Akisqnuk First Nation: 5-Year Economic Development Plan

1.0 Introduction:

On February 27, March 4 and March 17 (2013) Akisqnuk First Nation leadership and administration staff came together to develop strategic and economic development goals. Guiding principles provide a framework for nearly 100 goals for all elements of the organization: governance, business, employees, community, membership, infrastructure, traditions, communications, relationship and partnership development.

The next steps include putting working committees into action, holding additional community-wide strategic planning sessions (face-to-face) and online forums. Staff and council continue to work in close alignment with the community and stakeholders through the period in which the foundation planning, new laws, policies and capacity development evolve in this 5-year community economic development plan.


Mission: Through sound, responsible leadership, we will promote the well-being and economic self-reliance of our people by encouraging and fostering education and sustainable employment.

Our values are:
(1) Respect
(2) Pride
(3) Accountability
(4) Honesty
(5) Trust

2.0 About Strategic, Community, Economic Management and Accountability

To meet the accountability needs of an organization, good management and strong planning knowledge and skills are necessary. The better conceived the organization’s strategy and the more competently it is executed with accountability and measurement, the more likely it will get done and please the community.

Strategic management and accountability are tools for economic development. We will use them to make sure the right things get done. Being “strategic” with economic aims ensure the goals are developed in everyone’s best interests and within the context of current capabilities, timing and finite resources.

Accountability is the same thing as responsibility. Everyone is responsible for accountability: governments, businesses, First Nations, organizations and individuals. There are different types of accountability. Four types most relevant to the five year strategic and economic development plan are:
(1) Political/managerial  
(2) Administrative or program  
(3) Fiscal  
(4) Individual stakeholder or Band member

There is a part for the entire community, current partners and stakeholders and future partners alike, to play.

Any accountability program must contain the following three elements to be successful:

**Accountability Relationships for First Nations**

Three major components of an accountability program are:
(1) Planning and performance reporting
   - Transparency – Decisions and the processes for making decisions are open and transparent;
   - Disclosure – Information on administrative policies and standards is readily obtainable by stakeholders; and
   - Redress – Procedures for review, including appeal mechanisms are in place.

(2) Policies and procedures (to support transparency)
   - Program policies
   - Administrative Appeal/Grievance Procedures
   - Financial Administration Policies
   - Access to Information Procedures
   - Conflict of Interest Guidelines
   - Code of Ethics
   - Elections Code
   - Community Consultation Procedures
   - Contracts

(3) Roles and responsibilities
   - Organizational structure
   - Department and job descriptions
   - Chief and Council portfolio responsibilities
3.0 5-Year Economic and Strategic Plan Formulation

How can we make a plan if we don’t know where we’re going? “Failing to plan is planning to fail.”

Strategic planning is a “continuous and systematic process where people make decisions about intended future outcomes, how these outcomes are to be accomplished and how success it to be measured and evaluated.” The strategic and economic development process is often described as dynamic and continuous.

There is no guarantee of success. The five year goals will be reviewed at the end of each year to determine if they are still relevant or achievable. Nonetheless, having a plan, that can be changed and altered, provides a measure of accomplishment and a focal point of effort for leadership, staff and community members.

Members
- Provide comments on draft vision, mission, values and goal statements
- Provide Council with information on external environment activity or issues that may affect the community
- Respond to surveys to determine members expectations

Council
- Develops a vision, mission and values statements and approves statements after reviewing member input
- Gathers information on external opportunities and threats
- Determines internal strengths and weaknesses
- Understands success factors and sets goals
- Generates and chooses strategies to pursue and sets indicators of measurement

Council advises members on strategies being pursued

Staff
- Assists Council in the strategy formulation process through information gathering and analysis

4.0 5-Year Economic and Strategic Plan Implementation

Members
- Members review information as to the progress in implementation of strategy.

