



COLD LAKE FIRST NATIONS MISSION

Why we exist

We, the Dene Suline people of Łuéchogh Túé, lead our Nation with integrity and accountability, guided by our culture and ancestral teachings. We have cared for these lands and waters since time immemorial, and we continue to protect our people, defend our rights, and steward the gifts of Mother Earth as sacred responsibilities.

We serve our members and future generations through the development and delivery of programs and services that support wellness, education, housing, governance, and community well-being. We honour our Treaty responsibilities as stewards and partners, upholding the spirit and intent of the Treaty for the benefit of our people. We listen to our members and advocate for their needs, ensuring decisions reflect the voices and priorities of our Nation.

We uphold "a livelihood for a livelihood," ensuring our people live with dignity, opportunity, and purpose in mind, body, spirit, and community. We preserve our culture, build capacity, and advance economic prosperity and self-sufficiency, maintaining a healthy and thriving Nation where every member can succeed and take pride in who we are.

"As long as the sun shines, the grass grows, and the rivers flow"

COLD LAKE FIRST NATIONS VISION

What we are striving to create

We, the Dene Suliné people of Łuéchogh Túé, are a proud and culturally strong Nation, rooted in the teachings of our ancestors and guided by our responsibility to future generations.

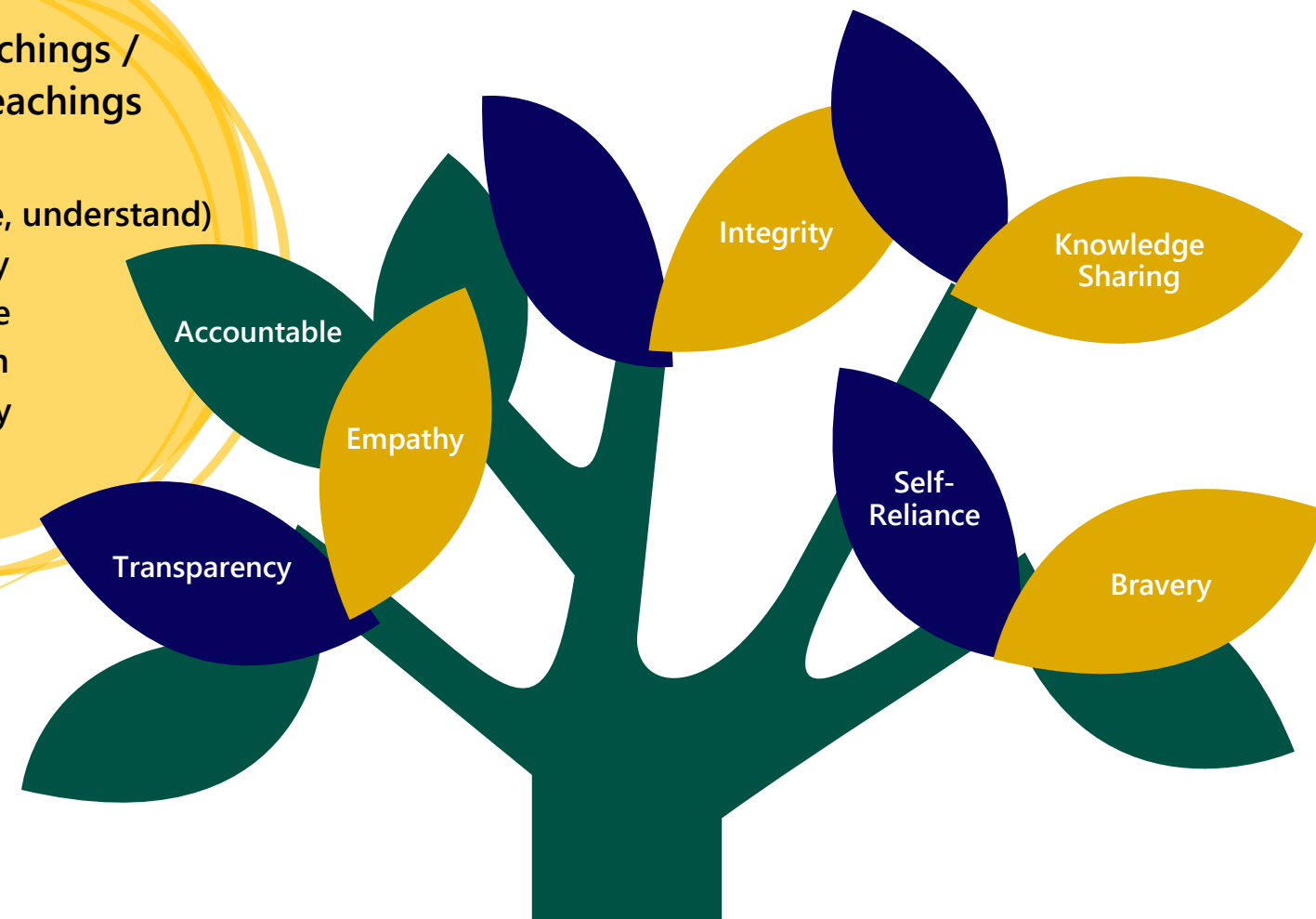
With the wisdom of our Elders, we lead with confidence, collaboration, and unity. We invest in learning and capacity-building, so our people are informed, skilled, and empowered. Our leadership is transparent and accountable, strengthening trust and working for the collective good of our Nation.

