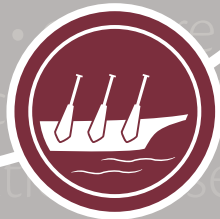
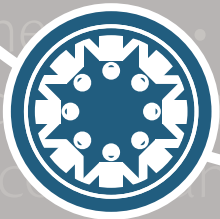
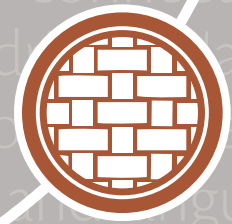


The 7Cs: A First Nations' Guide to Planning and Reporting Standards



ACKNOWLEDGMENTS

Enormous thanks go out to all of the visionary and hard-working people who are building a fabulous future for First Nations in British Columbia and across Canada. To all of the communities who have embraced change, we salute you!

We would especially like to acknowledge the Ktunaxa Nation, as well as Data Governance Champions from the Cowichan Tribes, the Heiltsuk First Nation, the Gitksan Government Commission, the Penticton Indian Band, and the Seabird Island Indian Band for their support and guidance in creating this Guide.

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PHOTO CREDITS

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The number 7 signifies both living today in consideration of the next seven generations and our connection to the land and the seven seas.

This Guide to Planning and Reporting Standards captures some of the key learnings of First Nations communities that are leading the way in planning and reporting in British Columbia. It aims to bring forward emerging standards associated with planning and reporting in First Nations communities. These standards will make it possible for First Nations to truly focus on what is important to their community and Nation.

This Guide also aims to support the work of First Nations partner organizations. There is an exciting and emerging opportunity for the federal and provincial governments, and many First Nations and non-First Nations organizations and associations to orient and align their investments in First Nations differently – based on community-driven, Nation-based planning and reporting standards.

Planning and reporting are fundamentally linked. This Guide outlines seven categories of standards (the 7 Cs) that apply to both planning and reporting.

Within each category, we have highlighted a shared value statement, a planning standard, a reporting standard, and one or more expected outcomes. The standards associated with each of these categories can be used in any planning or reporting context, whether it be health and wellness, land use, comprehensive community planning, education, social development, or economic development.

While these seven core standards are foundational to planning and reporting in First Nations communities, this Guide is not meant to be a prescriptive approach to either planning or reporting. First Nations need to consider these standards in their own unique and diverse contexts, and realize that the standards may not be equally applicable and relevant.

1
Culture and languages

2
Community-driven, Nation-based

3
Community engagement

4
Communication

5
Collaboration

6
Connection

7
Commitment

A Note from the BC First Nations Data Governance Initiative

British Columbia is home to remarkable innovations in community-based planning and reporting. The province is also home to Canada's first First Nations-run health authority (the First Nations Health Authority or FNHA) and provincial and federal government departments that are committed to new ways of working with First Nations peoples.

The British Columbia First Nations Data Governance Initiative (BCFNDGI) is working to bring together all of this innovative work and tie it in with community-driven, Nation-based data governance and information management. Spear-headed by six Demonstration Sites in British Columbia (Cowichan Tribes, Gitksan Government Commission, Heiltsuk First Nation, Ktunaxa Nation, Penticton Indian Band, and Seabird Island Indian Band), the BCFNDGI embodies collaboration, coordination, and collective vision.

BCFNDGI Vision

Governments (First Nations, Federal and British Columbia) have timely access to quality data and information to plan and account for investments and outcomes in First Nations well-being.



The BCFNDGI works directly with community stakeholders and other interested groups, including First Nations organizations, governments, research bodies, and funding agencies. The six partnering First Nations, representing all the geographic regions of the province, work with the BCFNDGI to share their successes, challenges, and ideas around data management and governance. Champions from each of these six First Nations communities have contributed to building the standards outlined in this Guide.



▲ **Nation Rebuilding Model, British Columbia First Nations Data Governance Initiative**
Values, standards, and outcomes emerge from a community-driven vision. Developing a shared vision is a critical first step in shaping the community discussion on values, standards, and outcomes

The BCFNDGI is working towards **transformative change** in First Nations across British Columbia and across Canada. Transformative change means moving:

FROM

- Program-based, departmentalized corporate reporting
- Fragmented grants and contributions models
- Independent, program / activity, silo-based relationships
- Haphazard access to administrative data systems by capable communities

TO

- Community-based, comprehensive socio-economic outcome reporting
- An integrated social investment and planning model
- Collaborative, inter-departmental and tri-partite relationships
- Easy access to standardized administrative applications available to all communities

This Guide on Planning and Reporting Standards represents one piece of the BCFNDGI's efforts to work towards transformative change. Other elements of the efforts can be found on the BCFNDGI website (bcfndgi.com). You are invited to read, reflect, and share your thoughts on this Guide and the overall initiative.

Gwen Phillips
 Director, Governance Transition, Ktunaxa Nation
 Data Governance Liaison, BCFNDGI



▲ Nation Rebuilding Model,
 British Columbia First Nations Data Governance Initiative
 This image highlights the interconnectedness of all things
 – from the individual to the community to the governance
 systems in which we live.



Seabird Island Band

Culture and Languages • Communication • Commitment



The Seabird Island Band, a community of approximately 900 members located in the Fraser Valley of British Columbia, takes reporting seriously.

The community holds annual strategic planning sessions during which members and residents are invited to the local gym to share a meal and ideas, talk about what worked and what did not work in the past year, and discuss their dreams of what they would like to see in their community. Traditions are upheld at community meetings with the incorporation of prayers and song. Language lessons are offered each Friday over lunch for staff, so that they can incorporate the traditional language into their work.

