

# BC First Nations' Data Governance Initiative

## Strategic Framework

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# TABLE OF CONTENTS

## Contents

Purpose of Document.....	3
Introduction.....	4
Vision, Goals & Objectives.....	6
governance and partnerships.....	8
Mandates and Agreements .....	8
Guiding Principles.....	9
Partner Mandates.....	9
Benefits.....	12
Key stages of this strategic approach .....	14
Initiative team structure .....	17
Goals, Milestones, Timeframes & responsibilities .....	24

# PURPOSE OF DOCUMENT

This document provides a strategic framework for the BC First Nations' Data Governance Initiative. Overall, this document will formalize the tripartite governance approach to BC-wide First Nations' data and information management, and serve to bring various government departments and service organizations with different mandates, together with First Nations communities, with a common focus on investing in and measuring progress towards, First Nations' well-being.

The primary purpose of this document is:

1. To establish and ensure a common understanding among all parties of the vision, objectives, scope and requirements of this initiative
2. To ensure a common understanding of the work to be performed, the approach, and the roles and responsibilities of all parties
3. To document key assumptions, constraints and dependencies
4. To provide the initiative team a baseline document from which to carry out the work and to measure the progress and success of the initiative

The following sections describe the mandate, background, purpose, vision, objectives, scope, stakeholders, major deliverables, initiative phases, focus and associated roles and responsibilities of the various parties involved in this project.

# INTRODUCTION

BC First Nations are moving toward a model of development and wellness that is community driven, nation based, and encompasses broad indicators of health and well-being including (but not limited to): education, health, social development, employment, lands and resources, water, housing, child protection, culture, and the environment. This comprehensive and integrated approach to addressing complicated and long-standing socio-economic and cultural issues requires a significant shift in philosophy and also shifts in relationship of agencies and management of resources. First Nations in BC want to ensure that their self-government interests are protected and their Community Development and Nation Rebuilding activities are successful and they believe that having local, timely and accurate data, upon which to base decisions, is fundamental.

First Nations, federal and provincial governments have made numerous political commitments to improving outcomes for First Nations people. BC First Nations recognize that data and information management is a foundational component of First Nations governance and government; it is a tool that all First Nations and First Nation organizations can use to support strategic investments in comprehensive health and wellness plans at the local, regional and provincial levels, which will result in improved socio-economic conditions for First Nations' people and communities. Significant work has been done by BC First Nations at community, nation and provincial levels, to define well-being and to build and deploy information management systems that are cost effective and able to measure the investments being made in well-being. This work has resulted in numerous positive outcomes for participating First Nation communities; through this Initiative, all BC First Nations will benefit as system transformation occurs.

The BC First Nations' Data Governance Initiative will advance the ability of First Nations, federal and provincial governments and supporting organizations, to have timely access to quality data and information to plan and account for investments and outcomes in First Nations' well-being. This will include the establishment of a comprehensive approach to First Nations' Data Governance in British

Columbia. This Initiative will serve to unite and guide BC First Nations, First Nations Organizations and government partners, towards their shared outcome; well-being for First Nations.

# VISION, GOALS & OBJECTIVES

**The Vision:** Governments (First Nations, Federal and Provincial) have timely access to quality data and information to plan and account for investments and outcomes in First Nations' well-being.

**The Goal:** To set a foundation for a robust and comprehensive approach for BC wide First Nations' data and information governance.

**The Result:** Improved Relationships: Improved Systems: Improved First Nations' Well-being.

## **The Objectives:**

1. Through tripartite partnership, collaboration, and coordination -- significantly advance strategic planning and achieve better outcomes for, and with, BC First Nations through effective data governance;
2. Align data standards with a holistic and integrated social investment model that centralizes information from a variety of sectors including health, education, social services, child and family services, and housing;
3. Develop an integrated set of data rules, policies, standards and technical linkages across jurisdictions;
4. Develop and launch an integrated tripartite First Nations' Data Governance model aligned with transformative change, building capacity within First Nations governments to collect, manage and as appropriate, share data; and,
5. Maximize efficiency of existing resources across Federal, Provincial and First Nation partners.

## **The Approach:**

Given that the current approach to First Nations' data management is program-based, and the fact that there are numerous organizations involved in service delivery to First Nations, a phased approach will be taken to manage this transformative change more effectively.