Council
- Review and provide input to the draft business plan that would include the linking of actions to the strategies.
- Prioritizes and allocates resources to execute the formulated strategies through approving the annual business plan indicating who, when, what how much and how strategies and actions will be measured.
- Develops and approves new policy to support the selected strategies and related actions.
• Selects the appropriate organizational structure and motivates volunteers and employees.
• Monitors staff and volunteer implementation or the organizational and corresponding project and business plans.
• Inform members of progress.

**Staff**
• Develops annual business plans indicating who, when, what, how much and how the strategies and actions will be measured.
• Provides policy development support for the selected strategies and related tactics
• Identifies appropriate organizational structures and motivate employees and assists with motivating volunteers
• Applies resources to plans to execute the formulated strategies
• Alters administrative and operational practices and behaviour as required.

### 5.0 5-Year Economic and Strategic Plan Evaluation

**Members**
• Respond to requests for information about program and services effectiveness
• Members review information on how strategy turned out

**Council**
• Assess how well strategies are doing
• Measures performance to key indicators
• Identifies areas where corrective action is necessary
• Assesses impact of change subsequent to initial strategy formulation, decide about abandonment, adjustment or development of new strategies
• Advises members on how strategy turned out

**Staff**
• Records, reviews and report progress of strategies
• Measures and reports performance to key indicators
• Identifies areas where corrective action is necessary
• Makes recommendations regarding strategy about abandonment, adjustment or development of new strategies

### 6.0 Annual Process Steps to Build 5 Year Economic and Strategic Plan

**Strategy Formulation**
• Review results from current strategy evaluation
• Gather information to assist with decision making (PEST-C and SWOT Analyses, member expectations, burning issues)
• Review prior period key operating indicators and results
• Identify strategies for each area and set indicators of measurement
• Match the strategies for the critical success factors/goals for linkage
• Approve the strategic plan
• Advise membership on strategic direction for the coming year.
**Strategy Implementation**

- For each area review strategies and develop “how to” activities and provide human and financial impact information
- Prepare a business plan based on existing and new activity
- Develop operating indicators to assist in the measuring the level of success for the actions supporting the strategies
- Approve business plan(s)
- Prepare an activity plan summary for core groups and/or areas that assigns specific responsibility, timing and costs

**Strategy Implementation**

- Using activity plans and other reports measure performance to key indicators and assess how well strategies and business plan are doing
- Assess impact of change subsequent to initial strategy formulation
- Identify areas where corrective action is necessary
- Decide about abandonment, adjustment or development of new strategies for action now or during the next strategy formulation period

**Schedule Application**

- Review results from Strategy Evaluation – November
- Develop next period strategic plan – November
- Present strategic plan to council for approval – December
- Develop the business plan to Council for approval – February
- Advise membership of strategic intent and supportive plans
7.0 Priority Setting Tool

There will never be enough financial or human resources to tackle all ideas and problems at once. Tough decisions will be made as to what is implemented, cancelled or put off to another time period.

<table>
<thead>
<tr>
<th>Criteria Priority</th>
<th>Low Priority (1-2 points)</th>
<th>Medium Priority (3-4 points)</th>
<th>High Priority (5-6 points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Priority</td>
<td>It is not critical support to member services.</td>
<td>It is required to ensure general management and control of resources and services.</td>
<td>It is required by legislation / action for government / a contractual obligation.</td>
</tr>
<tr>
<td></td>
<td>It benefits only a limited number of staff or members.</td>
<td>It will reduce costs in future years.</td>
<td>It will result in net revenue contribution or cost reduction and is consistent with organizational direction.</td>
</tr>
<tr>
<td></td>
<td>It is primarily promotional in nature.</td>
<td>It is required to inform as a result of accountability.</td>
<td>It is identified by survey as a priority and will increase staff or member satisfaction.</td>
</tr>
<tr>
<td></td>
<td>Demand has, or will, decline.</td>
<td>It is required to inform as a result of accountability.</td>
<td>It is required for safety and protection of people and property.</td>
</tr>
</tbody>
</table>

