

Community-driven, Nation-based Planning



Community – people – kinship - society

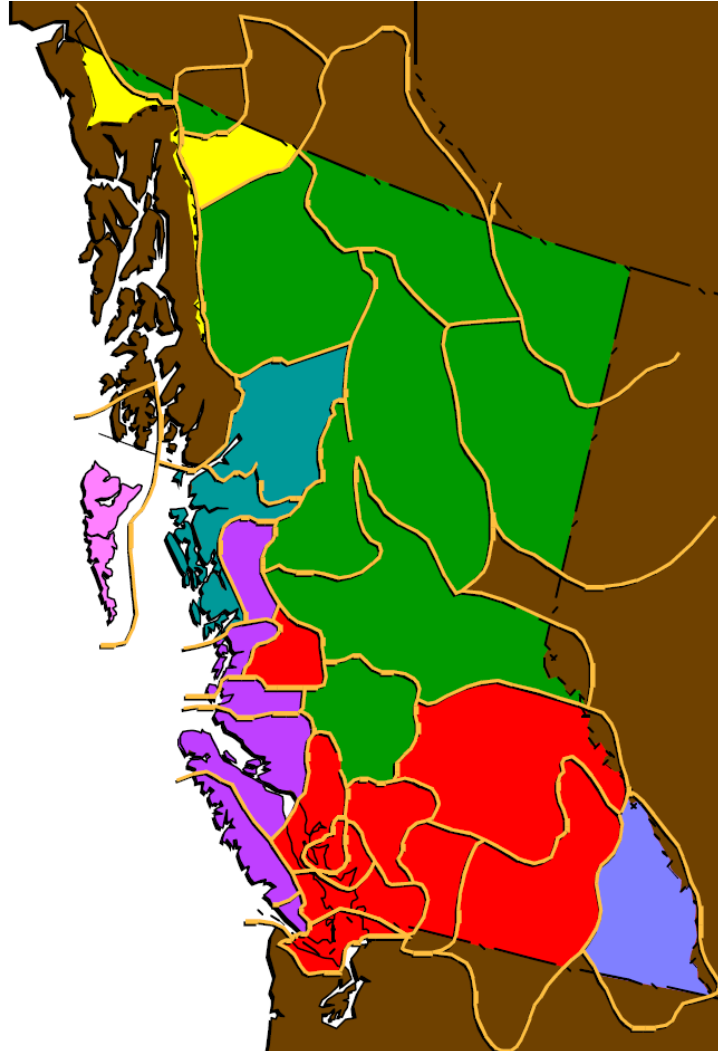
Nation – state – citizens - homeland

- Ka ?amaknata
- Ka ?aktukaqwata
- Ka ?aqtsmaknikmatnata

First Nations Languages of British Columbia

Language Families:

	Athapaskan
	Wakashan
	Salishan
	Tsimshian
	Haida
	Ktunaxa
	Tlingit



Royal Proclamation
of October 1763

"It is just and reasonable, and essential to our interest, that the several nations or tribes of Indians with whom we are connected, and who live under our protection, should not be molested or disturbed in the possession of such parts of our dominions and territories as, not having been ceded to or purchased by us, are reserved to them, or any of them, as their hunting grounds."

