

National Centre for First Nations Governance

2005-2008 Review of NCFNG Strategic Plan

March 2008

Introduction

- **This presentation will provide a review of current strategic plan and its implementation**
- **Summarizes key goals to date for operation of NCFNG**
- **Current goals are based on original business plan**
- **INAC has funded Centre on basis of the business plan**
- **Purpose: to stimulate discussion on what our future goals should be**

Background to design of Centre

- **Design of the governance Centre set out in Business Plan**
- **Plan emerged from extensive consultations with FN and leading thinkers on governance across the country**
- **Major components of original design have been implemented**
- **At same time, Centre continues to evolve**

Our Vision

“Rebuilding our Nations through the exercise of our inherent right to self-determination through strong, stable, and culturally relevant systems of government”

Our Mission

“We support First Nations by providing relevant and innovative knowledge and development of governance services, products, and events”

Our Values

We are committed to:

- Recognition
- Respect
- Trust
- Honesty
- Sharing
- Responsibility

Services we provide – business lines

- **Governance Advisory**: providing tools to communities to enable them to build their systems of governance
- **Professional Development**: supporting FN communities as they seek to establish a FN public service to operate these systems of governance
- **Land Law and Governance Research**: working with FN communities on the nature and meaning of governance based on their inherent right of governance
- **Public Education & Communications**: providing tools that communities can use communicate with their communities and to spread our message

Where we provide these services

- **BC Region (Squamish Territory)**
- **Prairie Region (Saskatoon)**
- **Ontario Region (Ottawa)**
- **Quebec Region (Khanawake)**
- **Atlantic Region (St. Mary's, NB)**

Who do we provide these services to?

- **Our definition of First Nation encompasses First Nation Communities, Métis and Inuit**

How we provide our services

- **Promotion – inform FN communities that we are ready to work with them and describe the services we provide**
- **Invitation – respond to inquiries by going to the community**
- **Dialogue – meeting and discussion on what the community wants and needs, developing a joint work plan - utilizing services of the 4 business lines**
- **Implementation – implementing work plan**
- **Evaluation – what were the benefits? Needed improvements? What's next?**

Strategic Goals of the Centre

- **Establish the Centre**
- **Support FN as they implement their inherent right to self-government**
- **Develop a financially sustaining operating model**
- **Develop the Centre as a leader in Governance**
- **Build partnerships and collaborations**

Goal: Establish the Centre

Key Objectives to make this happen:

1. Retain qualified and talented board and staff who believe in the Center's vision and are committed to fulfill the Centre's mission
2. Ensure roles and responsibilities of the regional offices and business lines are carried out
3. Ensure alignment of board, administration and activities of the Centre with strategic priorities
4. Develop the systems and processes for operations, performance measurement and evaluation

Establish the Centre - Results

What we will look like in X years

- Organizational maturity
- 54 employees across Canada, 2 corporate units, 4 business lines and 5 regional offices
- Staff and board whose roles and roles and responsibilities are aligned
- *(What do you think? What would you like to see?)*

Establish the Centre - Steps

Steps

- Hire a national staff and put offices in place
- Establish policies, procedures, structure and administration
- Develop well understood work processes
- Develop an evaluation framework to serve as the basis for a mid-term evaluation after three year of operation
- Developing a model for aligned and coordinated action by different aspects of the organization to achieve goals and convert opportunity
- *(What steps do you think we should take to achieve our goal?)*

Goal: Support FN communities as they implement their IR to Self-Government

Key Objectives to make this happen:

1. Organize to deliver services and operationalize business lines (i.e. walk before we run)
2. Promote the centre and raise the level of awareness of governance issues amongst First Nation leaders, administrators, and citizens
3. Actively engage First Nations Communities
4. Provide information, workshops, contacts and advice

Support FN communities as they implement their IR to Self-Government - Results

What we will look like in X Years

- The top of mind resource for First Nations regarding Governance and Inherent Rights
- A recognized leading edge organization for FN Governance
- Strong community reputation for delivering quality service
- Suite of products, services, and tools available to FN communities
- We are actively working in a significant number of communities
- *(What do you think we would look like?)*

Support FN communities as they implement their IR to Self-Government - Steps

Steps

- Annual work plan to engage and work with FN communities
- Engage leading edge thinkers to provide advice on governance and land law governance research, and business lines
- Providing information on different products and services to FN
- Regional Offices have engaged communities and provided information, workshops, and advice
- Retreats to provide training to staff and review roles and work processes

Goal: Develop a financially sustainable operating model

Key Objectives in Making this Happen

1. Explore ways to increase revenues from current services
2. Develop and implement a fundraising campaign
3. Strengthen relationship with core funder Identify and pursue other sources of funding within
4. Explore opportunities for the board to support fundraising opportunities

Develop a financially sustainable operating model - Results

What we will look like in X Years

- A diversified portfolio of sources of funding
- Self-sustaining business model from various revenue streams
- Establish relations with FN communities that wish to engage our services (repeat business, strong brand, endorsements)

Develop a financially sustainable operating model - Steps

Steps

- Explore potential funding sources – come up with alternative avenues (including private sector)
- Produce metrics and reports (both quantitative and qualitative) that show Center's development, successes, and focus
- Determine business development expectations and targets for Sr. staff

Goal: Develop the Centre as a leader in good Governance practices

Key Objectives to Making it Happen:

1. recruit and retain a diverse group of leading First Nation practitioners, academics, and leaders to the Board and Executive Committee
2. identify, conduct research into, assess and adopt best practices for board governance and administrative operations

Develop the Centre as a leader in good Governance practices - Results

What we will look like in X Years

(What do you think?)

Develop the Centre as a leader in good Governance practices - Steps

Steps

- Recruitment and effective participation National Members Council
- Recruitment of Board of Directors
- Development of Board and staff roles, responsibilities and policies
- Consider and adopt best practices on an ongoing basis

Goal: Build strategic partnerships and collaborations

Objectives

1. Strengthen relationships with First Nation communities to increase service offerings and build support for the Centre
2. Establish effective relations with charitable community and core funder
3. Strengthen relationship with Aboriginal sectoral and professional associations to leverage specific expertise
4. Strengthen relationship with academic & learning centres and other research institutes to raise awareness and build research capacities
5. Strengthen relationship with media to disseminate results and meaningful info regarding the Centre

Build strategic partnerships and collaborations - Results

What we will look like in X Years

- Occupy a specific niche of service offerings that leverage the resources, skills, capacities, and best practices of partnering agencies
- No duplication of efforts
- Strong network of supportive relationships

Build strategic partnerships and collaborations - Steps

What are the first steps

(What do you think?)