We are prosperous and self-sufficient, creating lasting wealth and meaningful opportunities that uplift and strengthen our Nation – today and for generations to come.

COLD LAKE FIRST NATIONS VALUES

The Seven Teachings / Grandfather Teachings

Love
Respect (listen, share, understand)
Honesty
Courage
Wisdom
Humility
Truth



Cold Lake First Nations | SWOT Analysis



STRENGTHS:

CULTURE: Strong cultural and territorial identity, community pride in Dene values. Land base provides strong foundation for stewardship and development

ECONOMIC DEVELOPMENT: Visible growth around areas like Primco Dene, Casino Dene, commercial solar projects, First Nations markets with Agentis Capital, Athabasca Indigenous Investments partnership with Enbridge, Marguerite Lake Compressor Energy Storage

SKILLED AND PASSIONATE STAFF: Across several departments (Health, Education, Employment, Economic Development)

EFFECTIVE PARTNERSHIPS: Good working relationships with ISC, Tribal Chiefs Employment Training and Service Association, Tribal Chiefs Incorporated, Colleges, FNDF, and industry partners

BUILDING CAPACITY FROM WITHIN: Commitment to hiring and training Nation members

STRONG LEADERSHIP: Experienced leadership team with good working relationship

COMMUNITY POLICING: New relationship with RCMP – dedicated officer

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WEAKNESSES:

COMMUNICATION: Siloed departments and weak interdepartmental communication, leading to duplication and inefficiency

GOVERNANCE: Lack of clear roles, responsibilities, and reporting structures

HR AND FINANCE UNDERDEVELOPED: Inconsistent policies, outdated processes, lack of evaluation metrics, and limited understanding of their strategic roles across the organization

FISCAL RESPONSIBILITY: Lack of confirmed and transparent department budget allocations

POLITICAL INTERFERENCE: Chief and Council making decisions without consulting relevant departments, undermining staff authority

INFRASTRUCTURE: Limited physical space and digital infrastructure (i.e., space shortages, manual systems, weak cybersecurity), ~\$300M shortfall identified

CAPACITY: Many departments running lean, heavy workloads are straining staff, high turnover

NEPOTISM: Ongoing perceptions of entitlement and preferential treatment, eroding morale

NATION IDENTITY: Poor record keeping of traditional ways of knowing and loss of language

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OPPORTUNITIES:

SELF DETERMINATION: Expand self-governance and policy development, positioning the Nation as sophisticated, proactive, and attractive for high-quality partnerships

YOUTH ENGAGEMENT: Youth eager to learn – leverage and develop training programs to build long-term community capacity, create mentorship and internship opportunities

TRANSITION PROGRAMS: Enhance programs to support students moving from reserve schools to provincial schools

ECONOMIC DIVERSIFICATION: Capitalize on the wave of Indigenous equity opportunities coming into the market, sustainable resourcing

ELDERS AND YOUTH: Strengthen language and cultural identity through Elder involvement and youth cultural programming

CHILD AND FAMILY WELLBEING: Bill C92 – active law development committee with legal team, consultants, and planned youth and elder representatives

ENTREPRENEURSHIP: Support local businesses and entrepreneurs

WEALTH FUND: Build a wealth fund to create collective wealth for the Nation

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THREATS:

ECONOMIC UNCERTAINTY: Shifting federal/provincial priorities, tariffs

DISASTER RECOVERY: Lack of comprehensive emergency response plans (climate change), cyber threats

TECHNOLOGY: Fiber internet and modern infrastructure needed

RESOURCE DEPENDENCY: Heavy reliance on energy sector; vulnerable to boom-bust cycles

FUNDING PRESSURES: Funding pressures for various initiatives, including post-secondary education and the development of a police force

DRUGS AND ADDICTION: Nation is facing an increase in addictions and violent crime

ACCESS TO INFORMATION: Creates unclear understanding of the environment around us (i.e., military, air force, land use, etc.)