My Land,
My Language,
My People

Nature of Indigenous Rights to Title

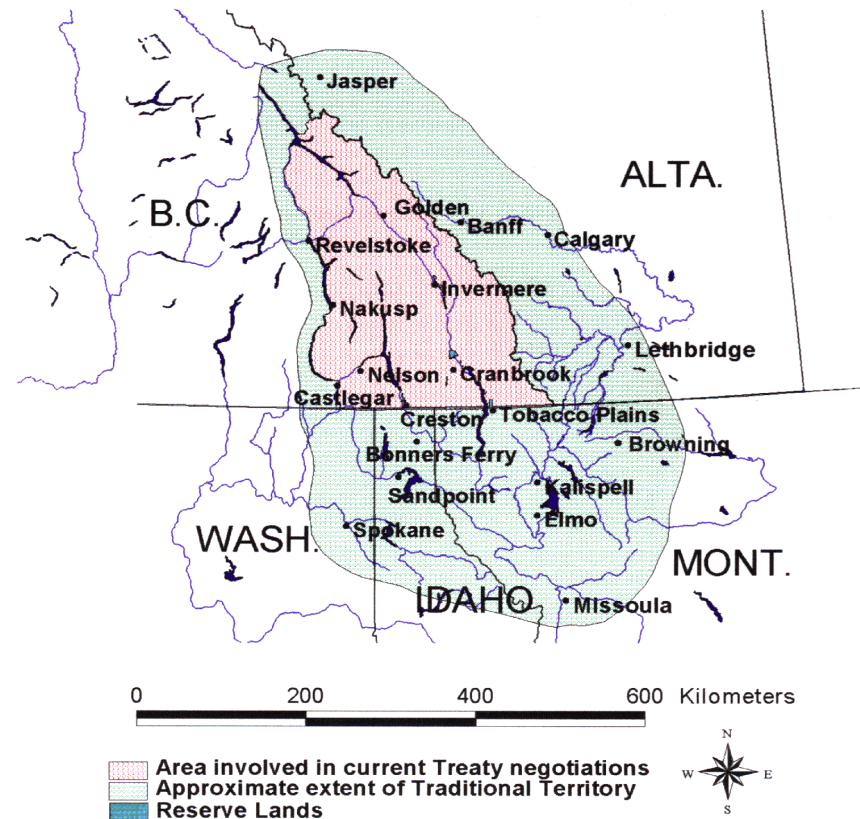
- Indigenous 'title' is more than a property right; it is unique in that it is a *communal* right, meaning that an individual cannot hold this form of title - it belongs to Indigenous Nations.
- The jurisdiction of Indigenous governments is jurisdiction arising from the existence of the Indigenous Nations in North America *prior* to the arrival of the Europeans and is considered inherent.
- Jurisdiction can be either *inherent (natural – inborn)* or *delegated (given or assigned)*; Metis people have *Aboriginal* rights that have been assigned via the Canadian Constitution, not *Inherent* rights, as they did not exist as a Nation until *after* contact.
- Jurisdiction can be *Territorial*, such as the traditional territory *Personal*, exercisable over particular people, *or a combination* of both. The Ktunaxa Nation asserts jurisdiction over both their people and their land; we have never surrendered responsibility for either.

U. N. Declaration

Territorial Stewardship and Benefit

- *Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired.*
- *Indigenous peoples have the right to own, use, develop and control the lands, territories and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired.*
- *States shall give legal recognition and protection to these lands, territories and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the indigenous peoples concerned.*


TRADITIONAL TERRITORY OF THE KTUNAXA NATION





Ktunaxa Inherent Right


- The Elders have described the source of Ktunaxa sovereignty as our relationship with the Creator and the Ktunaxa believe that our inherent right to govern flows from this relationship.
- They have acknowledged that we have always been a Nation and that the Ktunaxa inherent right is held collectively.
- They have said that the inherent right belongs to all Ktunaxa, including those that have gone before and those that are yet to come.

Governance & Government

 Governance: enacting laws, setting strategic direction establishing standards and empowering institutions to carry out the day-to-day business of *government*.

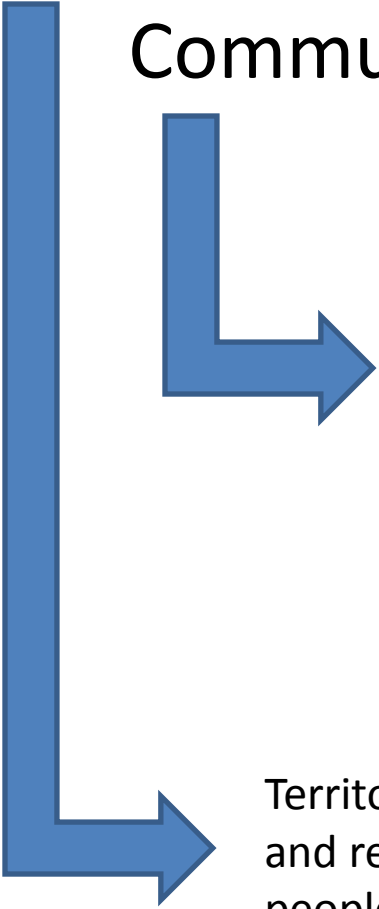
 *Long-term, strategic/development plans* indicating an action, state or condition, or quality

 Government: institutions carrying out the strategic direction, delivering programs and services to achieve or maintain standards and monitoring and enforcing laws.

