Had phone calls with Elders; did community timeline activity over Facebook; other events planned for spring</i>	<i>Winter/ spring 2021</i>	<i>Started- will need to keep building the timeline</i>
1.3	Gather and summarize previous plans and documents	<i>Have gathered many previous documents, missing some previous plans; made notes about what has been completed, where different projects are at</i>	<i>December 2020- Spring 2021</i>	<i>50% done</i>
1.4	Put together community timeline/ history section of CCP	<i>Have rough outline, need to complete historical research and plan summary</i>	<i>Spring 2021</i>	<i>50% done</i>
2.0	PHASE 2: WHERE ARE WE NOW?			
2.1	Community engagement on current situation in each area of community	<i>Have started some events with Lands and Resources. Youth group is talking about social issues</i>	<i>November 2020- fall 2021</i>	<i>Started- will keep working on this over the next year</i>
2.2	Gather community statistics from staff, reports, etc.	<i>Started meeting with some staff- have memo from C&C asking to talk to Directors</i>	<i>Spring and summer 2021</i>	<i>Started- to be done by fall 2021</i>
2.3	Complete a situational analysis (SWOT)		<i>Spring 2021</i>	
2.4	Draft Community Profile		<i>Summer 2021</i>	
3.0	PHASE 3: WHERE DO WE WANT TO GO?			
3.1	Community engagement to draft and confirm a CCP Vision		<i>Summer/ Fall 2021</i>	
3.2	Community engagement to identify Goals for each area		<i>Summer/ fall 2021</i>	
3.3	Draft Vision/ Goal section of the community plan		<i>Fall/ winter 2021</i>	

TASKS	DETAILS	PLANNED FOR:	STATUS
4.0	PHASE 4: HOW WILL WE GET THERE?		
4.1	Collect, sort and prioritize Action ideas throughout community engagement		
4.2	Review and evaluate Actions (by cost/ benefit/ impact/ feasibility)		
4.3	Identify “Quick Start” projects		
4.4	Draft Actions section of the community plan		
5.0	PHASE 5: HAVE WE ARRIVED?		
5.1	Create “impact indicators” based on each Goal	<i>How we will measure the impact our CCP work is having on each of our goals</i>	
5.2	Develop basic workplans for each Action, working with staff		
5.3	Complete CCP Monitoring and Evaluation Strategy		
5.4	Complete Draft of CCP Document		
5.5	Present Draft to community, C&C, staff for review		
5.6	Finalize CCP Document	<i>Graphic design, laying out and publishing “the book” of the Plan</i>	
5.7	Community Launch of CCP and begin implementation		

BUDGET UPDATE

BUDGET ITEM		YEAR 1			YEAR 2			YEAR 3		
		Band/ Other	ISC	Total Spent	Band/ Other	ISC	Total Spent	Band/ Other	INAC	Total Spent
Coordinator Costs	CCP Coordinator Wages		\$50,000	\$50,000		\$50,000			\$50,000	
	CCPC Benefits	\$5,000		\$4,500	\$5,000			\$5,000		
	Travel (off- reserve meetings, etc.)		\$2,000	\$1,000		\$1,500			\$2,000	
				\$0						
Office Costs	Office supplies		\$400	\$600		\$400			\$400	
	Office space (if rented)		N/A	\$0						
	Phone/ internet		\$600	\$600		\$600			\$600	
	Equipment (computer, etc.)		\$1,000	\$1,500					\$0	
				\$0						
Community Engagement	Engagement supplies		\$2,500	\$0		\$1,500			\$1,500	
	Honoraria and prizes		\$8,000	\$8,000		\$8,000			\$5,000	
	Rentals (space, equipment)		\$2,000	\$0		\$2,000			\$2,000	
	Facilitation support		\$1,500	\$1,500		\$2,000			\$1,500	
	Catering, refreshments		\$7,000	\$7,000		\$7,000			\$7,000	
Other	Tech support, GIS, graphic design		\$0	\$4,500		\$2,000		\$5,000	\$5,000	
			\$4,500		\$2,000		\$5,000	\$5,000		
Total Budgeted		\$500	\$75,000		\$5,000	\$75,000		\$10,000	\$75,000	
Total Expenditures		\$4,500	\$74,700	\$79,200						
Total Remainders (if any)		\$500	\$300							



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