MMIW: High rates of violence against Indigenous women and girls

MAN CAMPS: Transient workforce and population in surrounding area

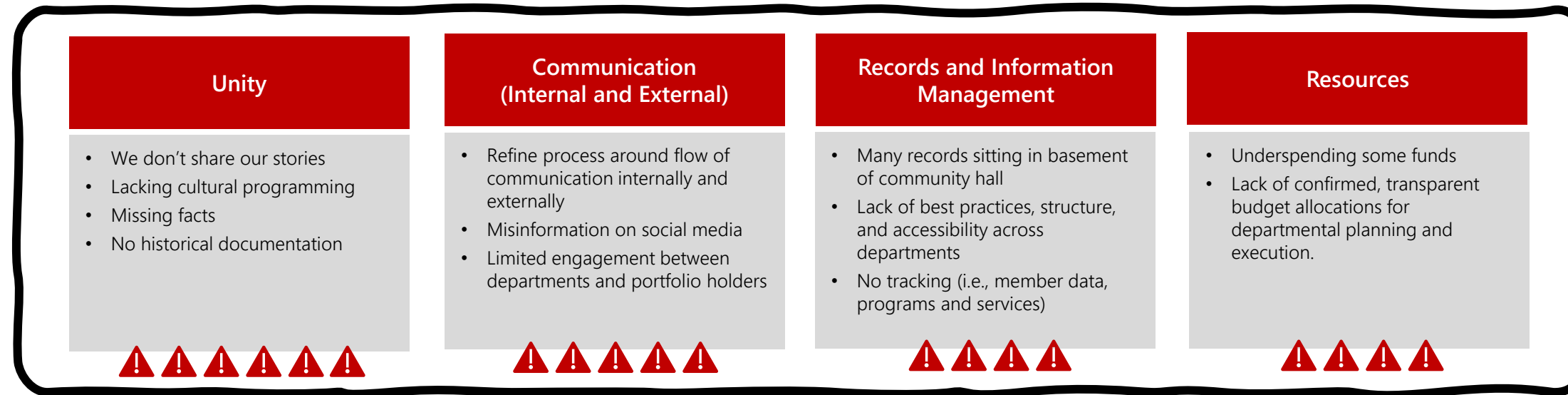
COLONIZATION: Systemic and ongoing inequalities impacting social, economic, cultural and political well-being of Indigenous Peoples

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Cold Lake First Nations | Barriers



BARRIERS



These barriers were identified and voted on by CLFN leadership resulting in four (4) identified planning priorities. We have taken the identified barriers and developed corresponding worksheets and action plans.





1. UNITY

Mission: Strengthen unity, identity, and connection across our Nation by bringing together Elders, youth, families, and community members to preserve who we are and pass it on to future generations.

STRATEGIC PRIORITIES

Strategic Priority 1:

Community Guidance and Leadership

- Establish a community-guided group that brings together Elders, youth, and knowledge holders
- Ensure decision-making reflects community values, lived experience, and intergenerational perspectives

Strategic Priority 2:

Listening to Our People

- Gather input from members to understand family histories, stories, and what matters most to them
- Create opportunities for members to share knowledge, photos, memories, and experiences

Strategic Priority 3:

Preserving Our Stories and Knowledge

- Record and protect Elders' stories, teachings, and lived experiences
- Document language, songs, art, cultural practices, and land-based knowledge for future generations

Strategic Priority 4:

Building a Community Record

- Create a secure and respectful way to organize family and community information
- Support better planning, services, and self-determination while protecting privacy and cultural protocols

PERFORMANCE MEASURES

- Committee established with 8-12 members with at least two (2) youth members
- Digital database identified and operational with secure access
- Elders identified for interviews and opportunity for community members to submit available photos and/or stories
- Church records identified

- Inventory of available cultural resources
- Digital library of cultural knowledge indexed and accessible
- Language lessons recorded and cultural practices documented with photos/video – all accessible digital library
- Regular community updates on what has been completed and what's coming next



2. STENGTHEN COMMUNICATION

Mission: Enhance how information is shared within the Nation and with community members – so communication is clear, consistent, and accessible.

Strategic Priority 1:

Clarity of Purpose

- Confirm and align our mission and vision so they clearly reflect community values and priorities

Strategic Priority 2:

Stronger Internal Communication

- Improve how staff and leadership share information with one another
- Create consistent ways to access important documents, updates, and records

Strategic Priority 3:

Supporting Community Events and Activities

- Improve coordination and planning of events and gatherings that bring people together

Strategic Priority 4:

Clear and Consistent Messaging

- Develop a communication approach that ensures the right information reaches the right people, at the right time
- Reduce confusion and duplication by improving how information is organized and shared

Strategic Priority 5:

Community Connection and Engagement

- Strengthen how we connect with members through regular updates and gatherings
- Use a mix of in-person and digital tools to reach community members where they are

- Refine Nation's mission and vision, and share with community
- Central platform or application selected that effectively receives and shares information, and enables clear and consistent communication (internally within leadership and all departments, as well as externally with community members)
- Secure a dedicated space for community gatherings

- Quarterly community newsletter
- Regular and timely updates to CLFN website
- Regular and timely posts to social media (Facebook) to increase reach and awareness
- Push member communication via app as needed
- Quarterly or bi-annual band meetings scheduled, and community members notified at least one (1) month in advance



3. RECORDS AND INFORMATION MANAGEMENT (RIM) SYSTEM

Mission: Establish a secure, organized, and reliable way to manage Nation records, information, and data – supporting better decision-making, accountability, and self-determination.