8.0 Decision-Making Chart

Ranking each of the criteria as High (5-6 points), Medium (3-4 points), Low (1-2 points)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Solution #1</th>
<th>Solution #2</th>
<th>Solution #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational / financial strategies</td>
<td></td>
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<tr>
<td>Member perceived satisfaction/value</td>
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<tr>
<td>Net revenue increase</td>
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<tr>
<td>Long-term gain</td>
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<tr>
<td>Short-term implementation</td>
<td></td>
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<tr>
<td>Feasibility (staff, time, money)</td>
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<td></td>
<td></td>
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<tr>
<td>Risk</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>TOTAL POINTS</td>
<td></td>
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<td></td>
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</tbody>
</table>

9.0 Communications

This plan will be shared widely with members, the greater community, our stakeholders, funders and supporters. Strategic direction may change as new issues arise, and measurement requirements may need to change. Throughout the implementation of any business/program plan, reporting on successes and lessons learned should occur on a regular basis.

*We are leading now, because we do know where we are going.*
Akisqnuk First Nation: Five Year Strategic and Community Economic Plan (2013-2018)

### Akisqnuk First Nation Guiding Principles

**Guiding Principle 1.0:** Create an inclusive, healthy and successful community that is self-reliant.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Core Activities/Services</th>
<th>Evaluations/Targets/Measurements</th>
<th>Target Groups – Partners - People</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Short-Term Goals (1-2 years)</td>
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<td></td>
<td></td>
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</tbody>
</table>
| a) Develop and continue to update 5-year Economic Development Strategy | 1. Five Year Strategic Plan  
2. Annual Activity Plans  
3. Budgets  
4. Key Performance Indicator Reports  
5. Member surveys  
6. Partner surveys | # plans  
# reports  
# surveys | • Council  
• Staff  
• Members  
• Neighbouring jurisdictions (potential partners in economic development)  
• AANDC – Economic Development  
• Economic Development Funders |
| b) Comprehensive Community Plan | 1. Review draft document  
2. Strike CCP Committee  
3. Staff and community reviews  
4. Complete 2013 draft  
5. Membership review; vote  
6. Approval by Council | # reports  
# meetings  
# committee hours  
# plans  
# votes for final report | Council  
Staff  
Members  
Neighbouring jurisdictions  
KNC  
AANDC |
| c) Housing Development Plan and Policies | 1. Band Rental Housing Policy  
2. Social Housing Policy  
3. Individually Owned Homes Policy  
4. Market Housing Policy  
5. Obtain support from the First Nation Market Housing Fund  
6. Develop a Strategic Housing Plan | $ collected for rent  
# inspections  
# renovations  
# new mortgages  
# new houses built | Members  
Certificate of Possession Holders  
Staff  
Council  
Funders/Banks  
First Nation Market Housing Fund  
Contractors  
Building Inspectors |
| d) Financial Administrative Law | 1. Financial Administration Law Standards and Approval  
2. Financial Management System Standards and Certification  
3. Financial Performance Standards and Certification | # Standards implemented  
# Certificates implemented  
Law passed | Staff  
Council  
Members  
Funders  
Financiers  
First Nation Financial Management Board |
## Guiding Principle 1.0: Create an inclusive, healthy and successful community that is self-reliant.