When Chief and Council meet quarterly, they ask for community feedback following each meeting via questionnaire. Staff members produce quarterly reports to outline progress towards meeting the community's strategic plan and share progress via the popular

Yoo Hoo newsletter, which is delivered bi-monthly to each home, as well as online via the community website and emails to members.

Seabird Island Band has new digital signs in the lobby, staff room, medical centre, and elementary and high schools. These signs are being used to share important news, events, and information with community members, visitors, clients, students, and staff. Community members are invited to share photos, videos, or news on these digital signs.

“ With all of the planning and reporting in place, along with managing health, education, and cultural services for the surrounding region, the Seabird Island Band is at a place of managing growth, rather than managing crisis.

— Sara Silver, Health Administration, Seabird Island Band

Seabird Island Band

www.seabirdisland.ca / 604-796-2177





INTRODUCTION

While planning outlines “What we are going to do,” reporting shares “What we have done.”

First Nations across British Columbia have led the way in holistic, community-based **planning**. They have demonstrated that, by bringing the ideas and perspectives of leadership and membership forward, incredible things can happen in the community and Nation – not the least of which are healing, trust-building, and moving forward towards a collective vision.



People cannot look towards the future if they are struggling just to make it through the day. We need to recognize the importance of coming together to talk and the power of healing in creating positive change. All people have a voice that needs to be heard. We are stronger together.

— Elaine Alec, Planner, Penticton Indian Band

First Nations are now also demonstrating that **reporting** is not simply a necessity for funders, but a tool for building community unity and support, ensuring that communities are spending money on the most important priorities, and seeing the kinds of results the community and Nation desire. Reporting can continue the trust-building process that planning starts and assist with engaging community members.

Planning and reporting are fundamentally linked. While planning outlines “What we are going to do,” reporting shares “What we have done.” This Guide presents a series of values and standards that apply to both planning and reporting in First Nations communities across British Columbia. The intent in capturing these

values and standards is to share best practices and inspire other Nations to tackle their own community-building planning and reporting approaches.

This Guide is not meant to be a prescriptive approach to either planning or reporting. It recognizes that every community is unique and each requires a strong degree of comfort with unpredictability and an ability to be responsive to change.

Healing

- Engaging community members in planning processes can be an important part of individual, family, and community healing. Healing in this sense is not about fixing physical pain. Instead, it is about getting to the root cause of a problem or trauma and healing the whole person, family, community, and Nation.
- Healing refers to the process of changing habits of the heart and changing behaviour to lead to better outcomes. It is about finding balance between the spiritual, physical, emotional, and mental well-being of individuals, families, and communities.



The collaborative process to develop this Guide consisted of affirming the vision and need to imagine a tool that could be embraced by First Nations, as well as their partners. The process itself had to be community-driven and Nation-based. Champions from the six BCFNDGI First Nations (Cowichan Tribes, Gitksan Government Commission, Heiltsuk First Nation, Ktunaxa Nation, Penticton Indian Band, and Seabird Island Indian Band) generously shared their time, words, plans, and reports to help build these standards. The information they shared was complemented by a review of the standards and values of provincial and national organizations working in the area of community development, as well as research conducted in the areas of planning and reporting.

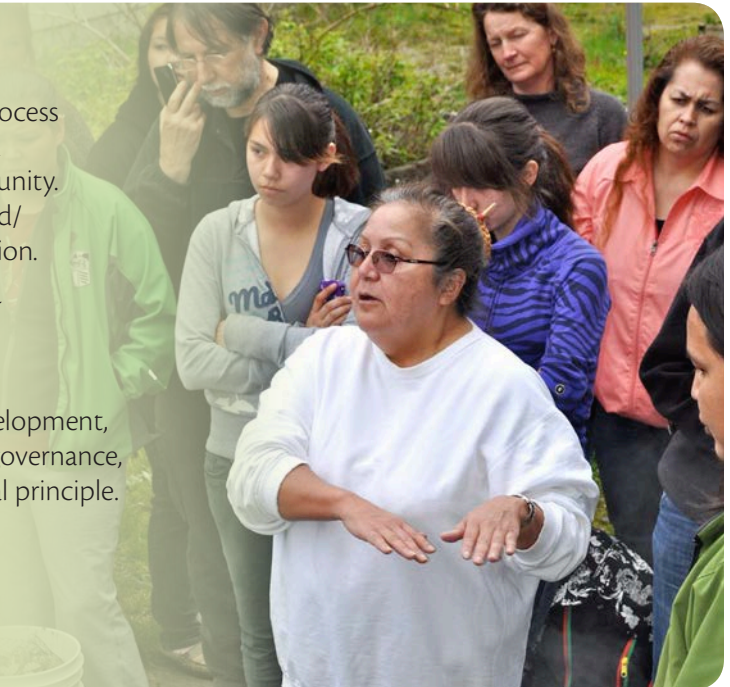
“

In the Ktunaxa Nation, we went through a process called Start With Our Truth (SWOT), which involved everyone being open and honest about where they were at and where real challenges existed. We talked about the effects of fetal alcohol syndrome, sexual abuse, lateral violence, as well as our history with residential schools, the Indian Act, and colonization. Doing so allowed the community to construct positive objectives of where they would like to go, drawing on memories and teachings from the past.

— *Gwen Phillips, Director of Governance Transition, Ktunaxa Nation*

Comprehensive Community Planning

- Comprehensive community planning (CCP) is a process that engages community members in planning and implementing the long-term vision for their community. It includes the development of objectives, goals, and/or a plan of action to work towards fulfilling the vision.
- A central principle of CCP is that it is a community-based, community-driven planning process with meaningful membership involvement throughout.
- Together, the community addresses economic development, social development, environmental management, governance, culture, and language, with sustainability as a central principle.
- There are many resources online to support CCP work in communities. A good starting place is the *CCP Handbook: Comprehensive Community Planning for First Nations in British Columbia*.