STRATEGIC PRIORITIES

Strategic Priority 1:

Understanding What We Have

- Review and organize existing records and information across programs and departments

Strategic Priority 2:

Community Informed Oversight

- Bring together representatives from different areas of the Nation to guide how records are managed
- Ensure alignment with cultural, membership, and community initiatives

Strategic Priority 3:

Privacy, Security, and Respect

- Protect sensitive information through clear access and security protocols
- Respect cultural knowledge, member privacy, and data sovereignty

Strategic Priority 4:

One Trusted Source of Information

- Establish a centralized system so information is accurate, consistent, and easy to find
- Reduce duplication and improve coordination across programs

PERFORMANCE MEASURES

- All departments audited and inventory of record types and storage locations completed
- High-priority records identified (e.g., membership, financial, program tracking)
- RIM platform selected with pilot testing completed in 1-2 departments
- Data migration plan developed

- RIM Manual and Access Policy developed and all staff trained on manual/policy
- Critical records digitized, and paper records organized and stored securely
- Member and cultural data centralized and accessible
- All digitized files accessible on the platform



4. ENHANCE FISCAL RESPONSIBILITY

Mission: Strengthen financial stewardship so resources are managed transparently, responsibly, and in ways that directly benefit the community – today and for future generations.

Strategic Priority 1:

Building Financial Literacy

- Ensure financial policies reflect transparency, accountability, and community priorities
- Reinforce reinvestment into community well-being as a core principle
- Strengthen financial knowledge across leadership, staff, and programs

Strategic Priority 2:

Collective Budgeting

- Improve how budgets are developed, reviewed, and monitored
- Ensure spending aligns with strategic priorities and community needs

Strategic Priority 3:

Tracking Impact and Outcomes

- Better understand how funding is used and what results it achieves
- Strengthen reporting to support informed decision-making

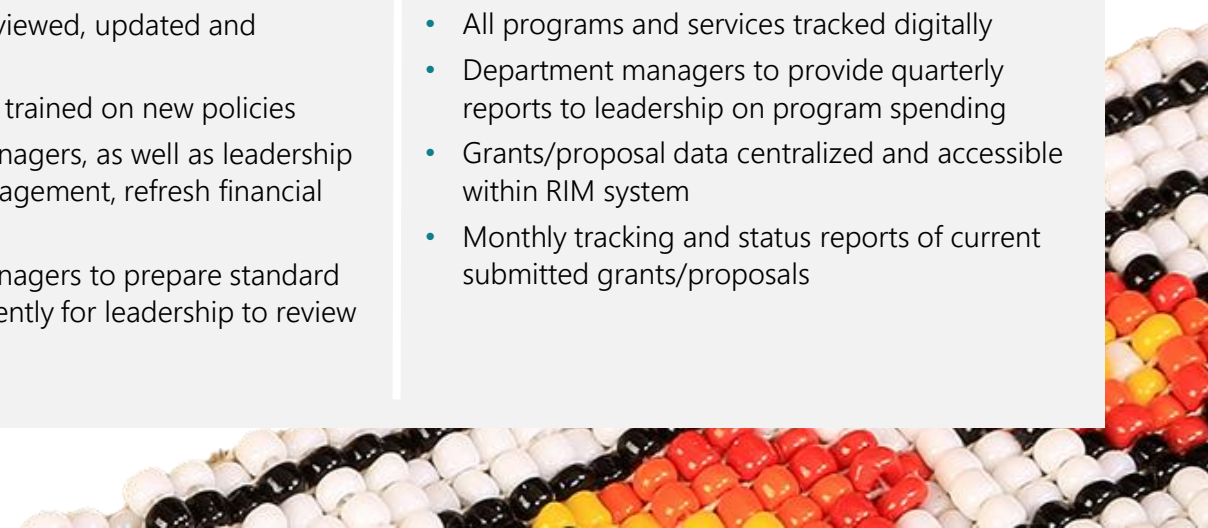
Strategic Priority 4:

Maximize Funding Opportunities

- Improve how grants and proposals are tracked and coordinated
- Reduce duplication and increase access to funding opportunities

- Finance policies reviewed, updated and approved by C&C
- Staff informed and trained on new policies
- All department managers, as well as leadership and executive management, refresh financial literacy knowledge
- All department managers to prepare standard budgets independently for leadership to review and approve

- All programs and services tracked digitally
- Department managers to provide quarterly reports to leadership on program spending
- Grants/proposal data centralized and accessible within RIM system
- Monthly tracking and status reports of current submitted grants/proposals





Representatives from CLFN dedicated themselves to two days of planning on November 5 and 6 to identify current state performance as well as needs and barriers impacting ability to progress towards their goals. This input then allowed the team develop an action plan to address the major barriers. This document represents the outputs of the planning session including an amended mission and vision statement, an environmental scan, a SWOT analysis, priority barriers to address and the action plan for review and validation by Council.

