

# APPENDIX B

## Model First Nation Strategic Plan

*(Please note: The Model Plan that follows has been provided as a template for an actual Strategic Plan to be adopted by a First Nation after due deliberation and consideration by its members. The content of this Model Plan is therefore illustrative and IS NOT PRESCRIPTIVE—“if you don’t want to use this, you don’t have to.”)*

## INTRODUCTION

### Preamble

The strategic document presented below has been created by (insert the name of) First Nation to ensure that governance institutions created as a result of the adoption of the Prosperity Code are consistent with and continuously support “cultural well-being” as defined by this/ these community(ies).

### Suggested Actions

- a) Develop a strategic plan that serves to focus economic activities and integrate them within the fabric of the community(ies).
- b) Advocate increased use of the market system and entrepreneurship and promote knowledge of and sensitivity towards the essential elements of First Nations culture (as we define them within our community(ies)).
- c) Make effective use of educational institutions to increase and maintain at a high level both the language of this First Nation and the lan-

guage of the market system and entrepreneurship.

- d) Offer every interested member of the First Nation the opportunity to gain an effective understanding of the principles of business and First Nations culture.
- e) Assure appropriate support services for those engaged both directly and indirectly in achieving the objective of prosperity and cultural well-being.

### Vision

The (insert the name of) First Nation envisions a society where prosperity and cultural well-being are the tangible evidence that we are masters in our own house; and where the knowledge and encouragement necessary to create and sustain the market system and entrepreneurship on-reserve are transmitted free of borders and boundaries, and are increasingly accessible to each member of our Nation. To accomplish this, we seek to address the challenges and opportunities of the newly evolving knowledge-based economy through infusing elements of market- and entrepreneurial-thinking into appropriate aspects of education, economic life (including the natural resource economy) and the democratic governance process in a way that is consistent with and honours our culture.

### Economic and Cultural Mission

Our economic and cultural mission is to offer our members the incentives and relevant skills needed to function effectively in an increasingly diverse and interdependent market system- and economic-environment. Our strategy is a process directed at providing our members the means to participate fully and successfully in a diverse and interdependent global economy, while maintaining and contributing to the cultural well-being of our Nation. Through a continued commitment to the culturally appropriate creation and healthy maintenance of the market system and entrepreneurship and the provision of resources and funding, our mission will be promoted through innovative arrangements in the following areas<sup>A</sup>: opportunity identification

including study and exchange programs, institutional linkages, research and development projects, new business incubation and the economic and cultural professional development of entrepreneurs and on-reserve administrators.

<sup>A</sup> *This is a sample list to be generated through the “bottom-up” consultation process.*

### Essential Values

#### *Historical background of (insert name of) First Nation*

It is essential to present here a summary of the history of the First Nation that reviews its historical economy and skills, its past practices for economic development and the recent changes that have been, or are intended to be, made in governance to adopt this strategic plan.

#### *Quality*

This First Nation values quality in economic and cultural life that enhances its prosperity and cultural well-being through developing the reputation for excellence and reliability of products and services both at home and abroad, that is founded in and supported by our culture (e.g. the teachings of our elders).

#### *Accessibility and Diversity*

This First Nation values a policy where every qualified member has access to the educational and resource opportunities offered based upon performance, within the parameters of the existing policies and resources of this First Nation. This First Nation also values diversity among ideas and people where economic, gender and other structural barriers that hinder the achievement of prosperity and cultural well-being are removed.

### *Inclusivity and Empowerment*

This First Nation values an inclusive economic and cultural process that exposes its members to different approaches to knowledge, traditions and practices from the First Nation and from around the world and encourages its members to become aware and attuned to the diversity of human experiences and outlooks. In this way, its members will widen their economic and cultural perspectives. For some, new opportunities for interaction abroad should provoke and encourage transnational collaboration and partnerships in less-advantaged as well as economically well-off countries.

### *Lifelong Commitment*

This First Nation encourages its members to maintain their associations with and commitment to the sustainability of prosperity and cultural well-being of the First Nation throughout their lives, whether on- or off-reserve. As part of this commitment we will be sensitive to the intergenerational impacts of our economic decisions and actions.

## STRATEGIC PLAN COMPONENTS<sup>1</sup>

### Opportunity Identification

#### *Goals*

- To identify the key areas of interest where our members would have or would like to acquire expertise so that “works” of value in the global marketplace can be produced.
- To locate and validate markets—pockets of “others”—in the exchange relationship who will value our products/services and be willing to enter into mutually beneficial transaction relationships.
- To be selective in our opportunity choices and focus on quality and fit with the First Nation’s cultural values.

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<sup>1</sup> The headings within this section come from the “Economic and Cultural Mission” statement. For illustration purposes only, we have completed a sample of one such heading.

- To advocate increased international opportunity search, to encourage acquisition of different languages and to promote knowledge of and sensitivity towards foreign cultures and their political, social and national environments such that markets can be opened as suggested above.
- To strengthen and expand the delivery of the products and services of our First Nation both within and outside Canada, including twinning programs, domestic and international cooperative education placements, including apprenticeships.
- To ensure that highly skilled and qualified members of our First Nation consider the highest quality of life to exist when living on our traditional lands.

### *Rationale*

An important indicator of the quality of First Nation's opportunities is the extent of the contribution these opportunities make to prosperity and cultural well-being. This First Nation may, for instance, collaborate to gain access to high quality opportunities in other countries, seek out the best and most interested of its members and respond to opportunities to become globally relevant. It may also seek advice and counsel from the elders to ensure that key elements of individual talent or First Nation capabilities are not overlooked in the opportunity search and identify ways that the opportunities under consideration can be undertaken without damage to, and with additional support for, the culture of this First Nation.