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<tr>
<td>e) Organizational Functional Review</td>
<td>1. Performance reviews  2. Compensation grid for payroll  3. Department reviews and descriptions  4. Job descriptions  5. Updated employment agreements for all employees</td>
<td># employees retained  # employees trained  # employment agreements  # complaints (or reductions in complaints)  # sick days reduced  # employees updating skills</td>
<td>Council  Chief Administrative Officer  Employees  Contractors  Future Employees</td>
</tr>
<tr>
<td>f) Governance - Clear understanding of roles and responsibilities for council, staff and community members</td>
<td>1. Governance workshops  2. Governance training  3. Communications (open government)</td>
<td># workshops  # members trained  # Council trained  # visits to website</td>
<td>KNC  Council  Staff  Members  AANDC/funders</td>
</tr>
<tr>
<td>g) Provide quality programs and services</td>
<td>1. Annual review on alignment of programs and services with community needs  2. Meetings with funders to review objectives, measurements and funding flexibility  3. Measure performance of programs against client expectations</td>
<td># positive reviews from clients  $ funds utilized for programming needs  # compliance reviews with 95% and over  # surveys from members or clients  $ attracted to programs identified</td>
<td>Staff  Members  Council  Ktunaxa-Kinbasket Child/Family Services  Members  Council  Health Partners  Social Development Partners  Education Partners  Funders</td>
</tr>
<tr>
<td>h) Community events and team events</td>
<td>1. Annual, monthly events to celebrate the community and special days</td>
<td># events  # participants  # sponsors / contributors</td>
<td>Members  Staff  Council  Stakeholders</td>
</tr>
<tr>
<td>i) Healthy Community Team Meetings</td>
<td>1. Meeting with external stakeholders  2. Serves as Community Consultative Group  3. Multi-stakeholder approach to member wellness concerns  4. Support and networking for healthy community team  5. Cross-agency dialogue</td>
<td># meetings attended  # new members  # events  # issues resolved  # more positive health outcomes for community members  # reduction in crisis management situations beyond local resources</td>
<td>Staff  Ktunaxa-Kinbasket Child/Family Services  RCMP  Members  Council  School District – AB Ed Workers  Family Resource Centre  Interior Health  Health Agencies and NPO’s</td>
</tr>
</tbody>
</table>
1.2 Medium-Term Goals (3-4 years) - Create an inclusive, healthy and successful community that is self-reliant.

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<tbody>
<tr>
<td>a)</td>
<td>Land Use Plan/Land Code</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>1. Develop inventory of land uses, cultural-traditional use, development areas, major assets and structures, designated areas, traditional use areas and ecologically significant bio-zones</td>
<td># committee hours # data sets for mapping # employees trained GIS software and technology $ from BC Capacity Initiative # maps produced for community meeting that are meaningful # working groups hours on land use planning</td>
<td>Members Staff Council Stakeholders</td>
</tr>
<tr>
<td></td>
<td>2. Develop in-house capacity in managing spatial data and mapping files</td>
<td></td>
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<tr>
<td></td>
<td>3. Develop GIS mapping data sets for land use planning, emergency management, development and ecological preservation</td>
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<td></td>
<td>4. To support land use planning for the purposes of Treaty and Impact Benefit Agreements</td>
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<td></td>
<td>5. Develop land code following FN Land Management best practices</td>
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<td></td>
<td>6. Develop matrimonial real property rights as part of land code</td>
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<td></td>
<td>7. Finalize land code and matrimonial real property laws</td>
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<td></td>
<td>8. Assume control of land and implement laws under the FN Land Management Act</td>
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<tr>
<td>b)</td>
<td>Oversee and manage lands effectively</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>*Build records and archives retention and cataloguing system</td>
<td>1 filing system # staff trained</td>
<td>Members Staff Council Stakeholders</td>
</tr>
<tr>
<td></td>
<td>*Develop Information Management Policy and Procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td>Retention of artifacts and archives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>Treasury and Trust Fund Policy</td>
<td>Develop investment and trust fund policies</td>
<td>$ Financial performance # Policies</td>
</tr>
</tbody>
</table>

1.3 Long-Term Goals (5 years+) - Create an inclusive, healthy and successful community that is self-reliant.

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<tr>
<td>a)</td>
<td>Achieve greatest returns on trusts, investments and treasury</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Research best practices</td>
<td># Return on Investment measurements # Policies # Surveys # Workshops/working meetings # Feedback from the community</td>
<td>Members Staff Council Stakeholders</td>
</tr>
</tbody>
</table>
Guiding Principle 1.0: Create an inclusive, healthy and successful community that is self-reliant.