 *Short and medium term work plans* performing or causing the stated action

Nation – state – citizens – homeland

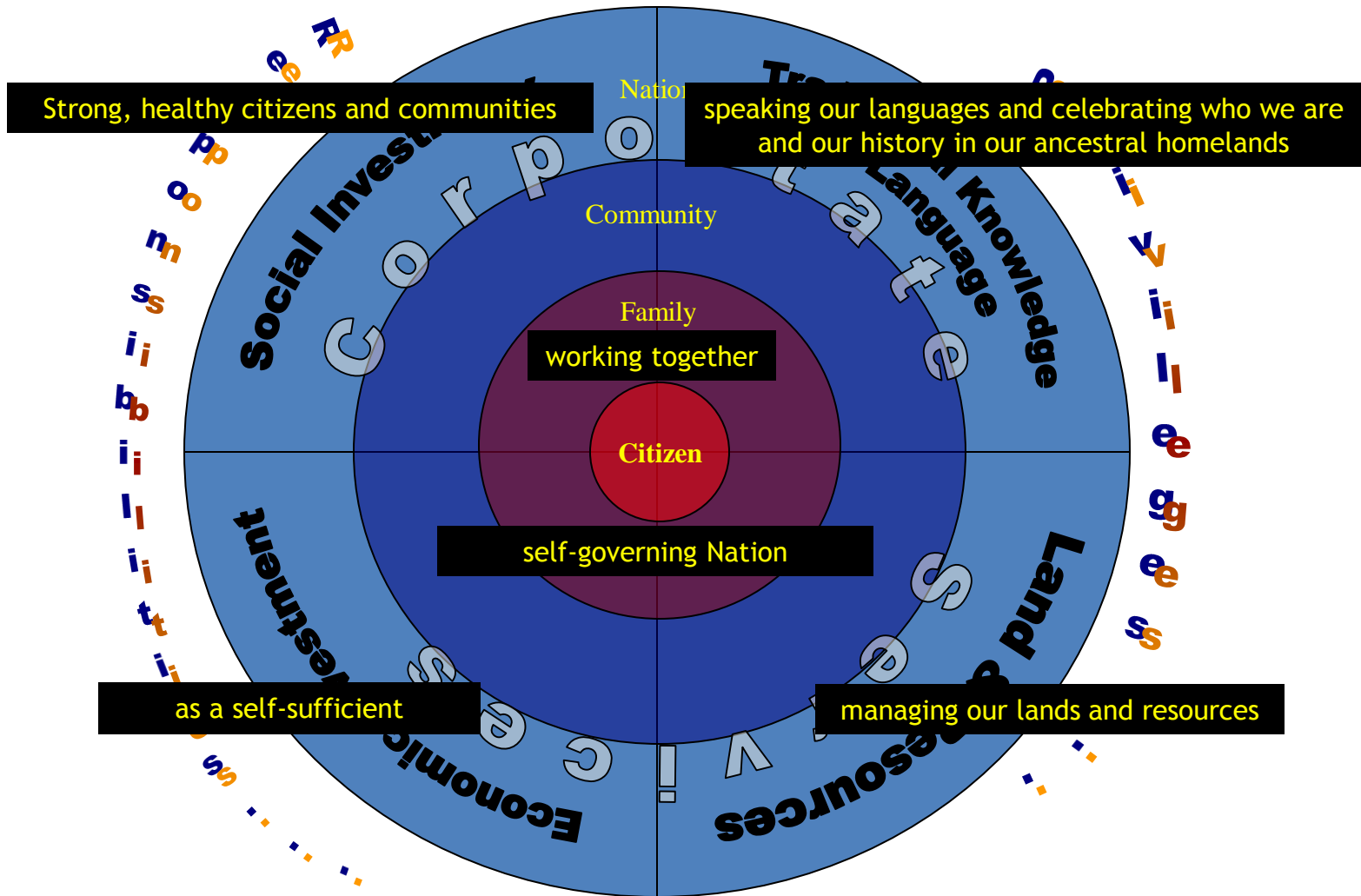
Community – people – kinship - society



Personal Jurisdiction: authority to govern over people and regulate relationships between people and their immediate environment; those things of a more personal nature.