Gitanyow Band

Culture and Languages • Community Engagement • Commitment



The Gitanyow Band, a community of 400 members in northern British Columbia, has a very strong and clear link between its planning and reporting processes. Leadership, both elected and hereditary, encouraged community members to work together for the betterment of their people. The leaders began an integrated planning process that included all departments and community members and resulted in a community-based Comprehensive Community Plan.

“ *It’s not easy to get people to work together, but when they do, the results are incredible. The collaboration has resulted in positive change in the community.*

— *Sandra Harris, Program Developer,
Gitksan Government Commission*

The Gitanyow Band now creates an annual strategic plan based on the priorities identified in its Comprehensive Community Plan. The leaders report annually on progress. The community continues to build capacity and engagement through, for example, a Youth council, whose members attend meetings to understand how the Council works and to provide input on decision making.

Members believe that communication is a big part of working together effectively and that open communication builds trust and integrity. The GFN is moving forward as one community and one Nation.

Gitanyow Band Council
www.band.gitanyow.com / 250-849-5222



WHAT ARE PLANNING AND REPORTING STANDARDS?

If planning is the front cover of the book, then reporting is the back cover.

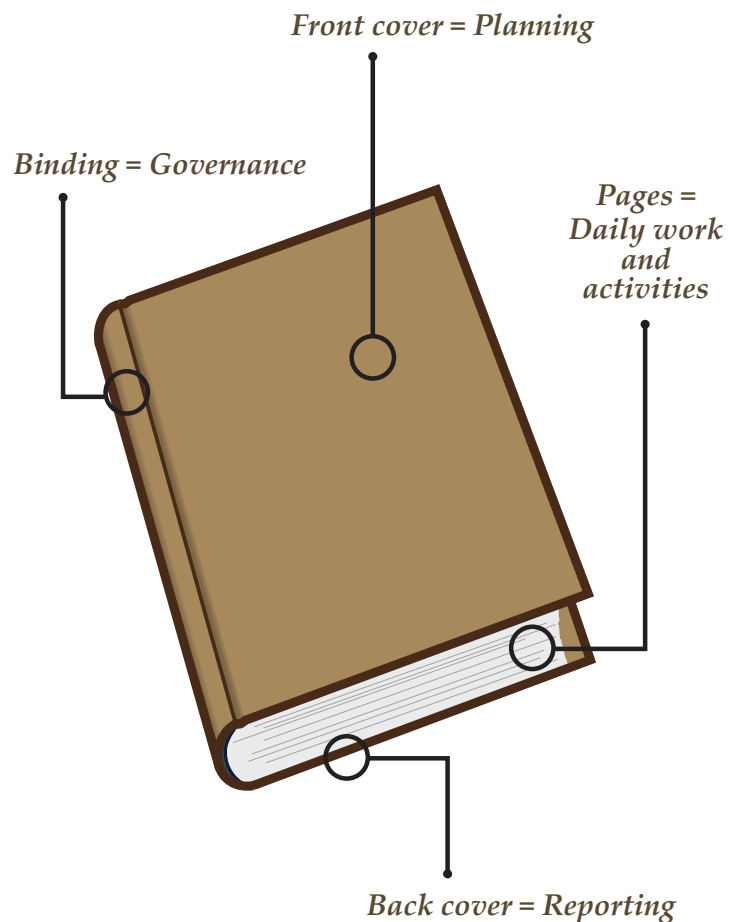
Leaders in the planning and reporting world agree there are basic 'guidelines' or 'standards' that are fundamental to successful planning and reporting processes in the community. This Guide outlines a set of values, standards, and outcomes that can be used for developing and assessing your own planning and reporting processes.

Key standards can guide decision making and influence the how, when, and why of planning and reporting. They can provide guidance in developing and/or assessing the effectiveness of past, current, and future processes and allow you to develop an improved process moving forward. This Guide embraces the perspective that values and principles should inform standards. A principle-based standard can then be used to create specific policies and procedures to guide processes and govern day-to-day operations.

If planning is the front cover of the book, then reporting is the back cover, with governance (including policies and procedures) binding the book, and daily work and activities filling all of the pages in between. The book tells the community's story – past, present, and future. Reports are like chapters in the book, detailing progress and movement towards the ultimate vision.

Another way to think about planning and reporting is as left and right hands; they are distinct, but mirror each other and work well in unison. Having planning without reporting or vice versa can make accomplishing any task extremely challenging – and make some tasks impossible.

Without solid planning to determine the priorities of community members, reporting can be meaningless. When, however, reports relate directly to community-identified needs, community members can see what work is being done and how their needs are being addressed.



Heiltsuk First Nation

Community-driven, Nation-based • Communication • Commitment



In Heiltsuk First Nation (HFN), a community of 1,700 on the central coast of British Columbia, planning and reporting are a regular part of day-to-day operations. HFN has conducted multiple needs assessments of its members, which inform priorities and plans.

After having the management of health services transferred to them from the federal government in the mid-1990s, they learned how to manage their finances, negotiate for funding, and meet the needs of community members.

As a result of managing their own health services, HFN has learned the importance of continually building capacity in the community to manage increasingly complex jobs and responsibilities. Capacity and skill development are ongoing priorities in HFN. A skilled workforce builds a strong, stable Nation.