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</table>
| b) Manage risk more effectively | 1. Develop and follow policies and protocols  
2. Join industry associations  
3. Learn from risk managers | # staff trained  
# - reduction in accidents and injuries  
# risk managers trained | Staff  
Council  
Stakeholders |
| c) Care for people, assets and lands | 1. Stewardship of community and lands  
2. Manage assets for greatest return | # maintenance records  
# years – longevity of assets  
# asset management plans | Members  
Staff  
Council  
Stakeholders |

Guiding Principle 2.0: Build industry-standard community infrastructure that meets the needs of our growing community.

**2.1 Short-Term Goals (1-2 years)**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Core Activities/Services</th>
<th>Evaluations/Targets/Measurements</th>
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</thead>
</table>
| a) Housing rents collected are maintained and allow continual improvements in healthier housing | 1. Streamline rental collections  
2. Book inspections and plan maintenance  
3. Prioritize repairs; update insurance | Rent – accounts receivable minimal  
# members employed | Community members (renters)  
Social housing (future rent to own members) |
| b) Build the first new house | Plan site  
Develop funding program  
Design  
Project Management  
Building team – training/employment Complete projects | # houses built  
# employment hours  
# training hours  
# new residents in community  
# healthy homes increase | Funders  
Financers  
Council  
Staff  
Members |
| c) New signage at community entrances and campground | In progress  
New signage to improve safety of visitors as they access/egress to campground | # new signage | Staff |
| d) Repair and improve skating arena | Set budget  
Allocate resources  
Do it | # Arena repairs  
# Users  
# Events | Funders  
Council  
Staff  
Members |
| e) 100% Clean Drinking Water systems | Evaluate water systems  
Develop and build north area system  
Build new wells where necessary | # clean drinking water tests  
# safe water sources | Staff  
Council  
Funders  
Health agencies |
| f) Outdoor exercise equipment | Develop committee  
Set budget  
Allocate resources  
Do it | $ Equipment investment  
# Users  
# Events | Funders  
Council  
Staff  
Members |
### Guiding Principle 2.0: Build industry-standard community infrastructure that meets the needs of our growing community.

#### 2.2 Medium-Term Goals (3-4 years)

<table>
<thead>
<tr>
<th>Goals</th>
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<th>Evaluations/Targets/Measurements</th>
<th>Target Groups – Partners - People</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Add cover to skating arena</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors</td>
</tr>
<tr>
<td>b) Public works garage and yard</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # New positions (maintenance and public works and emergency management)</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors, Emergency Planning organizations</td>
</tr>
<tr>
<td>c) Field house for skating rink and ball diamond</td>
<td>Part of structure above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Fix entrance and parking lot in community core</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors</td>
</tr>
<tr>
<td>e) Energy efficiency goals in existing and new buildings</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors</td>
</tr>
</tbody>
</table>

#### 2.3 Long-Term Goals (5 years+)

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>a) Expand Health Centre</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors</td>
</tr>
<tr>
<td>b) Build liveable housing</td>
<td>Design structure, Determine budget, Allocate resources, Do it.</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders, Council, Staff, Members, Corporate Sponsors</td>
</tr>
<tr>
<td>c) North Community Water System (and water to Indian Beach Estates)</td>
<td>Design structure, Determine budget, Allocate resources/Do it</td>
<td># Jobs, # Users, # Events held</td>
<td>Funders/Corporate Contributors, Council, Staff / Members</td>
</tr>
</tbody>
</table>
### Guiding Principle 2.0: Build industry-standard community infrastructure that meets the needs of our growing community