Engagement will be formalized through Project Charters, initially focusing on affecting those activities that are of most interest to First

Nations in managing current functions. It is expected that this Initiative will take place over many years, building capacity in First Nations communities while realigning federal and provincial systems with this wellness-focused, investment model. The long-term vision includes provincially coordinated, First Nations' controlled data support centres.

First Nation communities from across the province who have shown leadership in data and information management will be involved as demonstration sites, implementing a suite of locally developed administrative data systems and providing guidance in developing standards for data management and reporting, as the Initiative unfolds. The Tripartite Champions, including the First Nations Health Council (FNHC) Champion, will monitor activity at all levels, across all projects. Individual Project Teams will be assembled, representing specific program data interests (health, education, employment...), including technical expertise, Provincial First Nations Service Organizations, Provincial Ministries as well as other Federal Departments such as Health Canada.

Oversight and leadership to the Initiative will be provided by the Tripartite Champions, representing First Nations Health Council, Indigenous and Northern Affairs Canada (INAC) and the BC Ministry of Aboriginal Relations and Reconciliation. This Strategic Framework and the attached Appendices, will inform the work of the Parties and all Initiative participants as they establish and monitor individual Project Charters to manage this tripartite collaboration in capacity building and reporting reform. The Appendices include:

1. A Concept Paper for the *BC First Nations' Data Governance Initiative*
2. Assumptions Constraints and Dependencies
3. Risk Assessment and Impact
4. General Governing Agreements and Initiatives
5. Specific Data Governance Agreements and Activities
6. First Nations Health Authority/Council Mandate in Data Governance
7. Briefing Note to the Chiefs: Relationship Renewal and Improved Accountability

# GOVERNANCE AND PARTNERSHIPS

## Mandates and Agreements

A number of health plans and agreements describe a comprehensive and ambitious provincial mandate and agenda in health, social determinants, health information governance, and health data information sharing and system transformation.

- Transformative Change Accord: First Nations Health Plan (TCA:FNHP, 2006)<sup>1</sup>
- First Nations Health Plan Memorandum of Understanding (MoU, 2006)<sup>2</sup>
- Tripartite First Nations Health Plan (TFNHP, 2007)<sup>3</sup>
- First Nations in BC Tripartite Data Quality and Sharing Agreement (TDQSA, 2010)<sup>4</sup>
- Consensus Paper 2011: BC First Nations Perspectives on a New Health Governance Arrangement<sup>5</sup>
- Tripartite Framework Agreement on First Nations Health Governance (October 2011)<sup>6</sup>
- Consensus Paper 2012: Navigating the Currents of Change: Transitioning to a New First Nations Health Governance Structure<sup>7</sup>
- Health Partnership Accord (December 2012)<sup>8</sup>
- BC First Nations Data Governance Initiative Champion Signature Page (2014)<sup>9</sup>
- A Regional Engagement Process and Partnership to Develop a Shared Ten-Year Social Determinants Strategy for First Nation Peoples in BC (MoU, 2016)<sup>10</sup>

<sup>1</sup> Transformative Change Accord: First Nations Health Plan. 2006. [http://www.fnhc.ca/pdf/TCA\\_FNHP.pdf](http://www.fnhc.ca/pdf/TCA_FNHP.pdf)

<sup>2</sup> First Nations Health Plan Memorandum of Understanding. 2006. [http://www.fnhc.ca/pdf/TFNHP\\_MOU.pdf](http://www.fnhc.ca/pdf/TFNHP_MOU.pdf)

<sup>3</sup> Tripartite First Nations Health Plan. 2007. <http://www.fnhc.ca/pdf/TripartiteFNHealthPlan.pdf>

<sup>4</sup> Tripartite Data Quality and Sharing Agreement. 2010. [http://www.fnhc.ca/pdf/BC\\_Tripartite\\_Data\\_Quality\\_and\\_Sharing\\_Agreement\\_-\\_SIGNED\\_COPY.pdf](http://www.fnhc.ca/pdf/BC_Tripartite_Data_Quality_and_Sharing_Agreement_-_SIGNED_COPY.pdf)

<sup>5</sup> Consensus Paper: BC First Nations Perspectives on a New Health Governance Arrangement. 2011. [http://www.fnhc.ca/pdf/FNHC\\_Consensus\\_Paper\\_-\\_WEB.pdf](http://www.fnhc.ca/pdf/FNHC_Consensus_Paper_-_WEB.pdf)

<sup>6</sup> Tripartite Framework Agreement on First Nations Health Governance Arrangement. 2011. <http://www.fnhc.ca/pdf/framework-accord-cadre-eng1.pdf>

