

Fort Simpson Historical Society

Strategic Plan

2013-2018



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Introduction

On February 23, 2013, Tait Communications facilitated a strategic planning workshop with the board members and Program Coordinator for the Heritage Centre Society (HCS) and the Fort Simpson Historical Society (two closely-tied organizations with common Board members), as well as other individuals interested in preserving local and regional heritage. Input from the broader community was also gathered through two community meetings held prior to the strategic planning workshop (Feb 21 and 22). This strategic plan is the final result of community input and many Board brainstorming sessions and workshops.

Special thanks to Todd Sasaki of Tait Communications for facilitating the first strategic planning workshop and for drafting the first iteration of this strategic plan. This strategic planning work would also not have been possible without funding from the NWT Departments of Industry, Tourism and Investment and Education, Culture and Employment.

Planning team

- Alison dePalham (Executive Director)
- Barb Tsetso (Board)
- Bernice Hardisty-Isaiah
- Brian Jaffrey
- Freda Blyth
- Gerald Antoine
- Julia Tsetso
- Liza McPherson
- Lynn Canney
- Martina Norwegian (Board)
- Renalyn Pascua-Matte (Board)
- Shyanne Smith (Coordinator)

Context

In 2008, the Fort Simpson Historical Society (FSHS) and the Open Sky Creative Society (OSCS) joined forces and registered a new society, the Heritage Centre Society (HCS). The HCS undertook to continue the work that had been initiated by the FSHS to restore, renovate and use the Roman Catholic Sacred Heart Rectory (the Rectory) as a Heritage Centre. Under the mandate of the HCS, the Heritage Centre would include space for artifact displays, archival collections, artistic exhibits, gift shop and workshops. The Heritage Centre would also provide permanent office space for all three societies.

The FSHS purchased the property on which the Rectory stood from the Roman Catholic Diocese of the Mackenzie and contracted an architect to develop blueprints for the renovated Rectory. During the course of developing a proposal to secure funding for the Heritage Centre project (the Project), the HCS developed programs, policies, and staff job descriptions for the Heritage Centre. Funds were secured, materials were purchased and a contractor was retained in 2009. However, unforeseeable defects in

the building required that the structure be demolished. The foundation was stabilized and the basement capped in 2010.

By 2011, the resources available for the Rectory project had been spent without construction of the building complete, and the work on the Project was stalled. In 2012, HCS contracted New Horizons to conduct a feasibility assessment to determine the level of community support for the Project, whether the Project requires amendment, and identify where possible potential partnerships and financial resources could be available to the Project. After conducting stakeholder interviews and community meetings, it was recommended that the Project move forward with the completion of the original project while seeking a partnership with the University of Alberta and accessing all potential funding possibilities.

In 2012, Open Sky Creative Society informed HCS of its intention to withdraw from the Society's Board of Directors. Since HCS's bylaws state that its board is to be comprised of members of OSCS and the Fort Simpson Historical Society, the HCS will need to be dissolved and its work revert back to the FSHS or be taken on by a new society. In this reorganization, it was decided that this was also a good time to examine the priorities for heritage and cultural programming in Fort Simpson and the Dehcho as a whole.

On February 21 and 22 of 2013, HCS held two community meetings to gain input from community members on the future direction of a heritage and cultural society in the Dehcho. Through the feedback gathered during these meetings, it became clear that participants felt that a society is needed to play an important role in coordinating heritage projects and initiatives throughout the Dehcho.

The original objectives of the Fort Simpson Historical Society (FSHS) are as follows:

- a. To preserve buildings and sites of historical significance in the Village of Fort Simpson and the immediate vicinity (such as the original site of Fort of the Forks, the house at Rabbitskin River, the house at Two Islands and Fort Alexander at Willow Lake River.)
- b. To collect, preserve and display artifacts.
- c. To collect, record and publish stories, legends and historical data.
- d. To preserve all of the above for the benefit and education of local inhabitants, visitors and future generations.

These objectives align extremely closely with the goals and objectives developed through this current strategic planning exercise. It was therefore decided by the Board members of these two organizations that with the folding of the HCS, the FSHS would take on this strategic plan as their own. This strategic plan outlines the mission, goals, objectives and specific steps to be taken by the FSHS to develop and provide heritage and cultural programming throughout the Dehcho.