EXPECTATIONS FOR SESSION

- Bring together politics
- Enhance structure and regulatory processes
- Come together (unity and common vision)
- Action plans with measurable metrics
- Clear organizational roadmap
- Address communication challenges (internal and external)

COMMUNITY PRIORITIES

- Build safe, quality homes for Elders and members while ensuring fair and transparent housing criteria
- Address the drug crisis through treatment/prevention/and after-care programs
- Invest in education – create youth programs and better supports for off-reserve students.
- Enhance Elder communication, engagement, and supports
- Improve emergency services

FUTURE IDEAS

- Build capacity on wellness team
- Youth conference
- Define Dene values
- Leadership development
- Enhance cultural programming
- Improve administrative flow

Cold Lake First Nations | 2022 – 2025 Strategic Plan



It is important to review and critically assess CLFN's 2022–2025 Strategic Plan alongside the new 2025–2028 plan – honouring previous work while clarifying what remains relevant, what continues forward, and what has now been addressed.

These elements are reflected in the accompanying worksheets.





1. Communication

- To speak with one collective voice.
- We need to be transparent with our community members with updates, financial matters, etc.
- To work together and be united in our communication approach.
- To have a technologically connected community.
- Work toward effective communication with one another at the C&C table.
- Ensure transparency between Council, Administration and the community.
- To communicate more effectively the programs and services available to community members.
- Being consistent and reliable with all forms of communication.



2. Education

- Promote educational opportunities available to community members.
- Traditional language (oral and written) to be incorporated into curriculum.
- Be a nation where all students graduate from high school.
- Increase the number of nation members enrolling into post-secondary education.
- All education needs to start with Dene culture first while building identity within our people.
- Ensure our people are prepared for their educational journey in all aspects.
- Our youth understand our complete history and family history and who Dene people are.



3. Infrastructure

- Improve all infrastructure delivery to better serve the Luechogh Tue community. Services, homes, connectivity, transportation, etc.
- Establish practices and planning that better support sustainable community infrastructure
- Improve current facilities to help increase the number of community members participating nation services and programming
- To have facilities that support youth, Elders, Community members in the areas of recreation, health, culture, and programming. (Multiplex)

**Still relevant – reference action plan on slide 5.*

To continue forward. There has been significant progress in this area, as reflected in the 2025 Community Engagement Survey – where satisfaction levels were high, with nearly half of respondents rating it “well” or “very well,” and very few expressing concerns.

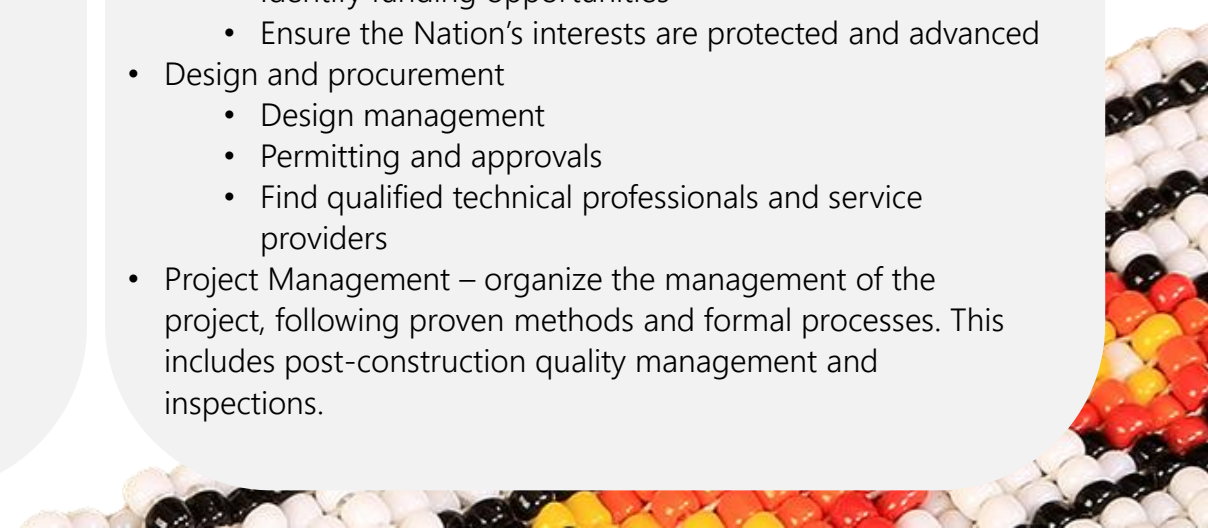
CLFN should continue to invest in and strengthen this work.

Considerations include:

- Enhance recognition for graduating students
- Ensure Chief and Council attend all high school graduation ceremonies
- Strengthen transition programs to support students moving from reserve schools to provincial schools, including deeper teacher-student relationships
- Increase Chief and Council presence in schools through twice-annual visits to engage with and read to youth.

