Governance & Comprehensive Community Planning (CCP)

NEDC Thriving Nations Aboriginal Governance Conference
October 2017

An liix gal ts‘ep
Band Council

hlo‘omsxw didiis
respect for self and others

andamehlisxw
dialogue

gal dim mahlxw
communication

ama sa gobtxw
good decision making
daxget
strong person
ano’ok
consensus

hlo‘omsxw
respectful

an da ye’hl gal ts‘ep
leadership

Governance Orientation Manual for Gitanyow Band Council
Updated: June 2015
Comprehensive Community Planning (CCP)

Community Driven. Creating a Collective Vision.

Governance & its Relationships

- Health & Wellbeing
- Sustainable Jobs
- Lifelong Learning (Culture, Language and Education)
- Community Facilities, Housing and Technology
- Community Safety
- Reserve Lands
One of the Biggest challenges is the relations between Nation and the Community in CCP
ONE HEART, ONE MIND, ONE SPIRIT

the Sts’ailes CCP
CCP – what is it?

• A long term guide for community development that transcends political leadership - *K’oomgasxwhl Hli Gyadihl* ~the wishes of the people~

• One of the guiding principle of CCP is sustainable development, ‘to meet the needs of the present without compromising the ability of future generations to meet their own needs”*(Bruntland Commission, 1987)*

• Sustainable development is context specific and defined differently by each indigenous Nation (a resource on sustainable development for First Nations : [www.cier.ca](http://www.cier.ca))

• This is what you said (people’s voice) and this is what we (all of us) did – building up trust, driving forces of change, achievements

Not just physical development plans, all plans/areas are now included
Purpose of Community Development Planning

The key purpose of a community development process is to build communities based on justice, equality and mutual respect.

Community development involves changing the relationships between ordinary people and people in positions of power so that Everyone can influence the decisions/issues that affect their lives (Community Development Exchange UK)

Taking care of each other, our families, communities and fulfilling our cultural responsibilities is an ancient way of life that we have always carried out.

FN CCP is a complex and complicated; many levels of responsibilities!
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<td>Supplementary: noninsured health, patient travel</td>
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<td>Career and Skills</td>
<td>Gitksan Housing policies</td>
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<td>Emergency Planning</td>
<td>Delegated authorities</td>
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Fragmented services, silo approach, community based services, outcomes are unknown or unclear
Governing Bodies’ Roles in Planning

• Provided leadership to the planning team – concepts that worked and didn’t work – revisit and revise as needed
• They *Listened* to the people at many different events
• Communicated on existing programs and services
• The brainstormed with community members; Council are members too!
• They reported out on financial expenditures, monitored and evaluate existing programs and services
• They *shared* the successes of the planning work at other events
• They *participated* in self assessment tools, and training workshops
• The staff and planning team listened too! communication is 2 way
THROUGH COMMUNITY PLANNING – A SHARED collective VISION STATEMENT FOR THE COMMUNITY WAS CREATED #INCLUSIVE #BUILDING #TRUST together, a driving force for change and success.
Who does it include?

- This is an inclusive approach – CCP is led by all community members
- Includes the perspectives of all community members including Elders, youth and families – in our case the men wanted specific focus groups for them too :D
- With so many faces of community – it takes time
- Everyone takes an active role in negotiating change, development a collective shared vision of the future of the community and implementing projects to achieve this vision
Community Planning

• In 2012, Gitanyow completed the “Honouring Our Voices” project, an inclusive grass roots approach to planning for the future of the community which resulted in the Gitanyow Comprehensive Community Plan (CCP).

• The purpose of the Gitanyow CCP is to express the vision of our community and our goals and strategic directions for the next five (5) years (2012-2017). The Gitanyow CCP is the reflection of community members’ voices and is organized to reflect the culture and history of Gitanyow as well as to outline the pathway to improve community life for everyone.

Participation & Engagement Strategy

Engagement Vision:
Our planning process is community based, community driven, and community owned. The process is grounded in a Haida approach and honours the culture and voices of the community, incorporating Haida Kuyu’iva (values). The community is involved in each phase of the Gud Gaa’ process and is empowered to participate meaningfully through community workshops and meetings.

CCP Engagement Activities:
- Community Meetings: 23
- Advisory Committee Meetings: 18
- Administration Meeting: 2
- Open Houses: 4
- Health Centre Meetings: 1
- SHIP Meetings: 6
- Adult Day Program Meetings: 2
- Skidegate Head Start Meeting: 3
- Youth Meetings: 3
- Staff and Council Meetings: 8

5 Pillars of Community Participation

Community Owned
Gud Gaa is reflects our community and is owned by our community. Since the beginning, in 2012, the process has been defined by a constant conversation with community members on how they want to be involved, and how to best to honour all voices in our plan. An open Advisory Committee was established to support this and guide the process where needed.