Mission

Considering the feedback received during the community meetings, as well as the existing missions of HCS and the FSHS, the participants of the strategic planning session outlined the following updated mission statement for the FSHS :

We exist to work with the people in our Dehcho region to collect, record, preserve and present our culture, history, artifacts and traditions, raising awareness and pride and conserving our heritage for future generations.

SWOT analysis: Strengths, Weaknesses, Opportunities and Threats

As a part of the planning process, the group considered those internal characteristics (strengths, weaknesses) and external conditions (opportunities, threats) that might positively or negatively affect the ability to accomplish the mission stated above. A summary of the discussion is presented in the Appendix.

Visioning exercise

During this exercise, the planning group was asked to envision the ideal situation for this initiative in five years time. The outcomes of the visioning exercise were used by the group to establish goals for the initiative. The outcomes of the visioning exercise were recorded and are presented in the Appendix.

Table 1. Summary of goals, objectives and strategies

The objectives and actions to be taken under each goal are listed in the table below.

Goals	Objectives	Actions	Measures of success
1. Collect, preserve, enhance and protect sites, items, information, and artifacts of historical significance	a. Build a Heritage Centre building in Fort Simpson	<ul style="list-style-type: none"> Secure professional project oversight and contract construction professionals (Year 1) Draft design that incorporates community's input Complete blueprints and structural drawings (Year 1) Establish a construction schedule for the Heritage Centre (Year 1) Secure project funding (ongoing – annual) Complete concrete basement floor (Year 1) Complete framing to lock-up (Year 2) Complete construction and finishing (Year 3-5) 	<ul style="list-style-type: none"> Architect and structural engineer contracted Concrete basement floor poured and temporary roof installed Design drawings revisited, updated, and approved (including Fire Marshall certification) Construction costing and schedule in place New project funding obtained Completed framing to lockup Construction and finishing completed in five years
	b. Identify and preserve historical sites	<ul style="list-style-type: none"> Collect information on historical sites and identify opportunities for preservation Develop plans for the preservation of sites such as: <ul style="list-style-type: none"> - Original site Fort of the Forks - House at Two Islands - Fort Alexander site, Willow River Preserve historical sites as feasible 	<ul style="list-style-type: none"> Archives on historical sites developed and maintained Preservation plans developed for historical sites in need of, and available for, preservation Funds raised for preservation Preservation completed
	c. Collect and document heritage (stories, artifacts, photos, research and document TK)	<ul style="list-style-type: none"> Opportunistically collect stories, artifacts, photos, and TK as feasible – as well as new information on existing artifacts (i.e., obtain the stories behind the objects or photos). <i>Note: LKFN has received boxes of documents and photographs from Joe Mercredi which need to be inventoried and housed.</i> Contact Ray Michaud re: family genealogies and potential of DN archives with Society and possible participation on the Board of the Society 	<ul style="list-style-type: none"> Additional artifacts, photos etc were obtained and information collected to add to database Ray Michaud contacted (letter sent, if no reply follow up by phone/in person)

Goals	Objectives	Actions	Measures of success
2. Develop opportunities for presentation of heritage in our region	a. Increase public participation by holding community events to celebrate the region's heritage	<ul style="list-style-type: none"> • Hold an event that commemorates an elder • Hands-on instruction with elders • Research possibility of Elders Hostel for walking tours, etc. • Fall shoreline cleanup and open house at Heritage Park (annual) • Hold two different types of heritage-themed coffeehouse sessions to test community interest (Year 1) • Hold heritage-themed coffeehouse sessions (try different themes in Year 1 and adjust/adapt in future years with community input) 	<ul style="list-style-type: none"> • Held a minimum of two events per year • Worked on a project with at least one elder per year • Engaged minimum of 40 community members in activities or events per year • Held two different types of heritage-themed coffeehouse sessions to test community interest
	b. Create market for traditional crafts	<ul style="list-style-type: none"> • Brainstorm opportunities for market development with other heritage organizations and institutions (especially PWNHC, University of Alberta, and Canadian Museum of Civilization) • Connect with local retailers to sell locally made traditional crafts in the Dehcho (display case and sales at hotels, stores, visitor centres, and other community groups) • Connect with retailers outside of the Dehcho (Co-op, other stores) • Connect with tourism industry providers to advertise availability of traditional crafts to visitors (i.e., work with aviation companies to provide tourists with personalized tours, by donation, of heritage sites in Fort Simpson and offer traditional crafts for sale) • Advertise availability of traditional crafts in media both within and outside of the Dehcho (i.e., newspapers, visitor guides, and UpHere magazine) • Develop storefront as part of website to provide international sales of traditional crafts 	<ul style="list-style-type: none"> • Gained input from at least two other heritage organizations or institutions • Two retailers are carrying (additional) traditional crafts from the Dehcho, facilitated by the Society • Working directly with at least one tourism industry provider to sell traditional crafts • Advertised traditional crafts annually in at least two media publications • Website storefront developed and provides direct sales of traditional crafts • Recorded boost to local economy (in dollars and/or FTE days)
	c. Organize the existing archives and make them accessible to the public	<ul style="list-style-type: none"> • Find space in the community to process and temporarily store archived materials • Complete inventory and create an archive database listing existing documents, materials, photographs, and artifacts (get advice/help from PWNHC) • Develop historical photographic displays using photos already in archives • Provide access to the archive database via the website and develop and maintain virtual exhibits on the website 	<ul style="list-style-type: none"> • Additional (temporary) archive storage space found • Existing collection is inventoried and recorded in database format • Historical photographic displays created • Archive database uploaded to the website and kept up to date • At least 3 virtual exhibits created and displayed on the website

