

ABORIGINAL PEOPLES FAMILY ACCORD BOARD OF DIRECTORS

BUSINESS PLAN 2007 - 2012



ACCOUNTABILITY STATEMENT

The Aboriginal Peoples Family Accord Board of Directors Business Plan for 2007-2012 was prepared through a strategic planning process involving the Board of Directors and representation from the Political Committee. We have taken into consideration the government-to-government relationships and accountability requirements between our Aboriginal governments we represent, British Columbia and Canada.

On behalf of the Aboriginal Peoples Family Accord Board of Directors, we are fully committed to work in partnership towards the attainment and achievement of the planned goals and outcomes documented in this Business Plan.

Debbie Abbott
Aboriginal Peoples Family Accord Board Chairperson

Date

PREAMBLE

The transition to Aboriginal community governance is part of the British Columbia-wide partnership between the Province and the Aboriginal political leadership following the mandate and principles of the *Tsawwassen Accord* and the *Memorandum of Understanding for Aboriginal Children*. The *Tsawwassen Accord* created a union between the four Aboriginal political organizations (The Union of BC Indian Chiefs, The First Nations Summit, The Provincial Métis Council and The United Native Nations) to support the creation of regional Aboriginal child welfare authorities. The *Memorandum of Understanding for Aboriginal Children* created a partnership between the Province and the four Aboriginal political organizations to improve the well-being of Aboriginal children, families and communities. All parties acknowledge community governance must be consistent with Aboriginal title and rights and it is each Aboriginal community which bears the primary responsibility for the health and well-being of its children and families.

The Aboriginal Peoples Family Accord Board of Directors recognizes that it cannot succeed alone; rather it must continue to work cooperatively and in partnership with our Aboriginal governments/organizations, Political Committee, APFA staff, British Columbia and Canada to influence the proposed outcomes and results of improving the well-being of Aboriginal children and families in the Interior Region of British Columbia.