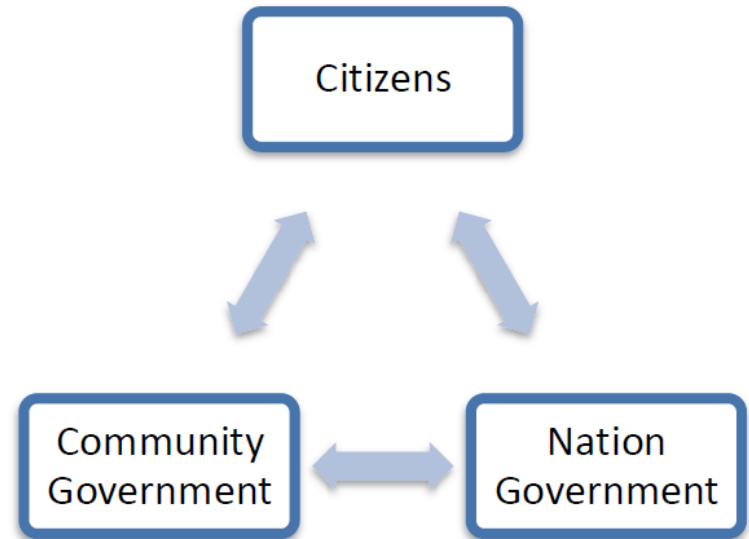
Territorial Jurisdiction: authority to govern over land and regulate the relationship of people to the land; people/communities working together.

Self-Government



Citizens are responsible for:

- 1. the election of Community Leaders**
- 2. participating in Community/Nation planning and development activities**
- 3. providing feedback through evaluations and other consultation processes**
- 4. receiving reports on government activities**
- 5. volunteering to sit on Committees**
- 6. celebrating success together**



Ktunaxa Government is accountable to Ktunaxa Citizens; Ktunaxa Citizens are accountable to each other.

Strategic Planning and Nation Re-building

Harvard Project Conclusions

- ∞ De Facto Self-Governance/ Practical
Sovereignty
- ∞ Effective Governing Institutions
 - ∞ Cultural Match
 - ∞ Strategic Orientation

Strategic Approach

- Building strong, healthy families – not just getting rid of problems...
- Implementing values-based governance – not just adopting status quo...
- Balancing interests across the Sectors – not competing with each other...
- Having ecosystem based land use planning – not just resource development...
- Managing an Economy – not just managing economic development...
- Clarifying the relationship of people to the land; possession, occupancy and use (tenure) – not just developing the land...



Internal Economy:

Community Development

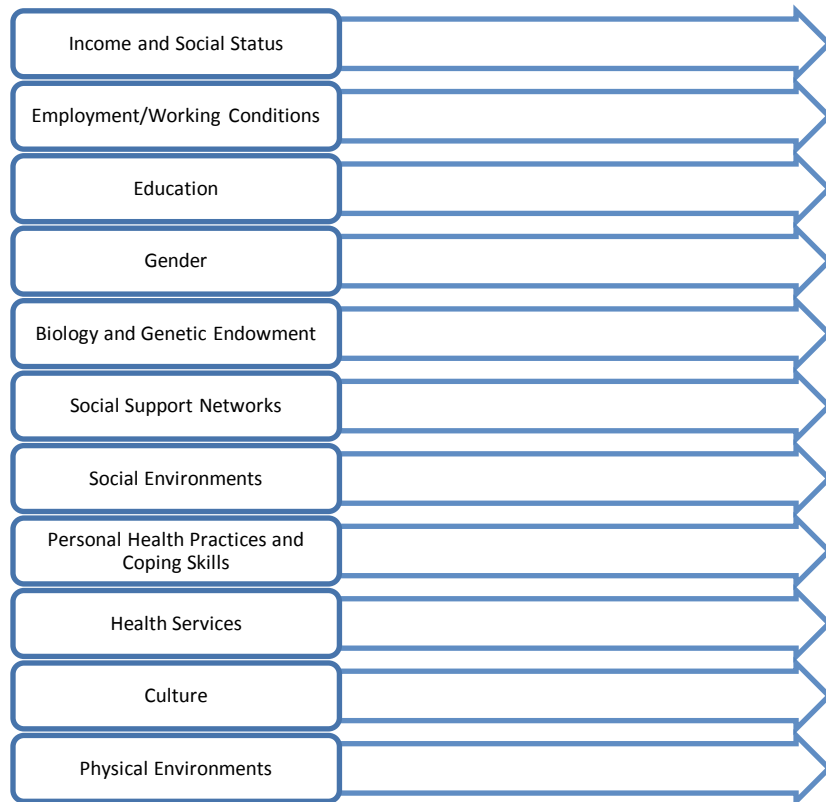
Nation Rebuilding

Social

Responsibility



Broader Determinants of Health



Healthy Child
Development

- The number of culturally based prevention services delivered by First Nations service providers
- The percentage of families who are serviced by a community based resource
- The percentage of total cases served by a community based resource and indicating positive outcomes
- Percentage of children coming into care for the first time.
- Percentage of children returning to care more than once.
- Agencies will track common health indicators such as teen pregnancies, school performance, incidence of FAS/FAE, incidences of youth in contact with the law as appropriate to each individual agency.
- Percentage of culturally based child placements.
- Percentage of successfully achieved service plans or care plans throughout the year.
- The number of children, families and youth attending cultural programs or events.
- Number of community based programs which assist in strengthening the connection between children and youth and their families.
- Number of agreements between service providers to benefit children away from home.

First Nations Data Governance Outcomes and Indicator Development Framework

Opportunities for children and youth and to enhance a sense of self identity and belonging that is rooted in their First Nation values and beliefs.

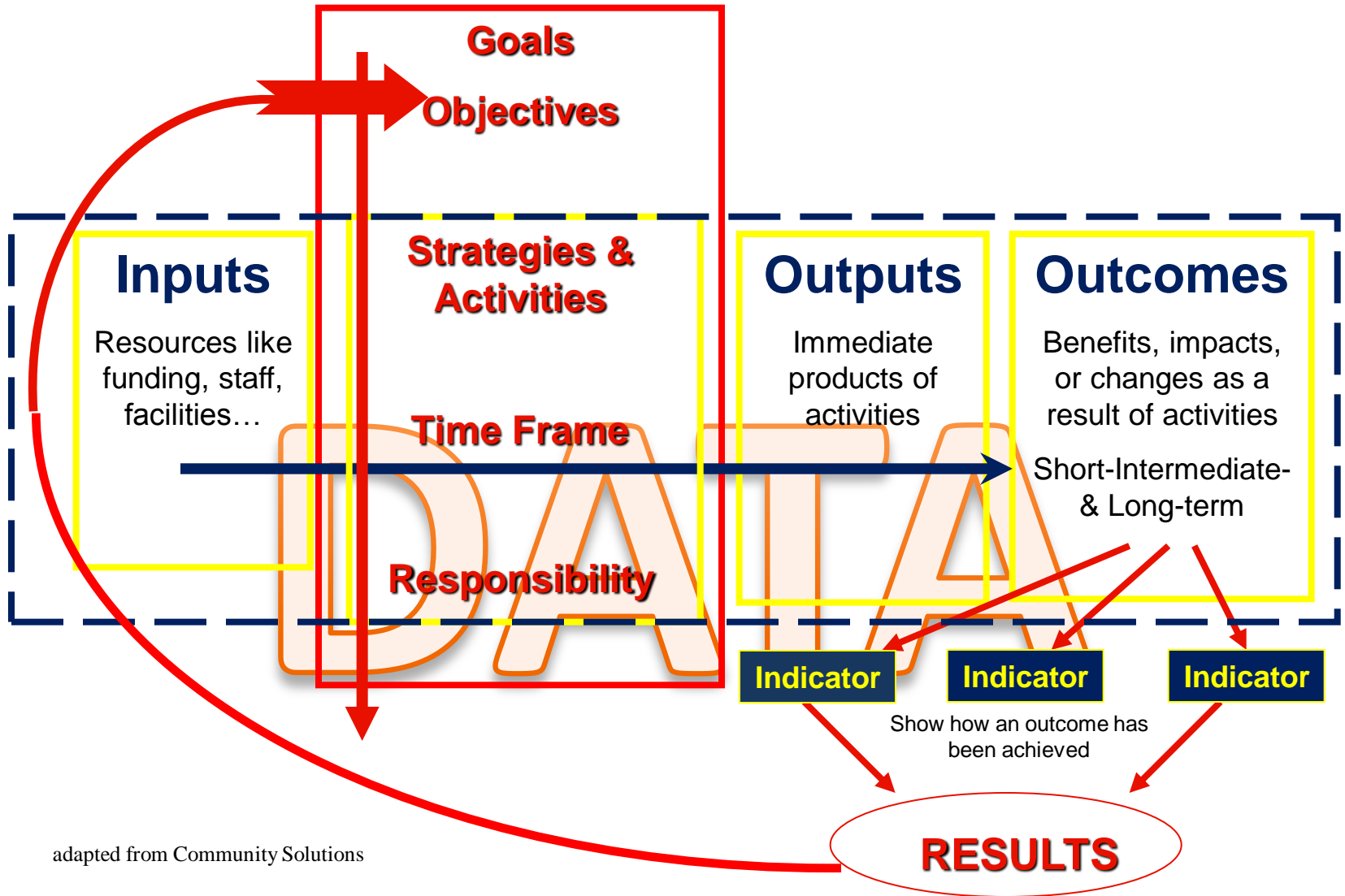
Healthy, safe and supported First Nations children, youth, families and communities.