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<tbody>
<tr>
<td>d) Community Core Improvements</td>
<td>Design structure&lt;br&gt;Determine budget&lt;br&gt;Allocate resources&lt;br&gt;Do it.</td>
<td># Jobs&lt;br&gt;# Users&lt;br&gt;# Events held</td>
<td>Funders&lt;br&gt;Council&lt;br&gt;Staff&lt;br&gt;Members&lt;br&gt;Corporate Sponsors</td>
</tr>
<tr>
<td>e) Expand Administration Centre</td>
<td>Design structure&lt;br&gt;Determine budget&lt;br&gt;Allocate resources&lt;br&gt;Do it.</td>
<td># Jobs&lt;br&gt;# Users&lt;br&gt;# Events held</td>
<td>Funders&lt;br&gt;Council&lt;br&gt;Staff&lt;br&gt;Members&lt;br&gt;Corporate Sponsors</td>
</tr>
<tr>
<td>f) Multi-Community Recreation, Culture, Arts and Sports Complex</td>
<td>Develop partnerships&lt;br&gt;Form steering committee&lt;br&gt;Design building and programs</td>
<td># Partners</td>
<td>Stakeholders&lt;br&gt;Council&lt;br&gt;Columbia Valley Residents &amp; Visitor</td>
</tr>
</tbody>
</table>

### Guiding Principle 3.0: Promote Ktunaxa language, culture, traditions in the workplace, programs and celebrations.

#### 3.1 Short to Long Term Goals (1-2 yrs)

| a) Promote opportunities for elders participation in events and programs | Elders lunches<br>Elders gatherings<br>Aboriginal Head Start Program | # elders attending events<br># events at campground<br># language classes | Elders<br>Members<br>Council |
| b) Expand cemetery | Develop community committee<br>Develop budget<br>Build in-keeping with traditional values<br>Develop work team | Cemetery expanded and able to meet needs of community | Traditional leaders<br>Membership<br>Council<br>Staff (support) |
| a) Restore Church | Develop team to complete work | | |

#### 3.2 Medium-Term Goals (3-4 years)

| a) Build a tipi camp at campground | Develop community committee<br>Develop budget<br>Build in-keeping with traditional values<br>Develop work team | # volunteers<br># projects committed<br># amount of membership input<br># important community projects | Members<br>Staff<br>Council<br>Partners<br>Funders |
| b) Develop community meat locker | Develop community committee<br>Develop budget | | |
| c) Develop community garden | Develop in-keeping with traditional values<br>Develop work team | | |
| d) Walking and interpretive trails at campground/around community | | | |

#### 3.3 Long-Term Goals (5 years+)

| b) Increase Ktunaxa language capability of staff, Council and membership | Develop learning modules for staff<br>Encourage use at events, meetings, gatherings | # Ktunaxa language speakers | Staff<br>Membership<br>Council |
### 4.0: Create economic opportunities that support sustainable, meaningful employment

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<tbody>
<tr>
<td>4.1 Short-Term Goals (1-2 years)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
| a) Build competitive tax system | Attract and retain tax payers  
  Provide value for taxes and be able to develop community infrastructure  
  Research best practices  
  Strategic and infrastructure pro-forma financial planning | $ taxation funds  
  # projects completed | Taxpayers  
  Council  
  Staff  
  Members  
  First Nation Tax Commission  
  Stakeholders |
| b) Campground at least 50% booked for June, July, August | Advertising  
  Marketing  
  New signage  
  New website | # increase in business | Tourism partners  
  Clients  
  Tenants  
  Staff / Council |
| 4.2 Medium-term Goals (3-5 years) | | | |
| c) Forestry business and community forest development | Restructuring corporation/Limited Partnership  
  Acquiring timber licenses  
  Building employee and contractor experience  
  Partnerships with Ktunaxa bands  
  Commercial venture started | $ revenue generated  
  # jobs created  
  # partnerships  
  # Akisqnuk contractor opportunities | Council  
  Staff  
  Board of Directors  
  Professional consulting  
  Management  
  Contractors  
  Members |
| d) Start commercial property (Lot 37-4) development (feasibility for infrastructure and business attraction) | Feasibility plan for infrastructure and services to Lot 37-4 (water, sewer, power)  
  Commercial land prospectus to include technical information, commercial data and community profile | Costs / planning for infrastructure completed by engineering consultant  
  8-page 8.5 x 11 glossy prospectus for business attraction/investment | Staff  
  Council  
  AANDC – CEDP Funding Program  
  Consultants  
  Community/members |
| e) Incorporate training and education goals as part of each economic or business opportunity | Assess skills sets necessary for job  
  Canvas membership for interest  
  Align educational institutions with employees need | # training courses  
  # employees trained as part of projects | Members  
  Staff |
| f) New website for campground – online bookings and community information | Website development using local photos, information, online booking applications | Website with online booking | Staff  
  Consultants  
  AANDC – CEDP funding |
| g) Support Akisqnuk entrepreneurs and business owners | Develop venues for showcasing Akisqnuk artisans, product sales, talents | Sell Akisqnuk products at campground, weekend markets, events, | Members  
  Staff  
  Council |
### 4.0: Create economic opportunities that support sustainable, meaningful employment