“ *If we really want to move forward as a Nation, we need to be committed to building the capacity of our members to take on more complex roles in the administration. We cannot move forward without recognizing the importance of building skills and confidence of our people.*

— Pamela Wilson, Councillor, Heiltsuk First Nation

HFN recognizes the importance of documenting and reporting change through story-telling. Knowing that one family has seen positive growth as a result of a program is extremely valuable information, more valuable than counting the number of people at a lunchtime presentation. HFN's hope is that funding agencies will move beyond collecting statistics and towards collecting stories.

“ *The importance of sharing our collective and personal stories, both in planning and reporting processes, cannot be overstated. Culturally, sharing stories of change and progress are far more powerful than sharing statistics. Funders need to leave room for and recognize the power of story.*

— Pamela Wilson, Councillor, Heiltsuk First Nation

Heiltsuk First Nation

www.heiltsuknation.ca / 250-957-2381





THE 7 CS OF PLANNING AND REPORTING

The 7 Cs are as valuable for communities as they are for the organizations who support them.

The seven categories of standards reflect what British Columbia First Nations have deemed to be critical in achieving planning and reporting success. The categories are also consistent with the approaches of the four First Nations partners highlighted at the end of this Guide. These standards can be used in any planning or reporting context, whether it be health and wellness, land use, comprehensive community planning, education, social development, or economic development, and are as valuable for communities as they are for the organizations who support them.

1. Culture and languages
2. Community-driven, Nation-based
3. Community engagement
4. Communication
5. Collaboration
6. Connection
7. Commitment

On the following pages for each category, you will find a value statement, separate planning and reporting standards, and an outcome. The value statement highlights what is fundamentally important about the category. The planning and reporting standards outline statements that can guide your work in either a planning or reporting context. The outcomes highlight the benefits that might be realized in communities and Nations if standards are followed.

What does ‘community-driven, Nation-based’ mean?

Community-driven means that processes, approaches, ideas, and priorities come from individual members and/or groups within the community. Nation-based means that the focus is not solely on one First Nation community, but rather on the wider cultural, language, and social group of which that community is a part. Historically, families worked together as communities and communities worked together as Nations. Community-driven, Nation-based means that communities set the stage and Nations deliver on the collective needs of all of their people.





VALUES

- What traits or qualities represent our highest priorities?
- Definition: Traits or qualities that represent an organization's or group's highest priorities, deeply held beliefs, and core, fundamental driving forces (e.g. respect, integrity, trust, cooperation, holistic)

STANDARDS

- What statements will guide us?
- Definition: Statements that provide an indication of what to do, but not how to do it (e.g. clients' personal information and privacy are protected; cultural knowledge and traditional practices are respected as integral to the well-being of individuals, families, and communities; children are entitled to be protected from abuse, neglect, and harm or threat of harm)



OUTCOMES

- What will the results be of our work?
- Definition: The changes, benefits, learning, or other effects that happen as a result of a community's work (e.g. community members are connected to their culture; children feel safe in school; traditional foods are a central part of the members' diet)



Seven Categories of Standards



Culture and languages

Culture and languages are the foundation of our identity.

1



Community-driven, Nation-based

We define what is important to our community and Nation.

2



Community engagement

Everyone's voice matters.

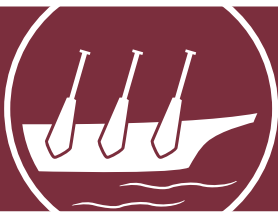
3



Communication

Clear and reliable communication is vital to our vibrant community.

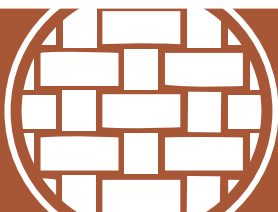
4



Collaboration

We work together for the benefit of the whole community and Nation.

5



Connection

All things are related and connected.

6



Commitment

Our work reflects our responsibility to future generations.

7

CULTURE AND LANGUAGES

Culture and languages are the foundation of our identity



Planning Standard

Traditional teachings, practices, and languages are the foundation of our planning processes.

WHY THIS STANDARD IS IMPORTANT

Incorporating traditional knowledge, languages, processes, oral history, and customs into the planning process not only strengthens the plan, but also strengthens cultural identity in the community. A plan can be written partially in the traditional language and can incorporate important cultural values, stories, metaphors, and imagery.

Example: Use a tipi as a central visual in your community's plan, with each tipi pole representing a different sector in the plan.

Reporting Standard

Reporting is delivered in a way that honours the culture and languages of our people.

WHY THIS STANDARD IS IMPORTANT

Weaving traditional knowledge, languages, processes, oral history, and customs into the reporting process and the plan can make results more relevant, as members relate to and see themselves amidst familiar languages and cultural references.

Example: During your community's annual celebration of accomplishments, sector leads carry a tipi pole representing their area and the community pulls fabric around the tipi to represent the critical importance of working together.

Outcomes

Culture and languages are strengthened.

COMMUNITY-DRIVEN, NATION-BASED

We define what is important to our
community and Nation



Planning Standard

Planning approaches and processes are determined, managed, and led by our community for the community and Nation.

WHY THIS STANDARD IS IMPORTANT

When a planning process is truly led by the community, when decisions around the process are defined by the community, and when planning actions are based on the community's unique needs and knowledge, the result is a relevant, robust plan that is more likely to be put into action.

Example: Hire a local planning champion and build a support team to lead the planning process.

Reporting Standard

The tracking and reporting of information is directed by our community for the community and Nation.

WHY THIS STANDARD IS IMPORTANT

Reporting directly to community members on priorities they have identified, using data that is owned and tracked by the community, leads to a greater sense of ownership and commitment to accountability. This also builds trust between administration, leadership, and the community.