Still relevant.

- Understand the need and define what “could” and “should” be done
 - Infrastructure portfolio planning
 - Feasibility studies
 - Identify funding opportunities
 - Ensure the Nation’s interests are protected and advanced
- Design and procurement
 - Design management
 - Permitting and approvals
 - Find qualified technical professionals and service providers
- Project Management – organize the management of the project, following proven methods and formal processes. This includes post-construction quality management and inspections.





4. Language and Culture

- Identify with knowledge holders while supporting an inclusive community.
- Support traditional practices and teachings to foster community members' identity, purpose and belonging.
- Support a collaborative approach to language retention.
- Increase Dene language capability of staff, Council, and membership.
- Contextualize and promote traditional Dene Laws for current and future generations.
- Capture, archive and tell Dene history while defining and promoting the historic characteristics of Dene people.
- Celebrate Dene culture and language as a community.
- Reinvigorate Dene cultural principals and language.



5. Health and Safety

- Improved programs and services that will improve the health of all nation members
- Efficient and easily accessible solutions for community members who require access to social and health care programs
- Incorporation of traditional practices and teachings into a holistic approach to meet the needs of community members' mental and physical well-being.
- To become a community that is physically and mentally healthy and safe for all members.
- Members have readily available access to professional therapists and doctors on the nation.
- A health care service delivery that is free from bias or selective delivery.



6. Administration

- Increase the effectiveness and support efficiencies throughout CLFN Administration.
- Increase capacity within the administration team.
- Hire the right people for the right jobs that are passionate about what they do.
- An administration team that has true autonomy to do the job they were hired to do without interference from C&C in operational matters.
- A department that has appropriate record keep practices.
- To proactively deliver on administration vs being reactionary.

Goals

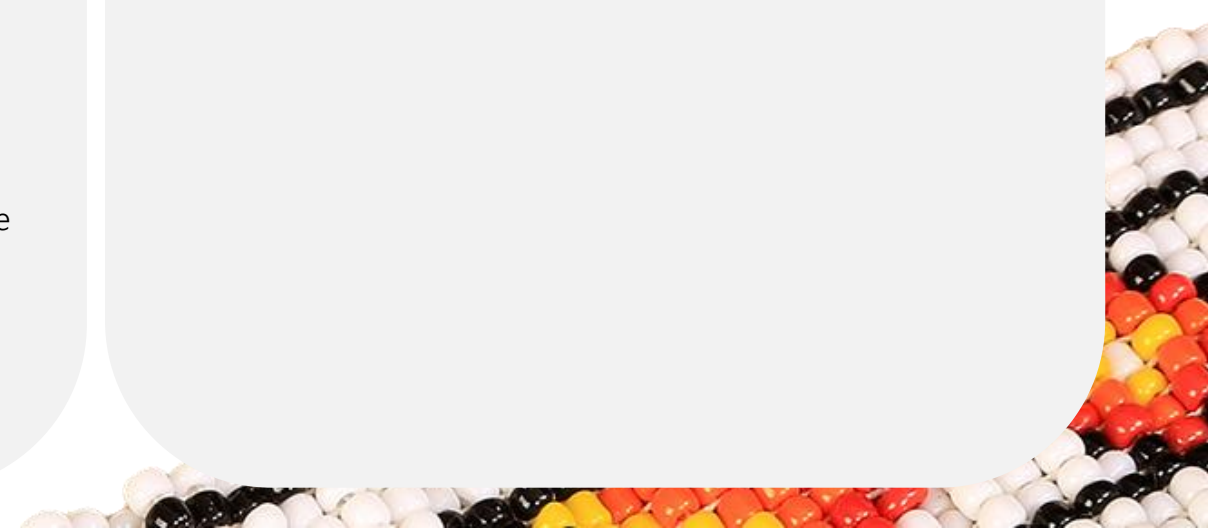
Performance Measures

**Still relevant – reference Four Pillars 10-Year Plan.*

To continue forward.

- Comprehensive review of Nation's Mental Health Department
 - Management governance
 - Workflow
 - Reporting
 - Administrative practices
 - Programs and services
 - Funding
- Community consultation and engagement to determine different participation strategy
- Maintain accreditation to ensure services consistently meet the highest quality standards
- Leverage new RCMP relationship
- Start with youth – education and awareness programs
- Create a neighbourhood watch group

**Some of this to be addressed in upcoming Leadership Development session.*





7. Programs and Services

- Increase education and career counseling support.
- Improved life skills training and resources for members.
- Improve support mechanisms and build facilities necessary to combat social challenges.
- Find solutions by looking inward vs always bringing in external expertise.
- Create new programs and facilities that will help community members pursue healthier lives.
- The community members and Council to understand the barriers to support and the process to access those supports, and to find new ways to address the ever-changing environment.