A comprehensive network of culturally based services in First Nations communities ranging from Prevention to Early Support to Intervention.

KTUNAXA GOVERNANCE AUTHORITY

Community Council Authority	Nation Executive Council Authority	Joint (Nation Council as whole) or Parallel (two levels) Jurisdiction and Authority
Community Code of Ethics	Ktunaxa Title and Inherent Rights Protection	Management and Administration of Government including Government Decision Making processes
Public Affairs, Health and Safety	Definition of Ktunaxa Nation	Delegation of Government Authority
Education Services (all levels)	Citizenship	Definition of Ktunaxa Values, Principles
Community Health and Social Investment Services	Official Symbols	Standards for Conduct of Business
Income Assistance Services	Historic Cultural Properties (real and intellectual) and Heritage Resources	Standards for Financial Management and Reporting
Community Housing	Population Surveillance and Census	Use, Possession and Management of Ktunaxa Government Assets
Roads and Sewers	Child Protection and Child Protection Services	Revenue Distribution (IMBA Final Decision and revenue distribution)
Drinking Water	Communicable Disease Control and Immunizations	Standards and services related to Selection of Government Officials
Community Land Use Planning & Zoning	Correctional Services	Standards and services related to Administration of Justice
Public Works	Nation Land Use Planning and Zoning	Standards for Harvesting
Community Policing	Forest Fire Suppression	Standards and services related to Environmental Protection
Family and Restorative Justice	Fish and Wildlife Conservation	Standards and services related to Information Management
Administration of Wills & Estates	Non-Timber Forest Products	Standards and services related to Ktunaxa Language Use and Cultural Resource Development, Cultural Teacher Accreditation, Museums and Cultural Centres
Local Fire Protection	Registry of Licenses and Permits	Standards for Social Programs and Services (Income Assistance, Health, Public Safety, Care Facilities, Early Child Development and Education, Employment and Training, Marriage, Divorce, Child Protection, Custody & Adoption)