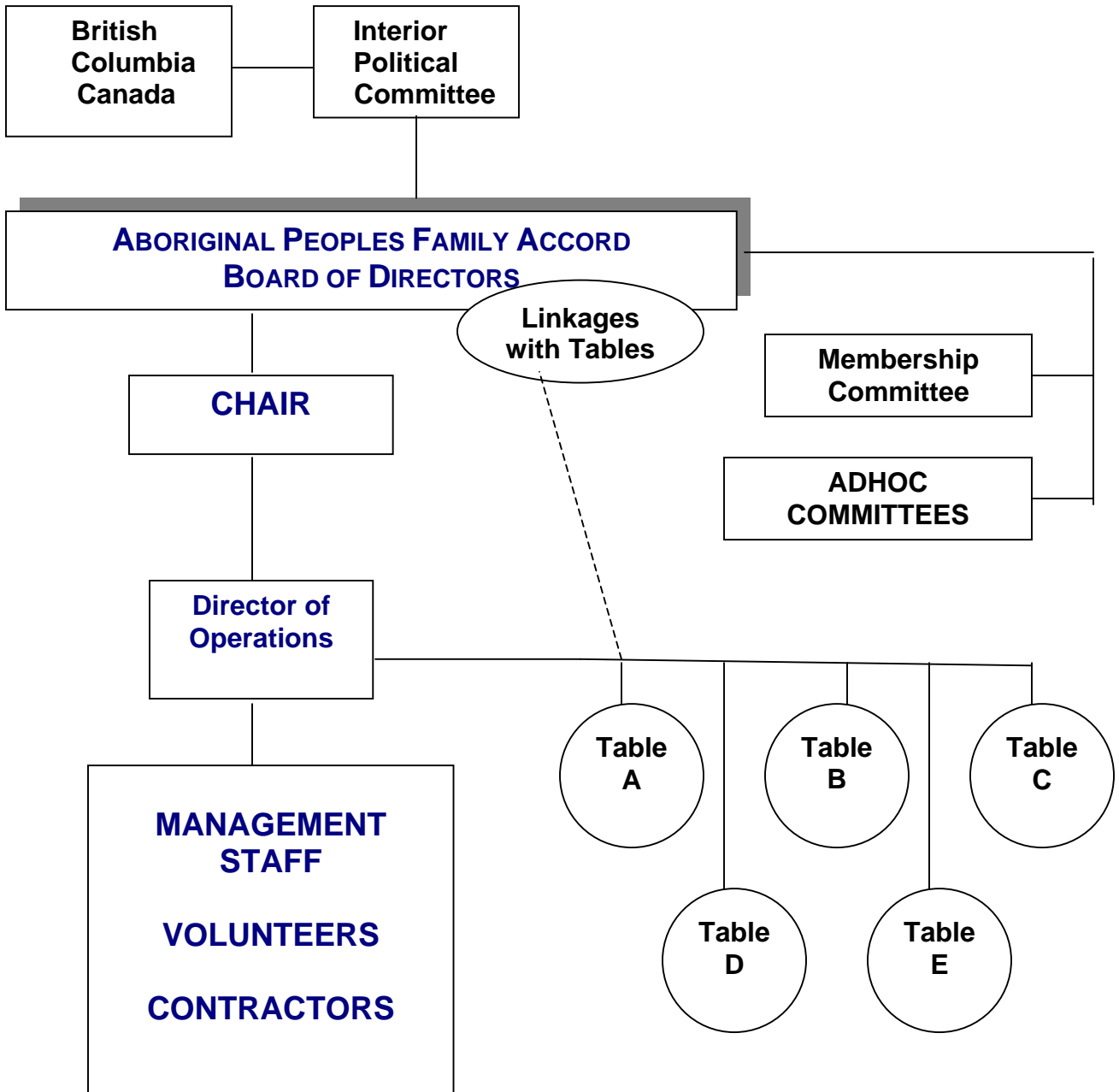
In this Five-year Business Plan, we will first present the Vision, Mission and Values of the Aboriginal Peoples Family Accord Board of Directors and then the Strategic Context facing the Board. We will then present the Business Plan under each of the three Core Businesses of the Board, describing the outcomes we would like to achieve, the performance measures that will be used to track the outcomes, and the strategies to be employed to deliver services.

HISTORY

- **June 11, 2002** - Aboriginal representatives meet in Tsawwassen to establish five regional Aboriginal child welfare authorities and adopted as the *Tsawwassen Accord* as presented by the Interior delegates
- **July 10, 2002** - Interior Aboriginal representatives meet in Kamloops and ratified the 8-3-3 governance structure and the Interior Political Committee to lead this initiative. MOU was signed.
- **December 12, 2002** - Interior Political Committee held its first meeting at Quaoot Lodge to discuss strengthening a government-to-government partnership with the Province and playing a leadership role in community governance.
- **July 3, 2003** - Interim Board renamed the Interior Region Aboriginal Transition Committee to the Aboriginal Peoples Family Accord (APFA)

- **Oct. 28, 2003** - APFA instructs its Chair and representatives to leave the October 28 Minister' Forum to protest the Sage Consultant's recommendation to move to blended authorities.
- **May 2004** - APFA protests the 2004/05 cutbacks, pointing out that Minister Christy Clark's cut-backs effectively cut out Aboriginal communities from decision-making and betrays the goals of the Memorandum of Understanding. APFA submits a three-year work plan & \$1.58 million budget and requested Minister Clark to respect her government's commitments
- **October 2004** - APFA's Regional Service Plan (Version #1) is ratified by the Board of Directors.
- **July 2005** - APFA Board ratifies its Conceptual Model
- **Oct./Nov. 2005** - APFA revitalizes its efforts to engage and communicate with communities by hosting a series of 5 "One Day for Our Children" zone gatherings which was compiled into a final report.
- **February 2006** - The province convenes a working group to draft provincial enabling legislation to enact regional aboriginal authorities. The APFA formally expresses concern that the proposed legislation does not reflect Aboriginal values and interests, but merely entrenches provincial control over services. The Province withdraws its draft and postpones the process for a year.
- **March 20, 2006** - APFA Board invites the Executive Directors of the six Aboriginal delegated agencies in the Interior region to meet in Kamloops to discuss collaborating closer. The agency directors request/receive funds to meet separately to short-list their priorities.
- **June 2006** – Deputy Minister Lesley du Toit restores APFA's planning budget to \$1.38 million for the 2006/07 fiscal year.