<sup>7</sup> Consensus Paper 2012: Navigating the Currents of Change: Transitioning to a New First Nations Health Governance Structure. 2012. [http://www.fnhc.ca/pdf/Consensus\\_Paper\\_-\\_Navigating\\_the\\_Currents\\_of\\_Change\\_\(approved\\_for\\_distribution\\_May\\_7\\_12\).pdf](http://www.fnhc.ca/pdf/Consensus_Paper_-_Navigating_the_Currents_of_Change_(approved_for_distribution_May_7_12).pdf)

<sup>8</sup> Tripartite Health Partnership Accord. 2012. [http://www.fnhc.ca/pdf/Tripartite\\_Health\\_Partnership\\_Accord\\_-\\_December17.2012\\_.pdf](http://www.fnhc.ca/pdf/Tripartite_Health_Partnership_Accord_-_December17.2012_.pdf)

<sup>9</sup> BC First Nations Data Governance Initiative Champion Signature Page.

<http://static1.squarespace.com/static/558c624de4b0574c94d62a61/t/558c715de4b09afe2aef5dbb/1435267421843/BCFNDGI-Tripartite-Signatures-March-2014.pdf>

<sup>10</sup> Memorandum of Understanding on the Social Determinants of Health <http://fnhc.ca/2016/03/memorandum-understanding-social-determinants-health/>

Collectively, these documents and agreements outline a comprehensive agenda and mandate in both data and information governance, and data and information management. This includes increasing First Nations involvement in decision-making concerning their data and services, improving the collection, use and sharing of First Nations' data, and developing the capacity of First Nations in the area of health information governance, to assume eventual custody, control and management of First Nations' data.

In particular, the First Nations in BC Tripartite Data Quality and Sharing Agreement (TDQSA, 2010) made commitments to:

- Develop the capacity (knowledge, tools, and instruments) of First Nations in BC to assume eventual custody, control and management of First Nations' Data.

### Guiding Principles

In 2011, First Nations Chiefs and leaders, by a historic level of consensus, endorsed "Consensus Paper 2011: BC First Nations Perspectives on a New Health Governance Arrangement" and by doing so, charted a path forward for health governance in BC. Through that Consensus Paper, First Nations set 7 Directives that are to guide the work of wellness system transformation:

**DIRECTIVE #1:** Community –Driven, Nation-Based

**DIRECTIVE #2:** Increase First Nations decision-making and control

**DIRECTIVE #3:** Improve Services

**DIRECTIVE #4:** Foster meaningful collaboration and partnership

**DIRECTIVE #5:** Develop human and economic capacity

**DIRECTIVE #6:** Be without prejudice to First Nations interests

**DIRECTIVE #7:** Function at a high operational standard

### Partner Mandates

Governments (First Nations, Federal and Provincial) all share a common mandate of improving the well-being of First Nations citizens and communities and numerous organizations and agencies deliver programs and services to achieve the same. Therefore a tripartite approach is being taken to support the long-term vision of First Nations collecting, owning, and housing their own data in order to provide timely, relevant reports to their citizens and others. The BC First Nations' Data Governance Initiative primary partners include:

### **BC FIRST NATIONS**

#### **First Nations Health Council (FNHC)**

Mandated by BC First Nations, the Health Council will provide leadership to the overall Initiative, including leading all efforts relating to the collaboration and coordination between First Nations organizations and government partners, and the development and implementation of a strategic approach to addressing the social determinants of health.

#### **First Nations Health Authority (FNHA)**

Carry out the operations and mandate of the FNHA in data and information governance. On a tripartite basis, work to achieve health systems transformation at a population-health level for all BC First Nations -- this includes creating opportunity and space for First Nations to make health systems improvements at local, regional and provincial levels.

#### **First Nations Information Governance Centre (FNIGC)**

The First Nations Information Governance Centre serves as the permanent home of the First Nations Regional Longitudinal Health Survey (RHS) and builds upon that successful process to provide an abundance of information, research, training, data collection, analysis and dissemination services to First Nations at the community, regional and national levels. The BCFNDGI First Nations' Champion Initiative Navigator serves as the regional representative of the FNIGC and coordinates communication to the national FNIGC.

#### **First Nations Technology Council (FNTC)**

The First Nations Technology Council has role in this Initiative, having received political mandates from BC First Nations Leadership

related to connectivity, data and information management and technology, a mandate which crosses sectors.