Planning & Evaluation



adapted from Community Solutions

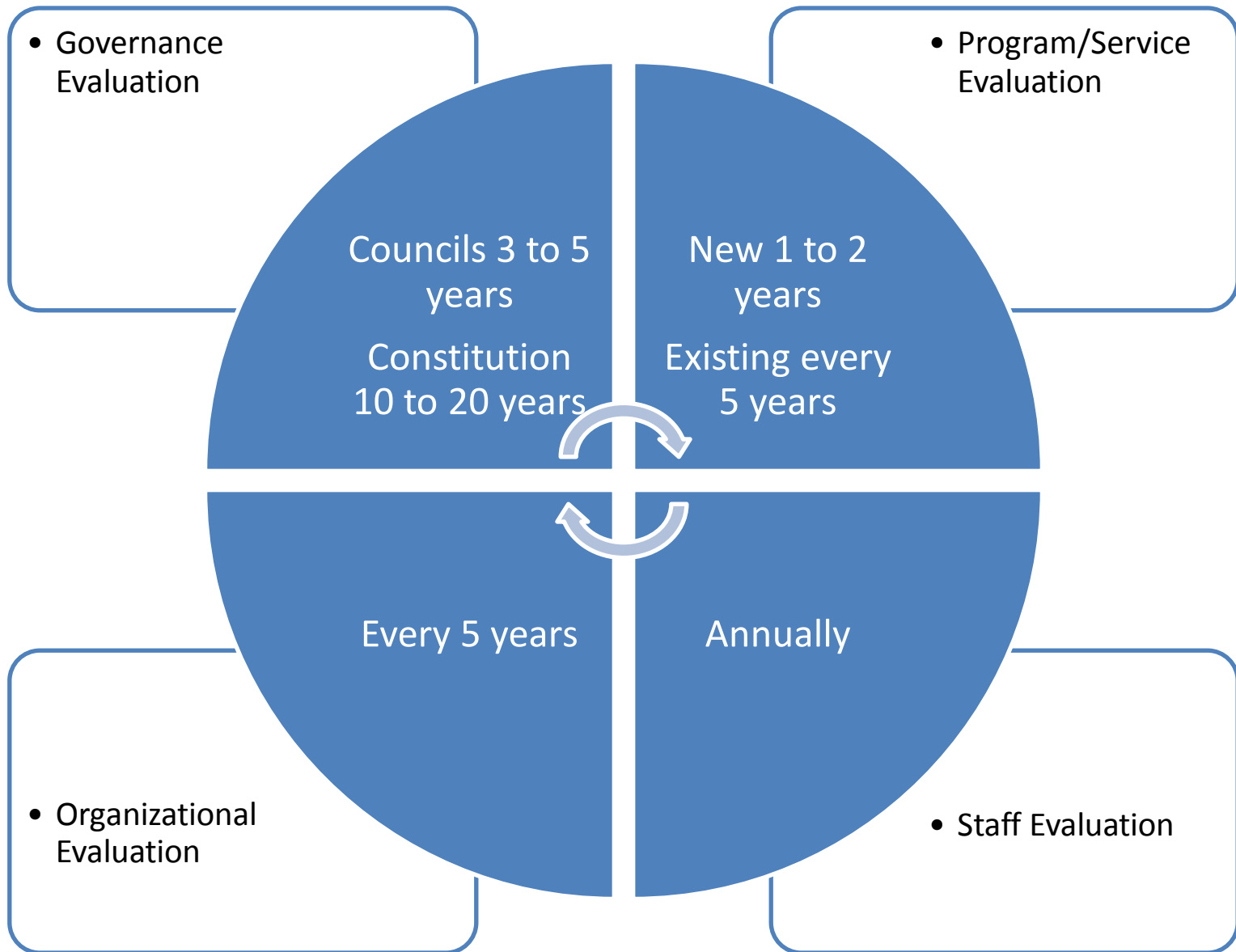
Community Planning and Reporting Cycles			
TYPE OF PLAN	PLANNING CYCLE TERM	GOVERNANCE/MANAGEMENT	REPORTING CYCLE TERM
Community Comprehensive Development Plan – setting long-term goals for the Community, like re-gaining cultural strength and having safe homes... good roads to every home... Breaking down the Vision into defined terms – things that should be done.	Every 3 to 10 years – cycle should be defined by Community in the Plan when Citizens adopt or update the document.	Governance Tool – built and shared with Citizens – owned by Community. Published on Community Web-site and shared with partners.	Growth reported on every year through the Community’s Annual Report – July each year will include Financial Component as well based on Audited Financial Statements
Community-level Operational Plans - setting medium-term goals for the Community, like changing the curriculum in the Community School to be more culturally reflective, or putting in solar heating in Community buildings, or a new water system... Breaking down the Comprehensive Plan into actions and projects – things that can be done within a reasonable time, usually 1 to 3 years. Longer-term activities are managed through these instruments - like building a 100 mile road, ten miles at a time. The Community’s Budget (financial plan) should be based on this operating plan.	Every 1 to 3 years – cycle defined in Operational Plans – components should be updated as required Plan and Budget to be approved by Council and published before the beginning of each fiscal year. Operational Plan should be combined with the Financial Plan (budget) and presented as one package for Council adoption.	These plans are the bridge between Governance (strategic) and Management (operational) Plans. Plans are presented by Council at a Community meeting prior to the fiscal year end and are made available to Citizens of that Community upon request. Plan Objectives published on Community Web-site.	Reporting on operations, on a quarterly basis, at minimum with narrative and financial reports published and presented jointly by Administrator and Council members, to Community at open Council meetings held for reporting purposes. Reports to Citizens must be meaningful, and presented in ways that are easy to understand and track changes over time.