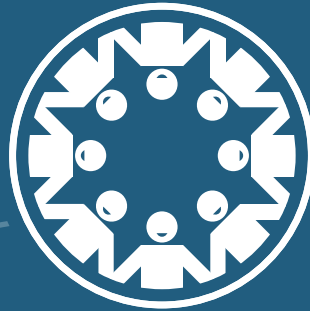
Example: Develop a reporting tool that communicates the results of a traditional language program for Youth.

Outcomes

We are in control of our planning and reporting. We are tracking progress towards the goals and objectives we prioritized in our community.

COMMUNITY ENGAGEMENT

Everyone's voice matters



Planning Standard

Community members are engaged, involved, and/or represented throughout the planning process.

WHY THIS STANDARD IS IMPORTANT

Incorporating the perspectives, preferences, needs, and hopes of community members is at the heart of any sound planning process. Community members know best the issues, needs, opportunities, and solutions within and for their own Nation. Engagement strategies are unique to each community.

Example: Engage members on- and off-reserve through surveys, focus groups, family meetings, open houses, home visits, world cafes, storytelling, and video.

Reporting Standard

The voices and priorities of our members are mirrored in our reporting to the community.

WHY THIS STANDARD IS IMPORTANT

When reporting back to the community, members can see how their voices and priorities have been documented in the plan and translated into action.

Example: Report on results through an open house where members can walk from booth to booth learning about what is changing in their community and have the opportunity to ask questions on topics of interest to them.

Outcome

Priorities of community members are achieved.

COMMUNICATION

Clear and reliable communication is vital to our vibrant community



Planning Standard

Communication is consistent and dynamic throughout the planning process to keep all audiences informed and aware.

WHY THIS STANDARD IS IMPORTANT

Consistent and clear communication leads to greater transparency and accountability, as well as stronger governance. Communication tools, such as newsletters and social media, will vary based on the targeted audience.

Ongoing communication can increase participation in the planning process, build momentum, and allow for valuable feedback.

Example: Create a detailed plan for technical staff and a visual summary of the plan for each household.

Reporting Standard

Results and progress are communicated clearly to all audiences in ways that are most appropriate and accessible to them.

WHY THIS STANDARD IS IMPORTANT

Ensuring that accomplishments and results are shared with the community in a way that is relevant, accessible, and meaningful creates an opportunity to celebrate successes, acknowledge challenges, and adapt plans as required.

Example: Share progress through weekly newsletters and website updates. Celebrate success through a community celebration.

Outcomes

Community members, our Nation, and relevant partners are informed and know the progress we have made towards our actions and goals.

COLLABORATION

We work together for the benefit of the whole community and Nation



Planning Standard

We work with a diversity of partners within and outside the community.

WHY THIS STANDARD IS IMPORTANT

Plans and planning processes are strengthened through internal and external collaboration. This can translate into anything from informally sharing information to formally signing agreements with other First Nations, governments, academic organizations, or companies in the private sector.

Example: Work with a local university to have planning students placed in your community to support planning needs.

Reporting Standard

We recognize and incorporate the contributions of all partners in our reporting.

WHY THIS STANDARD IS IMPORTANT

Reporting with other partners can demonstrate stronger results by highlighting linkages and synergies internally and externally.

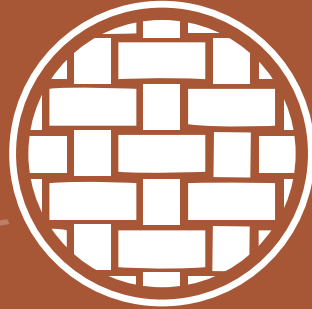
Example: Ask the Health Director to collaborate with local and regional health care providers and the First Nations Health Authority (FNHA) to prepare a report on health and wellness outcomes in the community.

Outcomes

We maximize opportunities and reduce duplication.

CONNECTION

All things are related and connected



Planning Standard

We plan with a common vision, recognizing the interconnectedness of everything we do in our community and Nation.

WHY THIS STANDARD IS IMPORTANT

Community planning works toward a common vision of individual, family, and collective wellness. Building a strong plan in any sector (e.g. land use, health, or education) requires many aspects of the community to be incorporated.

Example: Incorporate community values and priorities around land use and cultural revitalization into an economic development plan.

Reporting Standard

Reporting reflects the integrated nature of our community, our plan, and our results.

WHY THIS STANDARD IS IMPORTANT

Reporting back to the community in a comprehensive and integrated way reflects the holistic nature of the community.

Example: When evaluating the housing situation in your community, highlight and make linkages between births, economic development, skills and training, health and wellness, and the age breakdown of community members.

Outcome

Linkages are made between all areas of the community.

COMMITMENT

Our work reflects our responsibility to future generations



Planning Standard

Planning is ongoing, from the past to the present and into the future.

WHY THIS STANDARD IS IMPORTANT

Planning is an ongoing part of every community's governance and administration. A long-term commitment to planning requires a parallel commitment to fund and build capacity for planning.

Example: Update the Comprehensive Community Plan every five years and translate it into annual work plans on an ongoing basis.

Reporting Standard

Reporting is consistent, accessible, and inclusive.

WHY THIS STANDARD IS IMPORTANT

A commitment to fund and support ongoing, reliable, and available reporting is essential to good governance. Consistency in data collection, management, and reporting ensures that information and results can be compared from one reporting period to the next.

Example: Show annual trends over several years in your community's high school graduation rates.

Outcomes

Planning and reporting are embedded in our governance.

Gitksan Government Commission

Culture and languages • Collaboration • Connection



The Gitksan Government Commission (GGC) represents four Gitksan communities in northern British Columbia (Gitanmaax, Gitanyow, Glen Vowell, and Kispiox), totaling more than 2,000 members. The GGC has worked with each of its member Nations to develop a community-based Comprehensive Community Plan.