Goals	Objectives	Actions	Measures of success
	d. Teach traditional skills and language to youth	<ul style="list-style-type: none"> Meet with elders, artists and others with traditional skills to assess interest in, and barriers to, teaching youth Create a community resource listing of those interested in teaching traditional skills Coordinate with schools and Aurora College to develop and deliver traditional skills and language programs Provide support to individuals wanting to teach traditional skills and language but unable to without assistance 	<ul style="list-style-type: none"> Met with at least 10 individuals over the 5 year period Community resource listing potential traditional skills and language teachers created At least one teaching program developed and delivered Funds raised for and support provided to at least one individual wanting to teach
	e. Create exhibits and place them in public spaces (schools, gallery, VIC, etc)	<ul style="list-style-type: none"> Build or purchase self-contained displays (contact PWNHC for assistance and advice) Develop theme-based exhibits and place them in public spaces (short-term for special events as well as up to 6 months for longer term displays) 	<ul style="list-style-type: none"> Two self-contained displays completed Two exhibits created and placed in the community each year
3. Establish broad community support for heritage initiatives through consultation and by working with other individuals and organizations involved in heritage (Involve the community)	a. Increase general presence in the community	<ul style="list-style-type: none"> Attend LKFN, DFN and other FN and community meetings as feasible Provide informational tables and displays at community events (giving out freebies by donation as feasible) 	<ul style="list-style-type: none"> Attended one community meeting per month Set up displays and provided information at 4 community events each year
	b. Engage in heritage projects and initiatives with community involvement	<ul style="list-style-type: none"> Conduct an annual archival project focused on local families (contact Raymond Michaud). Note: best approach to document/photographic preservation need to be addressed (involve Gerald Antoine) Develop a chronological record of the region's history (Year 1) Promote careers in heritage at the regional high school Career Day (Need to contact TSS regarding date of Career Day) Assist schools with heritage-related educational materials and activities each year 	<ul style="list-style-type: none"> Annual archival project on local families conducted each year Chronological record of the region's history developed Promoted careers in heritage at Career Day Provided schools with selected educational materials and activities each year