Nation Planning and Reporting Cycles			
TYPE OF PLAN	PLANNING CYCLE TERM	GOVERNANCE/MANAGEMENT	REPORTING CYCLE TERM
<p>Nation Strategic Plan – setting long-term goals for the Nation, like protecting sacred sites and having a healthy environment ...</p> <p>Breaking down the Nation Vision into defined terms – things that should be done by the Communities working together as a Nation.</p>	<p>Every 3 to 10 years – cycle should be defined in the Plan when Nation Councils adopts or updates the document.</p>	<p>Governance Tool – built with input from all Communities and shared with Citizens – owned by Communities jointly.</p> <p>Objectives published on Nation Web-site and shared with partners.</p>	<p>Growth reported on every year through the Nation’s Annual Report delivered at the Ktunaxa Citizens Annual General Assembly usually in July each year - includes Financial Component as well based on Audited Financial Statements</p>
<p>Nation-level Operational Plans – setting medium-term goals for the Sectors and the Executive Council, based on their individual and collective mandates. Broad delegation of a function may also be given to other Nation empowered entities like Boards or Committees and these relationships should be reflected in these operational level plans and defined in Terms of Reference or other delegation or engagement documents, such as protocols and charters.</p>	<p>Every 1 to 3 years – cycle defined in Operational Plans – components should be updated as required.</p> <p>Plan and Budget to be approved by respective Council and published before the beginning of each fiscal year.</p> <p>Operational Plan should be combined with the Financial Plan (budget) and presented as one package for Council adoption.</p>	<p>These plans are the bridge between Governance (strategic) and Management (operational) Plans.</p> <p>Plans are presented to Citizens by respective Sector Directors along with the Sector Council member from that Community, at a Community meeting prior to the fiscal year end.</p> <p>Plan Objectives published on Nation Web-site.</p>	<p>Reporting on operations as on a quarterly basis, at minimum, with narrative reports published and presented to Community at open Council meetings held for reporting purposes.</p> <p>Reports to Communities must be meaningful, and presented in ways that are easy to understand and track changes over time.</p>

Ktunaxa Nation Government Operational and Capital Budget Approval Cycle

	Responsibility & Task							
Date	Activity	Sector Directors/ Administrators	Sector Councils	Executive Officers/ Community FOs	Finance Committee	Nation Executive	Nation Council	Community Councils
November/ December	Annual Strategy sessions to develop Sector and Executive work plans and update longer-term operational plans	Lead Sector or Community Council and staff strategy sessions; participate in Executive strategy session	Participate and inform Sector Council and, as relevant, Executive strategy development	Lead Executive strategy Session (CFO & COO); participate and inform Sector Council strategy development	Participate in and inform financial planning and policy sessions	Participate in and inform Executive Council strategy sessions	Participate in and inform Nation Council Strategy Sessions	Participate in Community Strategy Sessions to develop Council work plan and update longer-term operational plans
January	Fiscal policy and financial measures recommended by Finance Committee, approved by Executive and circulated to all relevant parties	Reviews draft fiscal policies and provides input as appropriate; supports recommendation to Executive, or if necessary, provides comments for Finance Committee further review	Receive and review fiscal policy to implement during budgeting process	CFO proposes policy and leads Finance Committee, Executive and Sector level discussions; ensure deadlines are met	Assists in development of fiscal policy and recommends to Executive for adoption	Review and approval of fiscal policy and financial measures	Provide broad guidelines for development of fiscal policy and financial measures, if required.	Review and approval of fiscal policy and financial measures
February	Review and amendment/p reparation of budget; 3 year rolling document	Prepares budget to coincide with work plan, in consultation with management and for presentation to Sector Council, in accordance with fiscal policy and financial measures; priorities identified Submitted to CFO for review, last week of February	Receives draft budget from Director; reviews and approves for inclusion in global budget	Prepares Executive Council budget and operational plan for presentation to Executive Council, in accordance with fiscal policy and financial measures; priorities identified		Reviews and adopts Executive budget prior to last week of February		Receives draft operational budgets from Administrator; reviews and approves

Evaluation Cycles



Citizens are...



- **Consulted when formalizing mandates – Every 10 to 20 years**
- **Engaged in the development of strategic plans – Every 5 – 10 years**
- **Recipients of operational plans and budgets – Annually**
- **Recipients, and partners in delivery, of services – Continually**
- **Informants in evaluations – Annually – various cycles**
- **Recipients of reports on plans and budgets - Annually**