Within the GGC, planning decisions are made based on traditional teachings: everyone belongs, decisions are made by consensus, and it is essential to have a language-speaker at each meeting.

“ *Service providers have a good sense of which indicators would be most appropriate and manageable. Elders have a strong sense of what they want to see in the community and what is needed to get there. Together they are determining how best to measure our Nation’s path towards wellness.*

— Sandra Harris, Program Developer, GGC

Leaders and staff have learned over time how to best report to members. They have learned that community members appreciate seeing things visually, as it makes it easier to show connections between departments, including education, employment, health, and housing.

The GGC is working with its members to develop a Wellness Framework for tracking and reporting data that reflects the Nation’s goals. Service providers and Elders are working together to define indicators that will communicate desired change (proposed outcomes) at the community level. Each of the four First Nations communities will align the indicators they feel best report on their desired outcomes. Investments and resources then can be mobilized to ensure those outcomes are realized.

Gitksan Government Commission
www.gitxsangc.com / 250-842-2248





FOR FIRST NATIONS: USING THE PLANNING AND REPORTING STANDARDS

First Nations are in the best position to make decisions about things that affect their Nation, their community, their family, and themselves.

These planning and reporting standards represent some of the collective work and knowledge of First Nations in British Columbia. To assess whether these standards are guiding the planning and reporting work in your community and Nation, we suggest you ask the following questions.

When planning, ask:

- Are our cultural traditions and our languages embedded in our planning process?
- Is the planning process coming from, or being directed by, the community as much as and whenever possible?
- Are we engaging community members in the planning process and incorporating their ideas?
- Are we communicating the planning process effectively to everyone potentially impacted by the planning decisions?
- Is collaboration within our community, as well as with external partners that are connected to our community, a focus of our efforts?
- Are we looking at how this plan connects with other plans, departments, and partners?
- Have we reviewed past planning processes and integrated their lessons learned into this planning process?

When reporting, ask:

- Are our cultural traditions and languages embedded in our reports?
- Would an observer learn more about our community's culture and traditions by reading our reports?
- Are we reporting on the things community members have asked us to report on?
- Are we communicating the results of our work widely and effectively, using multiple communication tools?
- Are we reporting the results of our work to the community and to our partners, rather than solely to funders?
- Are our reports demonstrating how all of our work influences overall community wellness and goals for the future?
- Are we reporting regularly on the planning process, demonstrating progress over the short and long terms?



Ktunaxa Nation

Community-driven, Nation-based • Community Engagement • Communication



In some communities, it is easier for people to talk about what they do not want rather than what they hope for.

Amongst the communities represented by the Ktunaxa Nation, which includes four First Nations and more than 1,100 members in south-eastern British Columbia, being open and honest about where members were at and where real challenges existed throughout their planning process allowed the community to construct positive objectives of where they would like to go, drawing on memories and teachings from the past.

“ *Designing community engagement processes that promote open, safe, and caring speaking environments and supportive communication have greatly contributed to the quality of decision making and community outcomes in our planning processes.*

— Christopher Horsethief, Facilitator, Ktunaxa Nation

The Ktunaxa Nation has been committed to Nation Rebuilding for over twenty years. A key element of Nation Rebuilding is developing the tools needed to work towards the collective vision of the Nation. Planning and reporting are key elements in building and strengthening governance for the Nation. Designing community engagement processes that promote open, safe, and caring speaking environments and supporting communication have greatly contributed to the quality of decision making and community outcomes in these processes.

“ *Nation Rebuilding is really about how Indigenous peoples can pull together the tools, such as rules, procedures, checks and balances, and structures of governance, they need to build the futures they want and put those futures into place. If you remember the taste, the way we governed in the past, you can rebuild the recipe.*

— Gwen Phillips, Director of Governance Transition, Ktunaxa Nation

Reporting in Ktunaxa Nation is done by sector – Economic Development & Investment, Education & Employment, Lands & Resources, Social Investment, and Traditional Knowledge & Language. There is one representative from each Community Council at each sector table. Community members provide input into reporting through these sector representatives.

The Nation’s and communities’ websites and Facebook pages, as well as the Nation’s monthly newsletter, are important avenues for communicating information. These communication channels have begun instilling the importance of active citizenship – if you are a citizen, it is your responsibility to get the information and understand it. With an emphasis on meaningful engagement and communication, the links between planning and reporting in Ktunaxa Nation have been strengthened.

Ktunaxa Nation
www.ktunaxa.org / 250-489-2464



FOR PARTNERS: PUTTING THE 7 CS OF PLANNING AND REPORTING TO WORK

Partner organizations can align and reorient their planning and reporting processes to support First Nations' community development and wellness.

The 7 Cs of planning and reporting represent some of the collective work and best practices of First Nations in British Columbia, as well as the work of partner organizations in the areas of community development and wellness.

Partner organizations who support and work with First Nations can contribute to community success by aligning their work and investments with the 7 Cs. They can also reorient their own planning and reporting processes to be informed and directed by the communities they support.

How can partners support planning and reporting success among First Nations?

Re-align planning and reporting towards the 7 Cs

First Nations partner organizations are often working towards supporting the same outcome: individual, community, and Nation-wide health and wellness. This means that planning and reporting undertaken by partners need to involve and be directed by the First Nations they support.

First Nations are best placed to know how to support their communities and Nations in their quest for healthy, sustainable community development. Similarly, all partners need to evaluate their own success and progress based on community-driven, Nation-based reporting. If communities track progress based on indicators that are important to them, these indicators also need to be meaningful to partners.