Goals	Objectives	Actions	Measures of success
and work with partners)	c. Form relationships with organizations engaged in heritage projects in the region	<ul style="list-style-type: none"> Meet with other organizations Formalize partnerships with other organizations Provide support for heritage initiatives by other organizations, individuals or informal groups in the Dehcho Participate in Aboriginal Day displays and activities (promote Heritage Centre project and games) <i>*Note: ITI funding available – requires 20% sweat equity</i> Promote heritage topics on the agenda in the DFN Youth Camp Promote careers in heritage at the regional high school Career Day and make presentation at the YouthCareer Forum (DFN Youth Council) Work with LKFN (other partners?) to provide annual fall community feast and heritage celebration. Year 1 feast to be organized with LKFN for Aboriginal Day with displays in the tipi. <i>*Note: Chief Letcher welcomes our participation</i> Record public input and incorporate into decisions & planning 	<ul style="list-style-type: none"> Met with a minimum of 4 other organizations in Year 1 Formalized partnerships with 2 organizations Support provided to at least one other organization, individual or informal group in the Dehcho in Year 2; support to more than one in Years 3-5 Participated in or contributed to at least one other organization's event each year
4. Enhance a sense of pride and promote community development by bringing people together and sharing our heritage with the world (Develop and implement communications strategy to share our heritage)	a. Develop a communications strategy to guide communications and media production and distribution	<ul style="list-style-type: none"> Compile list of communications needs Develop draft communications strategy Board review of strategy Complete final communications strategy 	<ul style="list-style-type: none"> Communications strategy completed Public survey at end of Year 5 shows a high degree of awareness of the Society and its projects and of Dehcho heritage and culture (at least 50% of survey population aware of Society and can cite specific projects)
	b. Engage in regular communications with the public throughout the year	<ul style="list-style-type: none"> Develop a consultation process (Year 1) Hold a meeting to report on strategic planning, get feedback from stakeholders (Year 1), and obtain support (verbal or written) for the Society and its new strategic plan (Year 2) Hold a meeting to update public on status of current projects Update LKFN quarterly on Heritage Centre construction Write a monthly heritage column in the Dehcho Drum Produce an annual calendar to honour people pursuing their heritage (Year2-5) (Need to work with LKFN – in progress) Produce an annual report Profile elders and historical figures in publications and articles Revive the Historical Society newsletter Update and further develop the website Create and maintain a Facebook page and Twitter account Develop information for distribution through Visitor's Information Centre (and other venues as feasible) 	<ul style="list-style-type: none"> Consultation process developed Meeting held to report on strategic planning; 80% of community orgs support Society and strategic plan Updated public on current projects (AGMs) LKFN updated quarterly on the Heritage Centre Monthly column written for Dehcho Drum Produced an annual calendar (beginning Year 2) Annual report produced (distributed at AGM) Society newsletter revived and mailed quarterly Website overhaul and update completed (Year 1) Website regularly updated and promoted Facebook page and Twitter account in use Materials (e.g., brochures and pamphlets) developed/distributed (100 copies in Years 2-5)

Goals	Objectives	Actions	Measures of success
	c. Use existing structures to create and share authentic experiences	<ul style="list-style-type: none"> Assess potential to use Heritage Park for summer rentals Develop and implement programming for Heritage Park Walking tours, interpretive sessions, events and/or open houses held at heritage sites in Fort Simpson 	<ul style="list-style-type: none"> Feasibility assessment completed Programming developed, funds raised, and programming implemented at Heritage Park and/or other heritage sites in Fort Simpson
	d. Produce and share a timeline that indicates events and changes in the Dene and colonial relationships over time	<ul style="list-style-type: none"> Gather relevant information collected under Goal 1 Solicit information from historians, elders, and other experts Complete draft timeline and submit for review and input from all FNs, as well as from historians etc Have timeline designed and published Share timeline with partners for use and distribution 	<ul style="list-style-type: none"> Relevant project information collected First draft completed First draft reviewed by at least 6 organizations or individuals outside of the Society Timeline design completed and copies published Timeline shared as a resource with partners (at least 20 copies)
	e. Create opportunities for greater exposure to Dehcho heritage and culture (regional, territory, national, international)	<ul style="list-style-type: none"> Publish articles in territorial or national magazines Work with academic and other institutions Share products broadly, with universities, etc. outside our region (longer term) Encourage partners to profile the Historical Society and Dehcho heritage/culture on their website and in publications (e.g., inquire about LKFN website) 	<ul style="list-style-type: none"> Published 3 articles in magazines/publications with a targeted readership outside of the Dehcho Developed partnership with at least institution outside of the Dehcho Shared products/resources developed with partners outside of the region (Year 5) At least one partner profiled FSHS and Dehcho heritage via their media/website Recorded increase in tourism as a result of Society activities/increased awareness of the Dehcho
5. Establish and maintain a heritage society formed of a network of committed people who share the mission and work together to achieve the goals in this strategy (Maintain the Society)	a. Create benchmarks and best practices for the society	<ul style="list-style-type: none"> Establish relationship with a mentor organization (Year 1) and obtain help with Society reorganization Update regulations/bylaws to govern Society operations; update governance, staff, and Board policies Complete and implement strategic plan (Year 1) Set measures of success, timelines and fundraising targets (Year 1) Communicate project results, measures of success, etc 	<ul style="list-style-type: none"> Connected with other heritage groups and help obtained in reorganizing Society regulations/bylaws and policies updated Strategic plan completed 5 Year measures of success, timelines and fundraising targets identified (Year 1) Annual report developed to report on progress
	b. Increase funding for projects	<ul style="list-style-type: none"> Secure increased SEED funding Develop plan and timeline for grant proposals for each year Write proposals to secure sources of funding each year 	<ul style="list-style-type: none"> Secured an additional \$50,000 within first year Secured funds necessary for maintaining organization, its programs, and completing the Heritage Centre
	c. Increase board membership	<ul style="list-style-type: none"> Identify potential Board members Invite potential members to a meeting and to join the Society 	<ul style="list-style-type: none"> Increase board membership to five members by April 2013 Maintain Board membership of 5