<table>
<thead>
<tr>
<th>Goals</th>
<th>Core Activities/Services</th>
<th>Evaluations/Targets/Measurements</th>
<th>Target Groups – Partners - People</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.2 Medium-Term Goals (3-4 years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Evaluate new sewage pumper truck business</td>
<td>Develop business plan and pro-forma financial planning</td>
<td></td>
<td>Entrepreneurs  Staff  Council</td>
</tr>
<tr>
<td>b) Form two joint ventures</td>
<td>Build capacity and reputation as capable business partners in all ventures</td>
<td></td>
<td>Staff  Council</td>
</tr>
<tr>
<td><strong>4.3 Long-Term Goals (5 years+)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Turn ideas and opportunities into jobs and sustainable businesses</td>
<td>Hold ideas workshops  Support entrepreneurs with business development seminars</td>
<td># Workshops  # Entrepreneurs  # New services offered in community</td>
<td>Business Development agencies  Members  Staff</td>
</tr>
<tr>
<td>b) Build relationships with capable partners</td>
<td>Build capacity with each partnership;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Guiding Principle 5.0: Encourage and support educational opportunities, spanning early learning through to adult education.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Core Activities/Services</th>
<th>Evaluations/Targets/Measurements</th>
<th>Target Groups – Partners - People</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 Short-Term Goals (1-2 years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Updated agreement with School District No. 6</td>
<td>Meetings with School District to confirm process  Council/Staff Meeting  Research best practices  Develop agreement &amp; conclude</td>
<td>One Agreement</td>
<td>School District NO. 6  Council  Staff  Members</td>
</tr>
<tr>
<td>b) More Akisqnuknik children in Little Badgers programs</td>
<td>Introductions through Aboriginal Head Start  Familiarity sessions  Expand Aboriginal Health Start Program</td>
<td># children in programs  # elders supporting programs</td>
<td>Members  Staff</td>
</tr>
<tr>
<td>c) Develop skills and training opportunities for employees / include band members where possible</td>
<td>Project based training and employment  Develop training plans  Assess skills at entrance to program  Develop programs with funders and educational institutions</td>
<td># employees trained  # different programs offered  # workers that transition from SA or EI to full-time employment</td>
<td>Staff  Funders  Educational Institutions  Contractors  Partners</td>
</tr>
<tr>
<td><strong>5.2 Medium-Term Goals (3-4 years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Train financial managers, project managers and quality control specialists</td>
<td>Develop accuracy and quality as organizational goals  Financial management formal and informal education opportunities  Project management certifications  Quality control certifications and systems</td>
<td># less late payments and fees  # new funding applications  # reports and compliance reviews completed successfully  # project managers increased</td>
<td>Staff  Funders  Educational Institutions  Contractors  Partners</td>
</tr>
</tbody>
</table>
5.3 Long-Term Goals (5 years+)

| Principle 5.0: Encourage and support educational opportunities, spanning early learning through to adult education. |
|---|---|---|
| a) EJLCS programs from K to Grade 7 | Introductions through Aboriginal Head Start Familiarity sessions Work with curriculum development and funding | # students in program # skilled educators # spaces available |
|  |  | Staff Funders Educational Institutions Partners Parents |