Respect and invest in the 7 Cs of planning and reporting

The support of partner organizations begins with the recognition of planning as a core competency of good governance. Investing in long-term, community-driven, holistic planning is critical. This needs to be matched with building capacity for planning in the community.

Similarly, by respecting and supporting community-based reporting, partners recognize the important line of accountability between leadership and the community, which ultimately leads to stronger governance in First Nations communities.

Finally, to move from a high-level community vision to reports on progress, partners need a long-term commitment to fund and support management, administration, and governance. This translates into supporting management capacity, data management, and information systems during the plan's implementation.



As partners, are we on the right track with our planning and reporting?

As a partner, to assess whether or not you are using these standards to guide planning and reporting work, we suggest you ask the following questions.

When planning, ask:

- Are we being respectful of and incorporating culture and languages?
- Does our planning allow communities to work towards their own vision for their community and Nation?
- Are we fully and meaningfully engaging community members and incorporating their ideas from the very beginning of each process (versus a token consultation)?
- Are we communicating effectively to all audiences, recognizing on-reserve is only one part of the broader First Nations community?
- Are we collaborating with other partners to ensure planning success?
- Are we looking beyond our own silos and taking a more holistic approach to working with communities, recognizing the connections between all areas of planning?
- Are we committed to long-term support of community-driven, Nation-based planning and planning capacity?

When reporting, ask:

- Are we being respectful of and embracing culture and languages in reports?
- Are we encouraging community-driven reporting and requesting data on indicators that are important and relevant to communities and Nations?
- Are we reflecting the priorities of communities as much as and whenever possible in our own reporting?
- Are we ensuring our communication is open and transparent, using multiple means to reach different audiences?
- Are we collaborating with other partners to reduce and align reporting?
- Are we coordinating reporting demands with other programs and sectors which are connected and inextricably linked?
- Are we committed to long-term support of community-driven, Nation-based reporting and capacity?



Penticton Indian Band

Community-driven, Nation-based • Collaboration • Connection



The Penticton Indian Band (PIB), a community of 1,000 members located in the Okanagan Valley of British Columbia, has come a long way with its planning in the short time since members completed their first community-based Comprehensive Community Plan in 2013. They have since developed a strategic plan that reflects the goals prioritized in their Comprehensive Community Plan and are building templates for annual work plans and creating budgets to implement actions identified in the strategic plan.

These new plans, annual work plans, and budgets support increased transparency and accountability when reporting to the community. Staff must receive community input and support in determining the actions and activities to be included in annual work plans. Budgets now reflect the community's priorities and demonstrate that voices are being heard. These steps allow the Finance & Audit Committee to see the alignment between work plans, budgets, and the strategic priorities of the community, as well as recommend the annual work plans and budgets to the Chief & Council for approval.

“ *What does the community really want to know? How much money we are spending and what we are spending it on. We need to be sure they know about both.*

— *Ted Cutbill, Director of Social Development, Penticton Indian Band*

Opting into the *First Nations Fiscal Management Act* (FNFMA) has helped lead the PIB through the steps of this increased accountability. The PIB has new financial accountability laws in place and reports to the community regularly to meet its requirements under FNFMA. Although the community feels it would have been on a similar path towards accountability without the FNFMA, going through the certification process has made the processes clear, linear, and timely.

“ *Having a strategic plan and transparent reporting practices has built our credibility with investors and partners by clarifying how we do business and demonstrating transparency in how we operate.*

— *Naomi Gabriel, Chief Finance Officer, Penticton Indian Band*

Penticton Indian Band
www.pib.ca / 250-493-0048



KEY PROVINCIAL AND FEDERAL PARTNER ORGANIZATIONS

The 7 Cs of planning and reporting align with the core operating approaches of these key partner organizations

The 7 Cs of planning and reporting outlined in this Guide stem not only from research conducted with First Nations in British Columbia, but also with key federal and provincial First Nations' partner organizations, including the First Nations Health Council, the First Nations Health Authority, Health Canada, and Indigenous and Northern Affairs Canada.

The following sections outline the key principles and directives of each of the four partner organizations. There is strong agreement between their core operating approaches and the 7 Cs of planning and reporting.

First Nations Health Council

The First Nations Health Council (FNHC) is a provincial-level political and advocacy organization that is representative of and accountable to British Columbia's First Nations. The FNHC provides a focus for First Nations to continue the work of reforming health care. One of the initiatives of the FNHC is the development of a 10-year wellness strategy to work towards the shared vision of *"Healthy, Self-Determining, and Vibrant BC First Nations Children, Families and Communities."* The *Wellness 2025 Strategy* will be built from conversations with First Nations in British Columbia.

www.fnhc.ca

Social determinants of health

Social determinants of health are underlying factors that influence quality of life. They have also been called 'areas of community wellness'. There are many factors that impact the health of First Nations, including health services, income and social status, employment, education, gender, culture, and physical environments.



First Nations Health Authority

The First Nations Health Authority (FNHA) is the first province-wide health authority in Canada that is managed by and for First Nations. The FNHA's mission, developed by the communities it represents, is to transform the health and well-being of British Columbia's First Nations and Aboriginal people by focusing on the social determinants of health and dramatically changing healthcare for the better. The FNHA is a leading example of how community partners can embrace a truly community-driven, Nation-based approach.

The seven directives of the FNHA are:

1. Community-Driven, Nation-Based
2. Increase First Nations Decision Making and Control
3. Improve Services
4. Foster Meaningful Collaboration and Partnership
5. Develop Human and Economic Capacity
6. Be Without Prejudice to First Nations Interests
7. Function at a High Operational Standard

www.fnha.ca



Community development

Community development is a process that encourages community members to come together in order to take collective action and generate solutions to common problems. Community well-being (economic, social, environmental, and cultural) is often the focus of community development efforts.