Goals	Objectives	Actions	Measures of success
	d. Hire an Executive Director and ensure smooth operation of Society business	<ul style="list-style-type: none"> • Complete interview process • Finalize contract • Board and ED work together to ensure finances, government reporting, audits, and grant proposals and reports etc are satisfactorily completed 	<ul style="list-style-type: none"> • ED Hired by April 2013 • All Society business is managed and kept up to date
	e. Build capacity through training and education programs and working with similar heritage organizations.	<ul style="list-style-type: none"> • Board and staff take training on heritage issues • Connect with and maintain contact with other heritage groups in the NWT (e.g., establish and use email listserv) • Partner with other heritage groups to bring presenters to the region (shared costs) 	<ul style="list-style-type: none"> • Executive Director and/or Board member attends Heritage Gatherings at PWHC (training) • Board members and/or ED in regular contact with other heritage groups (at least monthly) • At least 2 special presentations (other than PWNHC meetings) held in the region and attended by Society staff and/or Board members
	f. Remember and create tribute to individuals who contributed to the society and its projects	<ul style="list-style-type: none"> • Create a page on website and articles in Society newsletter and/or other publications to honour contributions of Steve Rowan • Other departed individuals to honour? • Honour individuals who have made outstanding contributions to heritage in the Dehcho (e.g., at a special presentation at AGM followed by a write-up in Society newsletter etc (perhaps develop a Dehcho heritage service award that the Society presents each year?)) 	<ul style="list-style-type: none"> • Webpage on Steve Rowan's contributions developed and added to website • Significant contributions to Dehcho heritage preservation/presentation recognized annually
	g. Build membership and volunteers to support the society and help with projects	<ul style="list-style-type: none"> • Staff support Board members by providing timely materials and reports etc • Implement Society membership drive to build a base of supporters (members to receive discounts on products and events, quarterly newsletter, etc) • Inclusive, fun and welcoming atmosphere fostered within the Society 	<ul style="list-style-type: none"> • Regular (typically monthly) Board meetings held and Board members provided with relevant reports and meeting materials • Society membership drive implemented and membership increased each year, to at least 50 members in Year 5 • 3 volunteers recruited in Year 2, building up to 8 in Year 5

Appendix

SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Two knowledgeable individuals (continuity) • We have people who have corporate memory for continuity of operations • Grassroots knowledge; technical and formal education • Intimate connections with external • Close relationships and networking with the community served • Core funding already established • Big hurdle already jumped • We have base funds to support operations • We are the regional centre (meeting point) so it's the easiest place for people to gather • We have a public presence to build on • We have a collection: be used to stimulate interest • We have infrastructure to serve as a base on which to build • People are interested: network • History of the organization: not starting from scratch 	<ul style="list-style-type: none"> • Committed funders: continue expanding projects • We have property and drawings for a centre, so we have the potential to have a place to engage people • There is a vast record of post-contact materials, so we have lots to choose from • HCS is a benefit to local business – funding and in-kind contributions • Presence of industry – funding possibilities • GNWT focus on heritage – access to funding • Available federal funding – money for projects • Partnerships with other organizations: coordinated effort • Organizations such as education have similar interests – opportunity to build shared programs • Share information within region and beyond: increased awareness • Recruit youth involvement: continue future interest • Community involvement: stronger organization
Weaknesses	Threats
<ul style="list-style-type: none"> • Lack of knowledge: loose focus • Too many agenda items: lack of cohesiveness • Too much to do: lack of communication • Unclear mandate: creates confusion in the community • Difficulty retaining a long-term employee • Lack of continuity and retained knowledge • Lack of people power: hard to move forward • Low number of volunteers: volunteer burnout • Lack of broad-based community involvement, so there could be possible misrepresentation • Lack of broad-based community involvement, so it's difficult to maintain momentum • We have not accessed the knowledge of the elders that already exists, so there are holes in the historical record • Requires partnerships from other organizations that lack the capacity for involvement – won't be successful in fulfilling mandate 	<ul style="list-style-type: none"> • Cost of capital projects in the North – time & money • Losing people with knowledge: information lost • Departure of elders knowledge: loss of knowledge • Presence of industry – may alienate partners, activity may destroy heritage sites • Federal funding cuts – less money • Cycle of government funding doesn't match northern building schedules, so it's hard to get things done • Possible lack of funding so project(s) could implode • Limited resources: stalled • Balancing work, volunteering and family • Limited funding: competing interests • Lack of communication: lost opportunities for funding/partnerships • Competing interests: repetition of projects and services • Duplication of activities: creates competition for resources, creates lack of buy-in