Other Provincial First Nations Service Organizations that have a mandate related to First Nations' well-being and a function related to data and information management (including but not limited to the following), will be engaged through various Project Charters:

- First Nations Education Steering Committee
- First Nations Schools Association
- BC Aboriginal Childcare Society
- First Nations Emergency Services Society

**GOVERNMENT OF CANADA - Indigenous and Northern Affairs Canada (INAC):**

The Social Policy and Programs Branch initially took the lead in coordinating with other INAC sectors and interested federal departments. The Audit and Evaluation Sector has since taken this lead role. INAC believes success is built on such collaborative processes that support self-determination and address the full spectrum of the data needs of partners. INAC will collaborate to define what these key data needs are and how they will achieve outcomes in the most streamlined approach possible.

**GOVERNMENT OF BRITISH COLUMBIA - BC Ministry of Aboriginal Relations and Reconciliation (MARR):**

Ministry of Aboriginal Relations and Reconciliation will be the lead for the Government of BC and work with the Ministry of Health and other provincial Ministries and organizations to initiate and coordinate efforts related to this Initiative. The BC Government believes active data management increases system effectiveness, improves the accuracy and timeliness of data, and derives maximum business benefit. To demonstrate that services are delivered effectively and to measure outcomes, government must have efficient access to the data existing in various computer systems, files and reports.

# BENEFITS

Direct benefits to First Nations, Federal, and Provincial Governments include:

~ Quality, Accountability,  
Compliance, Reporting,  
Transparency, Accessibility ~

## Informed Planning and Accurate Reporting

- First Nations will have access to accurate information to effectively plan and implement programs at the community level
- Governments will be able to generate complete, specific and accurate reports associated with outcome statements that will measure investments in communities
- Access to breadth of data provides better indications on trends, problems, solutions etc.
- Reporting is rationalized, simplified, and consistent
- Reports will be available at the Local, Regional, Provincial and National levels

## Common Data Standards across Governments

- Administrative data collected via a sustainable workflow model that is integrated into the daily operations of First Nations governments building in accountability at many levels
- Building citizen trust in government through accuracy, timeliness and breadth of reporting
- BC First Nations' Data Governance Initiative will be a flagship in effective and quality data models

## Reinforced Transformative Change

- Well-being can be measured holistically and development can be broad based and culturally relevant
- Increased system wide capacity enhancement in Data Governance, Data management, and Information Sharing as a foundational component of all First Nations governments and governance
- Policy will reflect the data and research, and in turn the investments, and thus more accurately address the needs and hopes of First Nations at the individual, community and nation levels

## Increased Efficiencies

- Approach to data management will increase the capacity of First Nations and be sustainable in the long-term
- Investments managed through automated systems will increase compliance
- Information sharing will eliminate the significant redundancies in both data collection and reporting
- Standardized use of locally developed systems reduces individual capital and maintenance costs
- First Nations working together facilitates collaboration, maximizes efficiencies and builds local capacity

# KEY STAGES OF THIS STRATEGIC APPROACH

In order to manage the many relationships that are likely to emerge as current data holders are identified and engaged in the Initiative, a 5 stage approach to management (2012-2017) will be deployed:

1. Pre-planning, Engagement and Framework Development
2. Implementation Planning and Charter Development (including Business Assessment)
3. Charter Implementation
4. Demonstration Site Testing (current stage of initiative)
5. Data Governance Model Roll Out Preparation (current stage of initiative)

Individual Project Charters will be developed to engage stakeholders such as First Nations Governments, First Nations Service Organizations and federal and provincial government departments, as appropriate. The Charters will confirm lead and support organizations, business requirements, etc. for each project.

Currently, most data is generated and organized by program; this Initiative will take a citizen-centered approach to data and information management, drawing upon data generated from multiple sources to report on the comprehensive well-being of an Individual, Family, Community, Nation or Region. A critical first step in managing data associated with individuals is to ensure that the individual is correctly identified, regardless of where they receive a service. Therefore, the first project to be undertaken will focus on Identity Management, followed by subsequent projects. The First Nations demonstration sites will provide guidance in the on-the-ground deployment of systems as the Initiative unfolds.

## **STAGE 1: Pre-planning, Stakeholder Engagement and Strategic Framework Development**

Initiate collaborative, coordinated and planned process that shares a common understanding of the vision, goal and process required to

achieve First Nations' well-being and data governance. Preliminary planning and coordination included engagement of First Nations' leadership and service organizations, and resulted in a Concept Paper, this Strategic Framework, and a high-level action plan. It is noted that engagement and reporting will be on-going throughout the Initiative's life.