Health Canada

Health Canada (HC) is the federal department responsible for health care. Health Canada's federal *Community Development and Capacity Building Framework* is founded on the critical importance of community development and cultural competence. The goals of the Framework speak to the importance of partnerships and building capacity both within government and communities. The pillars of the Framework are:

1. Community Capacity: Support ongoing capacity development in individuals, communities, and organizations
2. Knowledge and Competencies of Government and Partners: Strengthen internal knowledge and competencies in Indigenous Community Development and cultural competence to be better partners
3. Partnerships for Community Health and Well-being: Work with other departments and partners, including corporations and non-profits, to support First Nation community well-being

www.hc-sg.gc.ca

Indigenous and Northern Affairs Canada

The federal department of Indigenous and Northern Affairs Canada (INAC) has endorsed Health Canada's *Community Development and Capacity Building Framework*. In March 2013, Health Canada and INAC signed a Memorandum of Understanding (MOU), agreeing to use the Framework, which is a principles-based document. The MOU recognizes that:

- A one-size-fits-all approach does not work. The key to successful community development lies in facilitating a capacity-building approach that is aligned to community needs and works across departments and programs.
- Community-based approaches that reflect Indigenous cultural knowledge are essential in the development of integrated community plans.
- There is a need to shift the accountability relationship from emphasizing what the funding agency wants to what community members need.

www.inac.gc.ca



Cowichan Tribes

Culture and Languages • Community-driven, Nation-based • Community Engagement



With over 4,800 members, Cowichan Tribes is the largest single First Nation in British Columbia. The community is spread over multiple reserves on south-eastern Vancouver Island. Their size and demographics present both challenges and opportunities for planning and reporting.

Management and leadership work to create space for community members to participate and be actively involved in both planning and reporting. Most recently, engagement has focused on building the community's Comprehensive Community Plan, as well as communications and community safety strategies. Open forums with Chief and Council allow members to engage directly in dialogue with elected leaders.

Cowichan Tribes regularly invites members to annual general meetings to deliver reporting on finances, audits, and taxation. Administration strives to use consistent and reliable data in reporting and tracking progress.

Traditional teachings are also central to planning in Cowichan Tribes. The vision

“ Cowichan Tribes is well positioned with current data collected from national surveys like the Regional Health Survey and the First Nations Regional Early Childhood, Education and Employment Survey (FNREES) to make informed decisions. This data allows our community to effectively plan for our future and measure our success.

– Matthew Louie, Data Governance Champion, Cowichan Tribes

statement in the community's strategic plan emphasizes the importance of culture:

“Through our heritage, the Cowichan Tribes will work together for a healthier, safer and stronger Nation.”

Similarly, the community's Comprehensive Community Plan emphasizes the importance of culture in both processes and outcomes. It states, *“Our traditional teaching are at the heart of this plan and the process used to make it.”*

Cowichan Tribes

www.cowichantribes.com / 250-748-3196



REFLECTIONS AND NEXT STEPS



Bringing the ideas and perspectives of leadership and membership forward allows incredible things to happen in the community and Nation

This Planning and Reporting Guide is the result of a collaborative effort between remarkable individuals and First Nations who are demonstrating that the planning, reporting, and data governance movement is alive and flourishing.

Once a community has reflected on and adapted these seven core planning and reporting standards (the 7 Cs) to its unique and diverse context, the next step will be to apply the standards in developing more specific policies and detailed procedures.

In applying the 7 Cs, First Nations can expect a greater sense of community accountability, and increased capacity and pride as they strengthen planning and reporting efforts. Building operational processes that improve and reinforce the linkages between planning and reporting can only serve to direct, demonstrate, and celebrate change “by the people, for the people.”

Partner organizations who support and work with First Nations can contribute to planning and reporting successes by aligning their work and investments with the 7 Cs and reorienting their own planning and reporting processes to be informed and directed by the communities they support.

Applying these planning and reporting standards can help to ensure that the aspirations of First Nations, as defined in their visions, plans, and actions, are truly realized. Every community has its own unique journey. It is hoped that this Guide will be the walking stick that supports each Nation in moving along its chosen path of wellness.



Lower Kootenay Band

Community Engagement • Collaboration • Connection



The Lower Kootenay Band (LKB), known locally as *Yaqan Nuykiy*, engages in community-based planning. Through the Band's planning initiatives, this community of 240 members located in south-eastern British Columbia has developed a strong understanding of community protocols. These protocols have become central to the way members function on a day-to-day basis.

The LKB Council used to develop one report per year to share progress on its plans with community members. The Councillors saw that by reporting so infrequently, they were missing important linkages between various projects and occasionally had to return funds to their funding agencies at the end of the year. They realized that everyone in

the community needed to work together to develop a smoother operational process.

LKB seeks to use data to access more funding and keep the funding it has received. In 2015/2016, the Band completed a review of its comprehensive plan, which has resulted in significant operational and reporting efficiencies.

In other community research and planning processes, LKB learned that community members appreciated seeing data presented visually – using images, charts, and pictures to demonstrate what the numbers meant. They also realized the importance of working through collective trauma during group sessions at their new cultural building; facilitators emphasized that everyone has a voice (no one is right, no one is wrong) and that having members think together and share allows everyone to move forward together.

“ *Policy without the input of those affected by it will take away from the legitimacy of the policy.*

– *Christopher Horsethief, Consultant, Lower Kootenay Band*

Lower Kootenay Band
www.lowerkootenay.com / 250-428-4428