Outcomes of visioning exercise

A visioning exercise was completed at the community workshops to gather thoughts on ideal achievements after five years. As such, this is a “wish list” of all the things we’d like to do, given unlimited funding and personnel.

Goal 1 Visioning Exercise

- A communication strategy
- Developed a plan that was realistic
- Brought communities together to work on culture and heritage
- Created greater exposure to Dehcho heritage and culture
- Establishment of a heritage institution that brings people together
- For outstanding contributions to educational material
- Working as communities to restore and revive artifacts
- Outstanding service to community and region with regards to cultural preservation
- It is inclusive and educates
- Identified historical sites
- Heritage
- The society has organized the archives and made them available to the public
- Bringing to the forefront the history of our region
- Collecting stories
- Collecting artifacts
- Built a centre
- Engaged local people and tourists in activities
- Researched and documented traditional knowledge
- Taught traditional skills and language to youth
- Shared knowledge (archives, artifacts)
- Preserving our oral and written history
- Collected photos and profiled elders and historical figures
- Collected artifacts and archives
- Recorded stories and knowledge in various formats
- Built a database of existing resources
- Secured funding and built Phase 1 of the Heritage Centre
- Phase 2 of the Heritage Centre was completed
- Share products, etc., broadly, with universities, etc. outside our region (longer term)
- A place to operate from
- Location
- Established a Heritage Centre

Goal 2 Visioning Exercise

- The society is inclusive
- Everyone was in it together
- Involved youth and elders
- Consulted our elders for guidance
- They're putting their minds together for their children
- Draft design that takes the community's input
- For commitment to preserving culture and traditions
- Total involvement of regional communities
- Full consultation with the community. This input was the first thing needed to get the ball rolling
- Gather ideas and use tools from similar organizations
- Achieving a meaningful relationship
- Engaged people in a vision
- Engaged a multitude of partners
- 50% of the population is engaged in one way or another
- Inclusiveness – efforts are community based and driven
- Community involvement
- An inclusive and respectful group that is knowledgeable and visionary
- Gained the initial support of communities and partners
- Gained support of communities, partners and founders for a new strategy and plan
- Work on multiple levels to support individual communities, as well as represent the region as a whole
- It has the support of everybody and various agencies in their community
- They have the support of the community because they accomplish meaningful activities
- Community support

Goal 3 Visioning Exercise

- Built and saw a need in the community
- What is local is also important/interesting regionally and nationally
- Brought tourism to new levels and created new opportunities
- Market for traditional crafts
- Boosted the local economy
- Incorporate through community development processes
- People of the community
- Brought people together
- The people, culture and history are reborn
- I've learned more about my culture
- I'm proud to be Dene from the Dehcho
- People power
- Awareness of the stored history of the Dehcho
- For recognizing the importance of our traditional culture and language

- People in the Dehcho region united to preserve the history and culture. It was an accomplishment.
- Shared the knowledge with the new generation
- It works together
- Shared stories, photos and traditions
- Remained traditional in some of their ways of life
- Unselfish time to spare in the establishment and development of the society
- Remembrance of the departed individuals who contributed to the society and its projects
- Commitment to relive the past

Goal 4 Visioning Exercise

- Never lost sight of our vision
- That they were persistent against all odds
- Surrounded the organization with a network of key personnel
- Commitment
- Dedication and commitment
- Involved and dedicated individuals gathered to work in this project
- Recruited more key volunteers
- They took a chance because they believed in the cause
- Broad band of committed volunteers
- Even in times of fiscal restraint they were able to secure funds because they believed in their project so much and convinced the government to fund it
- Self-governance
- Ensured that we secured the resources to follow through with the plan
- Began incremental and strategic steps to build capacity and initiate projects
- Settled on a project – who, what, when and how – and finished it
- Celebrated, notified people of the success and chose a new project
- Finish with the projects that are already in process
- Society has protected the resources it has
- Gathering information before it is lost