**STAGE 2A: Implementation Planning and Project Charters** (concurrent with 2B)

Gain approval and support for Strategic Framework. Conduct additional engagement of stakeholders and project partners. Develop detailed work plan and budget including project identification and scope and assessment of overall business requirements, data inventory and the partnerships, management, and coordination required of each of the key components of this initiative.

Formal projects and partnerships will be sanctioned through individual Project Charters outlining deliverables, project team and budget.

**STAGE 2B: Detailed Assessment of Requirements and Building on Local Successes** (concurrent with 2A)

Assess at the Federal, Provincial and First Nation levels the full business requirements and processes currently used and identify requirements to achieve standardization of data and data administration from sectors such as health, education, social services, child and family services, and housing.

Assess and build detailed inventory of current data sources and data elements within these sources. Identify the business, technical, governance, policy and other enablers.

This stage will work concurrently with Stage 2A and undertake an appreciative inquiry of First Nations who have effective data governance solutions in the areas such as community health, social development, education, housing, and citizenship.

**STAGE 3: Implementation of individual Project Charters**

Project Charters identified and developed in Stage 2 will be initiated by project specific implementation teams. Overall management of specific projects and teams will be done by the Tripartite Coordination Team.

#### **STAGE 4: Demonstration site testing and adjustments for full implementation**

In achieving the BC First Nations' Data Governance Model, and implementing the broader Implementation Plan, identified First Nations, will be engaged as demonstration test sites and actualize the system enablers and transformative changes. These communities will be chosen for the on-going leadership/successes they have shown related to data governance.

Ongoing feedback and monitoring will be provided from these demonstration test sites and necessary adjustments will be made to model before full implementation and roll out.

#### **STAGE 5: Data Governance Model and Implementation Plan for Roll Out**

The business and data requirements, and best practices, identified in Stage 2 and 3 and 4 will be used to build the governance model and implementation plan for full roll out. Stage 5 will formalize the final approach, partnerships, technical design and architecture that include the various business processes, data, and technical enablers required to implement the vision on a provincial basis.

# INITIATIVE TEAM STRUCTURE

This is a complex Initiative with many levels of activity. In order to effectively manage the initiative, a functional team approach has been taken. The team consists of Champions, Tripartite Coordination Team, FN Provincial Service Organizations, Provincial Ministries as well as Federal Departments. It is recognized that that some individual projects, while integrated through this Initiative, may also have other accountability and reporting structures in place. First Nation communities will be engaged and involved as demonstration sites, providing guidance as the Initiative unfolds and the FNHC Champion will monitor activity at all levels.

**Champions – High Level Oversight and Political Engagement FNHC  
(representing broad political mandates)  
MARR & INAC (Data Governance Standards Development)**

**Tripartite Coordination Team – Project Coordination, Individual Project  
Charters, Data Management and Standards Development  
INAC, BC Province, FNHA and FNIGC – Data and Policy Development**

**First Nation Community Demonstration Sites  
Project Implementation – Data Collection and Reporting**

**INITIATIVE CHAMPIONS:**

Initiative Champions provide a lead role in advising the Tripartite Project Team, communicating the Initiative across governments, and, if necessary, advocating on the importance of data governance to First Nations' wellness.

**Framework Signatories:** the signing of the Tripartite Data Governance Agreement March 2014 signaled the continued relationship between the Tripartite partners to continue to implement and support existing agreements and commitments made by the Governments of Canada, British Columbia, and First Nations related to data governance and specifically, system transformation. Further, it is intended to support BC First Nations' move towards a model of development and wellness that is community-driven, nation-based and encompasses broad indicators of health and well-being.

<b>Governments</b>	<b>Framework Champion Signatories</b>
<b>BC First Nations</b>	Grand Chief Doug Kelly First Nations Health Council
<b>Federal Government</b>	Sheilagh Murphy Assistant Deputy Minister, Aboriginal Affairs and Northern Development Canada
<b>British Columbia Provincial Government</b>	Peter Cunningham Assistant Deputy Minister, Ministry of Aboriginal Relations and Reconciliation (MARR)

## TRIPARTITE COORDINATION TEAM GOVERNANCE:

The Tripartite Coordination Team consists of content advisors from the FNHC, FNHA, Federal and Provincial governments. The team provides a direct link between the FNHC, FNHA, Federal and Provincial Governments, community stakeholders, and all other interested and involved participants including First Nations organizations, government, research bodies, and funding agencies.