Engage the Community
From understanding our current situation to creating our vision to brainstorming and prioritizing actions, every step of the process included “report-backs” on progress and various opportunities for community input on next steps. Where and when possible, our events and materials were steeped in our language.

Document Process and Voices
The community Kuyu’iva (values) transparency, therefore, knowledge and data offered by members was recorded, documented and reported back in an open and shared process. The wisdom of the community informs the Gud Gaa’ process, as well as the resulting Kil GuuhlGa’ (Directions), Uu hla isda (Actions) and Pathways.

A Living Document
Just as our community continues to grow and change, so too will our plan. Gud Gaa is a living document that will change to reflect the current needs and dreams of our community as we move forward. We want Gud Gaa is to be used. So the continuous monitoring and evaluation phase we now enter is critical; it is how the community ensures the priorities of the plan are still relevant.

Remove Barriers
All engagement activities were focused on ways to encourage more community participation. Some of these efforts included different ways of connecting with community members to advertise meetings, rides for elders, meals, childcare, child friendly meeting, prizes, easy to understand language, short meetings, and bringing the meetings to them.
CCP Relationship to Other Plans

1. Work plans
2. Department Strategic Plans
3. Other Plans
4. Comprehensive Community Plan
5. ByLaws or Laws
Governance in Gitanyow

- Two levels of government in Gitanyow
- Gitanyow **Nation** and the homelands of the house groups; have a Nation Constitution, *The Gitanyow Ayookxw: The Constitution of the Gitanyow Nation* & land use planning based upon the ancestral decision making of the 8 house groups
- Band **Council** “community based” government; Gitanyow Band Council is constituted and operated as an “Indian Band” under the *Indian Act, INAC* & utilizes a governance policy
What is Good Governance?

• Governance is the traditions (norms, values, culture, and language) and institutions (formal structures, organization, practices) that a community uses to make decisions and accomplish its goals.

• At the heart of the concept of good governance is the creation of effective, accountable, and legitimate systems and processes where citizens articulate their interests, exercise their rights and responsibilities and reconcile their differences.
Roles & Responsibilities:

**Administrator**
- Operational policy & HR policy
- Financial management, budgets and program reporting
- Reporting out to community
- Supervisor of Band staff
- Information Mgmt
- Integrated services & Community Based Services; evaluation & service excellence

**The Role of the People**
- Members will practice, promote and follow Gitanyow culture and law
- We accept primary responsibility for our actions by:
  - Being good role models, esp parents and grandparents,
  - We accept responsibility for our personal and family well being by:
- Taking responsibility as parents for ensuring the education, health, safety and security of our children
- We participate fully and respectfully in decision making processes by

**Band Council**
- Strategic direction engaging the community; annual CCP priorities in 7 areas
- Hiring, providing direction and Evaluation of ED
- Protecting & optimizing Band Assets & providing resources
- Governance Policies: staff policy & procedures
- Monitoring the effective use of staff, committees & advisors
- Overseeing funding agreements (budgets), trust moneys, audit
- Overseeing programs & services; accessibility, viability and effectiveness
- Meetings, minutes and Decisions; working well together; sharing info

**Gitksan Government Commission**
- Multi year funding agreement with Gitanyow & AANDC: Gov Assessment; Personnel & Finance Policy; Conflict of interest
- Technical services: capital projects, infrastructure, multiyear planning, supports CCP’s
- Advisory services: education (via GWES), social development, Ec Dev & financial management
- Membership: band membership lists, status card issuance
- Develop Gitxsan program Policy: Social Development, Housing & Education

**Gitanyow Chiefs**
- Reconciliation Agreements
- Planning for Land Use
- Fisheries
- Socio-economic studies
- Employment and Training (GETI)
- Skeena Watershed & Cumulative Impacts
In the context of a Band Council, Governance consists of seven (7) key components:

1. Leadership
2. Decision Making Processes, By-Law Making and Policy Development
3. Planning and Risk Management
4. Community Involvement
5. Fiscal Management
6. Human Resource Management
7. Stakeholder and External Relations
Plans in place

• Gitanyow Band has the following plans in place:
  • 5 year Capital Plan (FNIIP Plan)
  • Community Economic Development Plan (CDEP Operational Plan)
  • Emergency Management Plan
  • Maintenance Manual (water and sewer)
  • Land Use Plan
  • Comprehensive Community Plan (CCP) and Annual Strategic Plan
Moving into Action

- Annual strategic plans of the Council from the 5 year community plan
- Support reporting and evaluation of planning
- Priorities set – specific projected completed: strengthen governance and enhancing leadership, Core housing policy, youth training pilot and now community safety
- What are the indicators that we are tracking?
- Reframe community profile to fit holistic approach with a social determinants of health aspect as well
COMMUNITY VISION

A Healthy, self-reliant and culturally vibrant community that promotes a sustainable economy for future generations.