8. Governance

- To institute Dene laws and membership codes.
- To actively communicate with one another prior to engaging with stakeholders.
- We need to speak with one voice.
- Ensure that C&C follow through on motions passed.
- To work together, meet the policy requirements, and serve the community.
- To conduct ourselves with integrity and with transparency for the community we serve.
- Add the policy mandate to the goals.



9. Economic Development

- Diversify CLFN business portfolio. Position CLFN as attractive investment partner.
- Support existing CLFN enterprises.
- Increase efficiency, transparency and effectiveness across the entire economic development portfolio.
- Participate in new industry sectors. Further diversify opportunities in Clean Energy.
- To utilize better economic development decision-making tools.
- To further align CLFN-owned businesses with Nation priorities.
- Facilitate growth (in both revenue and service offerings) of existing enterprises.
- Institute best practices to mitigate business risks while increasing transparency.
- Achieve greatest returns on all businesses as well as trusts, investments and treasury.

Goals

Performance Measures

Still relevant.

CLFN is encouraged to reference the 2025 Community Engagement Survey traffic light summary as a guide. This tool highlights areas of concern identified by the community and can help prioritize focus, clarify goals, and ensure actions are targeted for meaningful impact.

**Some of this to be addressed in upcoming Leadership Development session.*

**To continue forward – reference previous Economic Development Department Strategic Plan.*



Mission Statement (group discussion)

What do you do?

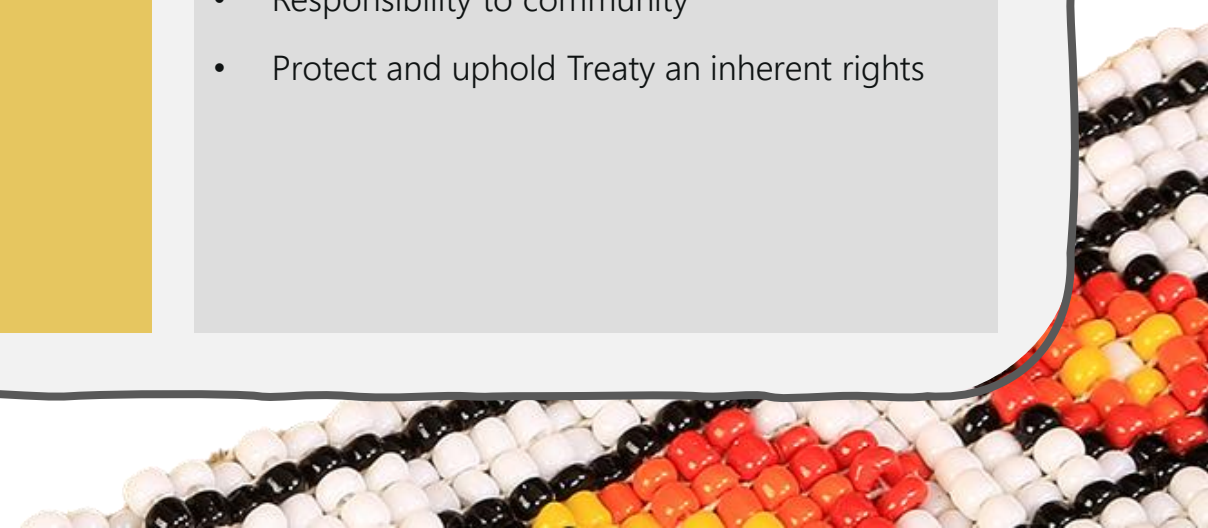
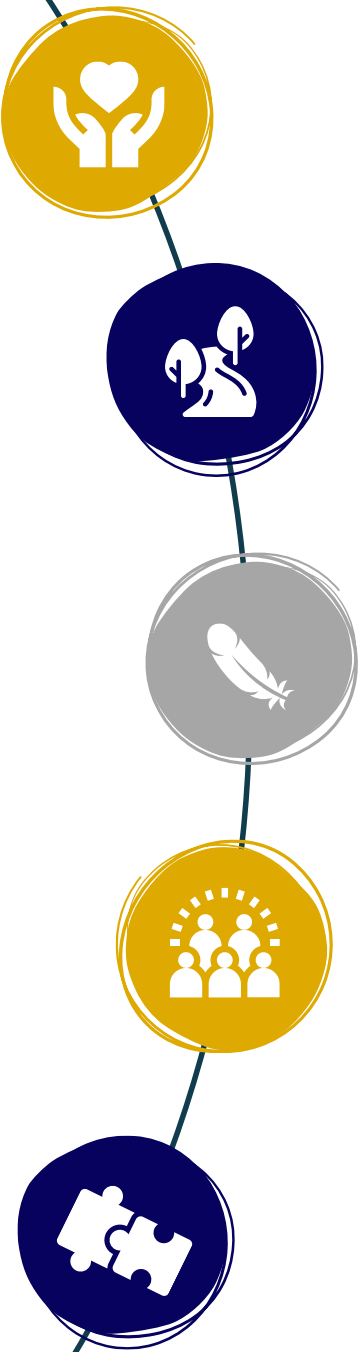
- Help membership
- Role model
- Represent the community
- Lead and guide
- Provide direction (via administration)
- Protect community and defend rights
- Livelihood for a livelihood
- Protect resources
- Advocate on behalf of members
- Lead with transparency and fiscal responsibility
- Serve members
- Create opportunities (jobs, culture)
- Listen to members
- Make decisions
- Negotiate for a better deal
- Create and govern nation laws
- Develop partnerships