Guiding Principle 6.0: Operate the First Nation’s government and commercial affairs with efficiency, effectiveness and transparency.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Core Activities/Services</th>
<th>Evaluations/Targets/Measurements</th>
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</thead>
<tbody>
<tr>
<td>6.1 Short-Term Goals (1-2 years)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Create Council training handbook</td>
<td>Research current practices Research best practices Write handbook</td>
<td>1 Council Handbook</td>
<td>Council Staff Members</td>
</tr>
<tr>
<td>b) Build online meeting agendas for better reporting to community</td>
<td>Currently in progress Build templates Build online system</td>
<td>$ saved in paper consumption # hours saved in staff time # hours saved in efficiency of meetings # files archived # staff trained in technology</td>
<td>Council Staff</td>
</tr>
<tr>
<td>c) Pumper truck sold</td>
<td>IN progress</td>
<td>Truck sold</td>
<td>Council/staff</td>
</tr>
<tr>
<td>d) New Akisqnuk First Nation website</td>
<td>Currently in progress Gather old information Design new information architect Write and populate pages Build interactive communications tools</td>
<td># staff trained in communications for the web # web pages information # visitors to the site</td>
<td>Staff Council Membership IT Support</td>
</tr>
<tr>
<td>e) Streamlined files and record management systems</td>
<td>Build records management system: paper and digital</td>
<td>$ saved in paper consumption # hours saved in staff time # hours saved in efficiency of meetings # files archived # staff trained in technology</td>
<td>Council Staff</td>
</tr>
<tr>
<td>f) Executive Assistant for Council and CAO</td>
<td>Establish office space, protocols Budget for expense</td>
<td>I assistant hired</td>
<td>Council Staff</td>
</tr>
<tr>
<td>g) Improved communications and reporting with Ktunaxa Nation Council Society</td>
<td>Streamline communications Better coordination of meetings and use of resources Better reporting to joint stakeholders and funders</td>
<td># effective meetings # joint projects $ less spent on transportation</td>
<td>Council Staff KNC</td>
</tr>
<tr>
<td>Guiding Principle 6.0: Operate the First Nation’s government and commercial affairs with efficiency, effectiveness and transparency.</td>
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</tr>
<tr>
<td><strong>6.2 Medium-Term Goals (3-4 years)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Build efficiencies and relationships with neighbouring jurisdictions (Shuswap, RDEK, Invermere, Radium)</td>
<td>Coordinate communications Hold more joint meetings</td>
<td># meetings # joint initiatives</td>
<td>Council Staff</td>
</tr>
<tr>
<td><strong>6.3 Long-Term Goals (5 years+)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) $1 invested source $2.50 from other sources</td>
<td>Review investments and expenditures Develop meaningful partnerships</td>
<td>$ invested $ obtained from other sources</td>
<td>Council Partners Staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Guiding Principle 7.0: Interact with our community members and stakeholders more effectively by improving communications &amp; collaboration.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td><strong>7.1 Short-Term Goals (1-2 years)</strong></td>
</tr>
<tr>
<td>a) New Akisqnuk First Nation website</td>
</tr>
<tr>
<td>b) Improved reporting, effective coordination and communications to community; design communications to meet 100% of members</td>
</tr>
<tr>
<td>c) Establish clear processes and manage expectations better</td>
</tr>
<tr>
<td><strong>7.2 Medium-Term Goals (3-4 years)</strong></td>
</tr>
<tr>
<td>a) Seat at the Regional District of East Kootenay table</td>
</tr>
</tbody>
</table>