## **Governance – Roles and Responsibilities**

### **Senior Steering Committee**

- Contribute to ongoing development of the strategic direction for the Initiative
- Approve individual project budgets
- Approve quarterly updates provided by Secretariat
- Review progress and endorse next steps
- Attendance at Demonstration Gatherings
- Strategic communication of the Initiative
- Dispute resolution

### **First Nations Champion / Initiative Navigator**

- Lead the ongoing development of the strategic direction for the Initiative
- Review and ensure the direction of each project is aligned with the overarching goals
- Maintain regular communication with Secretariat
- Facilitate access to resources
- Monitor and recommend individual project budgets
- Review progress and endorse next steps
- Provide management, expertise and guidance directly to project staff
- Strategic communication of the Initiative
- Organize Demonstration Site Gatherings

### **Secretariat Function**

- Contribute to ongoing development of the strategic direction for the Initiative
- Review and ensure the direction of each project is aligned with the overarching goals
- Maintain regular communication with First Nations Champion/Initiative Navigator
- Facilitate access to resources and update Initiative website
- Management of approval of documents and resources
- Management of regular working group meetings and distribution of documents, records of decision and minutes
- Quarterly reporting to Senior Tripartite Coordination Team Advisors
- Monitor and recommend individual project budgets
- Review progress and endorse next steps
- Strategic communication of the Initiative
- Provide expertise and guidance directly to project staff

### **Tripartite Coordination Working Group**

- Contribute to ongoing development of the strategic direction for the Initiative
- Review and ensure the direction of each project is aligned with the overarching goals
- Facilitate access to resources
- Monitor and recommend individual project budgets
- Review progress and endorse next steps
- Provide expertise and guidance directly to project staff

- Contribute to Quarterly Reporting via the Secretariat
- Attend regular working group meetings
- Ensure communication materials, evergreen documents, and individual activities are maintained and reported on at regular intervals
- Strategic communication of the Initiative
- Attendance at Demonstration Gatherings

### BCFNDGI Contact Information

<b>First Nations Health Council (FNHC):</b>	<b>First Nations Governments Implementation Team Contact:</b> Gwen Phillips, Ktunaxa Nation, (250)489-2464, <a href="mailto:gphillips@ktunaxa.org">gphillips@ktunaxa.org</a>
<b>Aboriginal Affairs and Northern Development Canada (AANDC):</b>	<b>Federal Government Implementation Team Contact:</b> Diana Prosser, Audit and Evaluation Sector, (819)639-7314, <a href="mailto:diana.prosser@aadnc-aandc.gc.ca">diana.prosser@aadnc-aandc.gc.ca</a>
<b>Ministry of Aboriginal Relations/Reconciliation (MARR):</b>	<b>British Columbia Implementation Team Contact:</b> Monica Cox, First Nations Social & Cultural Policy, (250)356-5223, <a href="mailto:monica.cox@gov.bc.ca">monica.cox@gov.bc.ca</a>

**PROJECT CHARTERS - IMPLEMENTATION TEAMS:**

Each project will be guided by an approved Project Charter outlining project accountabilities, deliverables, timelines, etc. Each project Implementation Team will be defined in the Project Charter and will include First Nations Demonstration Site representation and, as required, the FNHC Champion. Any one of the three Parties may take a lead in developing and implementing a Project, however all First Nations data-related projects will be coordinated through this Strategic Framework and the roles and responsibilities of all parties to be engaged will be clearly defined in the Charter.

The Tripartite Coordination Team will have overall responsibility for managing Project Charters, and participating on project teams, to ensure every project meets initiative standards and goals.

**FIRST NATION DEMONSTRATION SITES:**

The First Nations demonstrations sites will deploy a suite of locally developed First Nations program administration and data collections systems (Best Practices, Mustimuhw, Unification) across their Nations and provide advice to the Coordination Team on the development of data and information management standards and in the design of relevant community reports.

1. Cowichan Tribes
2. Gitksan Nation
3. Ktunaxa Nation (host - Champion)
4. Seabird Island Band
5. Heiltsuk Nation
6. Penticton Indian Band

# GOALS, MILESTONES, TIMEFRAMES & RESPONSIBILITIES

ROLLING WORK PLAN AVAILABLE UPON REQUEST