Who do you do it for? (Citizens)

- Members
- Youth
- Future generations
- Elders
- Honour the Creator and our ancestors
- Families
- Mother Earth
- Helping other nations

Why? (Unique Value)

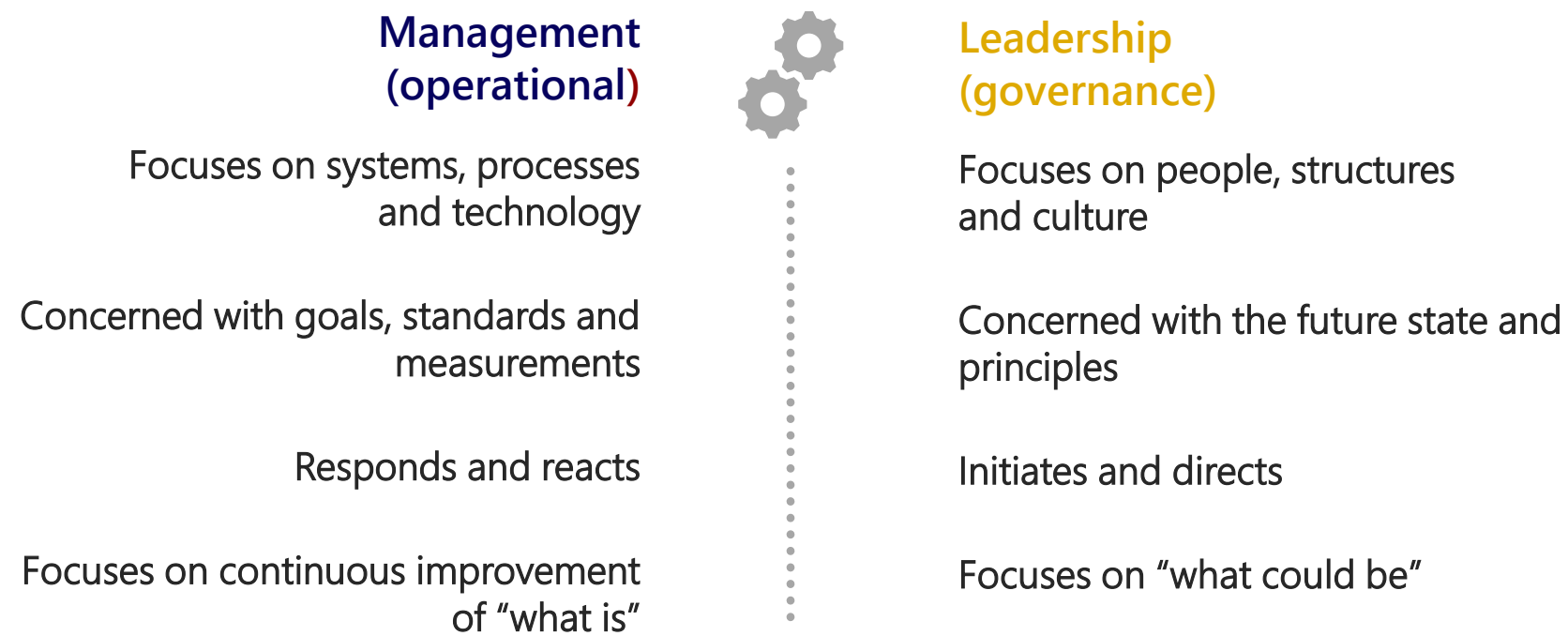
- To create positive change
- For the Treaty – “as long as the sun shines, the grass grows and the river flows”
- Better the lives of those around us
- A livelihood for a livelihood (i.e., where we come from)
- Provide the avenues to preserve culture, language, and traditions
- Invest in our futures
- Protect traditional territory
- Stewardship of the land
- Right wrong doings
- Role modelling
- Responsibility to community
- Protect and uphold Treaty an inherent rights






Management vs. Leadership

WHOSE JOB IS IT?




C&C NEEDS FROM STAFF

- To fulfill their roles and adhere to job descriptions
- To know and understand their job
- Produce reports and be accountable
- Produce plans and budgets
- Share information and technical knowledge
- Provide input to and follow all Nation bylaws and policies
- Practice strict confidentiality

*Sample
Relationship
Needs*


STAFF NEEDS FROM C&C

- Direction
- Current and relevant job descriptions
- Approved and effective organizational structure
- Approved plans and budget
- Current and approved policies
- Honour and uphold policies
- Practice strict confidentiality