ABORIGINAL PEOPLES FAMILY ACCORD
ORGANIZATIONAL STRUCTURE



VISION

Strong, healthy children

Strong, healthy Nations

MISSION

To provide a framework for Aboriginal People to develop and deliver community-based child and family services

VALUE STATEMENTS

1. **Respect** – We honor our children, communities, staff and our team
2. **Honesty** – We are honest and fair in all our deliberations, decisions and actions
3. **Trust** – We recognize that in the exercise of our duties, at all times, we act in trust for the benefit of our children and communities
4. **Accountability** – We are accountable stewards of our children and communities supported by a dedicated and professional staff
5. **Integrity** – We are honest in everything we do with open and transparent communications
6. **Common Vision** – We are committed to work together to achieve our vision on the basis of mutual trust and support

STRATEGIC CONTEXT - OPPORTUNITIES

1. Becoming an Interim Authority
2. Highlight innovative initiatives in communities resulting in positive outcomes
3. Partnerships and relationship building
4. Establish community linkages and networks
5. Open and supportive Deputy Minister of MCFD
6. Create a budget that sustain a viable operation

7. Capacity building
8. Assuming accountability for our children
9. New relationship with the Province
10. Exchange of ideas at the micro, macro and mega level

STRATEGIC CONTEXT – CHALLENGES

1. Lack of adequate funding
2. Lack of understanding of the concept of “subsidiary principles” promoted by the Province
3. Constrains under government policy and legislation, e.g. delegated authority
4. Public awareness and communication – internal and external
5. A large geographical area and diverse peoples without the benefit of traditional governance structures
6. Lack of political unity and vision among the different Aboriginal People groups
7. Ignorance and inconsistent federal and provincial government ministerial support towards Aboriginal People, and institutional racism

STRATEGIC PRIORITIES FOR 2007 – 2012

The following Strategic Priorities have been identified through strategic planning and needs assessment. This Business Plan will deal with these issues, problems and challenges through innovative strategies and initiatives:

1. Formalize the establishment of the APFA
2. Develop the APFA Board of Directors policy development process and accountability framework
3. Foster unity and partnerships within the Interior Region
4. Determine and secure sustainable levels of funding
5. Partner with the Political Committee to strengthen support from governments
6. Promote an Aboriginal Children’s Agenda to ensure coordination of services delivery

STRATEGIC DIRECTIONS FOR 2007 – 2012

Strategic Directions are the longer-term changes needed to achieve the mission and goals of the Aboriginal Peoples Family Accord Board of Directors. The three Strategic Directions for the Aboriginal Peoples Family Accord Board of Directors for 2007– 2012 are:

1. APFA Board of Directors are committed to develop and implement an effective and efficient authority
2. APFA Board of Directors are committed to supporting community-based child and family services
3. APFA Board of Directors are committed to coordinate and collaborate with partners

CORE BUSINESSES:

Core Business 1 – Governance

Core Business 2 – Strategic Directions

Core Business 3 – Advocacy

OUTCOMES, PERFORMANCE MEASURES, STRATEGIES/ INITIATIVES FOR CORE BUSINESSES

CORE BUSINESS 1: GOVERNANCE

Goal 1: To formally establish an authority

Outcomes	Performance Measures	Strategies/ Initiatives
<ol style="list-style-type: none"> 1. Signed agreement with the Province to establish a financially sustainable authority 2. Commitment and legal obligations for service delivery with Aboriginal communities/organizations in the Interior Region 	<ol style="list-style-type: none"> 1. APFA formally established as a financially sustainable authority 2. # & % of Aboriginal communities /organizations in the Interior Region signing service agreements with APFA 	<ol style="list-style-type: none"> 1. Conduct research on regional models of child and family authorities 2. Develop a culturally appropriate APFA model 3. Negotiate terms of agreement with MCFD in formalizing the authority 4. Develop a transition plan for APFA to become a permanent authority 5. Continue to engage Aboriginal communities/organizations in the Interior Region to become partners of APFA 6. Develop a performance evaluation policy for the Board

Goal 2: To develop a process for management oversight

Outcomes	Performance Measures	Strategies/ Initiatives
<ol style="list-style-type: none"> 1. Policy and procedures for determining executive/management limitations developed 	<ol style="list-style-type: none"> 1. Evidence of executive policy and procedures developed and implemented 2. Board and executive satisfaction through the monitoring and performance evaluation process 	<ol style="list-style-type: none"> 1. Finalize the position description of the executive, salary classification and benefits 2. Continue to develop executive limitations, linkage and ends policies 3. Develop a performance evaluation process for the executive

CORE BUSINESS 2: STRATEGIC DIRECTIONS

Goal 1: To develop and implement a five-year strategic/business plan

Outcomes	Performance Measures	Strategies/ Initiatives
<ol style="list-style-type: none"> 1. A five-year strategic/business plan is developed and implemented 2. Strategic directions are set and accomplished 	<ol style="list-style-type: none"> 1. # & % of goals/outcomes in the 5-year business plan achieved 2. # & % of Aboriginal communities/organizations supporting the strategic directions of the Board 	<ol style="list-style-type: none"> 1. Complete the 5-year business plan 2. Develop operations plans based on the 5-year business plan 3. Develop a monitoring process to ensure implementation of the business and operations plans 4. Communicate the 5-year business plan and operations plans to partners (Province, other authorities, Aboriginal communities/organizations)

Goal 2: To develop and implement an APFA accountability framework

Outcomes	Performance Measures	Strategies/ Initiatives
<ol style="list-style-type: none"> 1. APFA is accountable for its operations 2. Timely APFA annual performance reports produces 	<ol style="list-style-type: none"> 1. # & % of outcomes and performance measures in the 5-year business plan achieved and reported 2. # and % of partners and funders reporting APFA is accountable for its operation 	<ol style="list-style-type: none"> 1. Conduct research on accountability frameworks relevant to APFA 2. Develop and implement APFA accountability framework 3. Develop and implement a performance measurement framework 4. Develop and implement an integrated management information system 5. Develop and implement a performance reporting process 6. Develop and implement a monitoring and evaluation process 7. Develop and implement a quality assurance and risk management process

CORE BUSINESS 3: ADVOCACY

Goal 1: To develop and implement an advocacy strategy in partnership with the Political Committee,

Outcomes	Performance Measures	Strategies/ Initiatives
1. APFA is recognized as a credible and accountable authority	1. # & % of partners reporting APFA as a credible and accountable authority	1. Continue dialogue and open communications with the Political Committee to allow them to make informed decisions and take appropriate actions 2. Develop and implement an internal and external advocacy strategy 3. Develop and implement a communication strategy

Goal 2: To secure long-term sustainable financial resources

Outcomes	Performance Measures	Strategies/ Initiatives
1. Stable and sustained long-term financial resources	1. Amount of APFA budget allocated by funders annually reflecting 5-year business plan budget forecasts	1. Develop a APFA forecast based on the 5-year business plan 2. Develop a business case and sustainability plan for APFA long-term viability 3. Develop a negotiation strategy with MCDF and other funders to secure the requested budget

BUDGET FORECAST

(To be completed after the development of the Operations Plans)