GOALS
- Eg. Minimize Harm to Environment

OBJECTIVES
- Eg. Promote Ecotourism
- Eg. Create Protected Area

PROJECTS
- Eg. Ecotourism Resort
- Eg. Moose Restoration Area

LAND USE PLAN

ECONOMIC DEVELOPMENT ZONE
ECOTOURISM RESORT
LAKE
MOOSE RESTORATION AREA
NO DEVELOPMENT
Ama Didils – “A Good Life”

Sun rays, were captured to symbolize a ‘new day’ & the sun represents ‘healing energy’.

Links to key Gitksan & Wet'suwet'en teachings of growing up strong and whole. This project’s focus is on job readiness, community based training, entrepreneurial development, apprenticeships, trades etc.
Data helps decision makers, with evidenced based information for trends and spikes to achieve vision and goals, & keeping realizing our wellbeing & wellness
Indicators, ways of knowing

- Captures Gitxsan ways of knowing; Collecting information at the local level
- Completes cycle of planning, engaged in advanced and smart initiatives, responding to urgent matters; helps keep forward looking & celebrate
- Understand what differences we are making and how do we track these differences over time
- Gitanyow socio-cultural needs assessment (2011 & 2015) (language, foods, feasts, housing, education and training) – link in to this work
- Reporting back to the People, learning and sharing of what matters the most; rhythms of reporting back
- Knowledge sovereignty, sacred knowledge elements and some parts to be shared;
- Primary (community based like Gitanyow socio-cultural) and secondary data like RCMP, Education data that is available and is more sustainable
‘Laana tllGuhlGa llgaay gwii
Establish a Vibrant, Local Economy

Our Daall ad hlGang.gulxə gud ad tlaaGalan (Economy) Today
We have seen the departure of too many jobs from Skidegate and Haida Gwaii. Many of our community members have left our traditional territory in pursuit of these jobs and the training they require. A vibrant local Daall ad hlGang.gulxə gud ad tlaaGalan (economy) will build on our economic assets to provide jobs and livelihoods to all of our people. When this is achieved, our youth will have access to training for culturally appropriate jobs that allow us to grow in our community. We have the foundations of the necessary infrastructure to support local Lligaaygwi (business development) within our community. Our people are creative and driven, and are eager to become more entrepreneurial.

Challenges
We are not attracting the right types of jobs to Skidegate. Our resource-based industries are offering fewer jobs and the majority of those are going off-island. Employers are also leaving our islands, which leads to lack of hlGang. gulxə dii (Employment) opportunities for our people. We are still dealing with dependency within our community. We are dependent on government funding. We need more funding to strengthen our assets. We need to decrease our debt, and ensure that our economic endeavors are sustainable. We need to build local capacity within our community. We need to train our people, and create permanent jobs. Incorporating our culture into our economy is important to us.

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<tr>
<th>PATHWAYS</th>
<th>ACTIONS</th>
<th>INDICATORS</th>
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<tr>
<td>• Promote Skidegate Village economy</td>
<td>• Create job training program for trades</td>
<td>• New jobs created</td>
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<tr>
<td>• Increase training</td>
<td>• Create grants for apprenticeships in trades, arts, etc.</td>
<td>• Trained/certified workers</td>
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<tr>
<td>• Increase mobility on island</td>
<td>• Bus service around Skidegate and to Charlotte</td>
<td>• Family income levels</td>
</tr>
<tr>
<td>• Support business development &amp; entrepreneurship</td>
<td>• Provide discounts/incentives to build homes with local materials</td>
<td>• Graduation rates</td>
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<td></td>
<td>• New processing plant</td>
<td>• People working in Gwaii Haanas</td>
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<td></td>
<td>• Support local business plan creation</td>
<td>• Encourage hiring educated students</td>
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<td>• Employment rates for retuning students</td>
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</table>
Outcome of all this work

to minimize health inequities & realize Gitksan wellbeing and *ama didils*, a good life in personal, family, community and in our homelands.
C7’istikten Model

Adams Lake
Final thoughts

• Indigenous planning has always been a practice that families have utilized over generations

• Respect the indigenous language of the people – it holds teachings, concepts of how we ‘see’ the world – that is a foundational piece in working well together

• Everyone is at a different place in their life – with their own language use, understanding of their culture, of their roles in their community or Nation

• “Plan or be Planned” from Taku River Tlingit Elder John Ward

• http://www.comprehensivecommunityplanning.org/resources.html