### *Strategic Direction*

- For its members, this First Nation aims to expand high quality opportunities, both on-reserve and abroad.

Presently there are \_\_\_\_\_ members of this First Nation who are involved in opportunity searches that have the potential to employ at least \_\_\_\_\_ other members.

Barriers preventing more members of this First Nation from becoming involved in opportunity search include:

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- Lack of understanding the market system and entrepreneurial thinking;
- Poor fit between \_\_\_\_\_ and \_\_\_\_\_;
- Its members' inadequate \_\_\_\_\_ proficiency;
- \_\_\_\_\_ problems and
- Financial barriers for its members who are prepared, but without the economic means, to undertake the search process.

Over the next (insert here a number above five and up to ten) years, the First Nation aims to overcome these barriers and increase the number of its members who are actively searching for and implementing economic opportunities for themselves and the Nation by (insert a percentage). This goal will be realized through a variety of means, including the following:

- Streamlining existing economic development processes;
- Identifying quality partners that have opportunities that will attract our members;
- Making scholarship and bursary funds available to qualified members so that they can more easily take advantage of exchange and other learning opportunities;
- Establishing a simplified *Business Startup System* to eliminate delays in bringing an opportunity from identification to fruition (e.g. the Skeena Native Development Society Small Business Development Department);
- Increasing our members' proficiency in business and entrepreneurship.

Thus, support services for our members participating in opportunity search activities need to be expanded.

The First Nation should also encourage the development of additional international cooperative education placements.

Cultural and international education opportunities for our members should likewise be enhanced in order for them to gain exposure to our traditional culture as well as for the diversity of the world's cultures. Periodic workshops on culture, market and entrepreneurship additions to the curriculum should also be held.

### *Recommendations*

- Streamline existing economic development processes and identify a limited number of additional quality partners that will attract our members;
- Create \_\_\_ scholarships of \$\_\_\_\_\_ each to assist First Nation members to go on an “opportunity exchange” for one year.
- Facilitate a simplified *Business Startup System* to eliminate delays in bringing an opportunity from identification to fruition (e.g. the Skeena Native Development Society Small Business Development Department).
- Promote domestic and international co-operative education, particularly as a means of acquiring a second language and new job skill competence.
- Offer cultural and international education workshops for our members in order for them to gain exposure to our traditional culture as well as for the diversity of the world's cultures

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Institutional Linkages

*Goals*

*Rationale*

*Strategic Direction*

*Recommendations*

Research and Development Projects

*Goals*

*Rationale*

*Strategic Direction*

*Recommendations*

New Business Incubation

*Goals*

*Rationale*

*Strategic Direction*

*Recommendations*

Economic and Cultural Professional Development of Entrepreneurs and On-Reserve Administrators

*Goals*

*Rationale*

*Strategic Direction*

*Recommendations*

GOVERNANCE PLANNING FOR PROSPERITY AND CULTURAL WELL-BEING

Making the Case

While there does not as yet appear to be any published analysis of the cost or benefits of creating a strategic plan that ensures consonance between economic development initiatives and the culture of a First Nation, significant advocacy for such planning has been suggested by the Harvard Project on American Indian Economic Development, and there is growing acceptance in governance circles that a mature and globally effective economy needs to have such planning in place. Some of the advantages for undertaking and maintaining the community strategic planning process are as follows (suggested as examples only):

- The presence of such a plan enriches the economic environment for members by bringing a greater diversity of thinking and perspectives to communities, thus providing more relevant knowledge and intercultural experiences to members who do not have the opportunity to have such experiences elsewhere.
- The existence of such a plan, with the explicit identification of cultural priorities, promotes diversity. Exposure to a diversity of cultures not only promotes greater understanding of different approaches and perspectives in on-reserve young people – the leaders of tomorrow – but also in all communities where the planning process is implemented.
- When strategic planning can set culturally and community-consistent goals that can inspire and engage the best and brightest minds in the First Nation, the Nation is better placed to develop innovative solutions to its social challenges such as improving the health care system and enhancing its economic competitiveness through technological, social, environmental stewardship, etc., breakthroughs.
- The strategic plan itself, and the processes that lead to creating it, can give both an immediate and a longer-term boost to the on-reserve economy. As consumers, for example, on-reserve members can inject a significant amount of money into their economies through their regular

spending if desired goods and services are available. Strategically planned investments in on-reserve businesses that enable more on-reserve spending thus can provide an immediate boost to the on-reserve economy. In the longer term, a strategic plan can identify and enable First Nation members to pursue opportunities both on- and off-reserve. As these members succeed, it then becomes possible for them to become a network of important economic contacts for the Nation. Further, a well-founded strategic plan and strategic planning process can boost the on-reserve economy as increasing numbers of First Nation members become entrepreneurs or gain positions of influence in the larger society and, as a result of their high-level support and engagement in the strategic future of the First Nation, can open the windows of opportunity for members even wider.

(Each First Nation, upon due consideration, will have its own reasons that “make the case” for engagement in the strategic planning process.)

### The First Nation: The Present Case

*Profile of present First Nation Members*

*Present Private Sector Processes*

### A The First Nation Future Case

*Possible Opportunity Search Management*

*Goals and Directions for Increased Skills, Products and Services*

*Resources Required for the Implementation of this Strategic Plan in our First Nation*

*Required Infrastructure*

The Politics of A New First Nations Economy

*Allocation of Existing INAC Resources*

*Allocation of Local Resources*

Action Recommendations

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- 
- etc.