



VISION 2034

CO-CREATED BY SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE INC. BOARD AND STAFF

August 12-13 2014, Banff, Alberta

Vision:

“Excellence in Child and Family Services based on First Nations
Culture, Traditions and Knowledge.”

Mission Statement:

“The Institute will conduct research, deliver
training and develop policies and best practice standards to support First Nations
Child and Family Service Agencies in Saskatchewan.”

THE CO-CREATORS VISION 2034



The gifts brought to the table for this inspirational 2 days were:

CREATOR	GIFTS BROUGHT TO THE PROCESS
Shelley Thomas Prokop	Ability to develop and maintain groups
Darlene Rediron	Communication, Vision, Listening, Analysis, Prayer, Optimistic, Positive, Planting
Warren Seesequasis	Experience of life, Being a mosom, Seeing things different
Karen Chamakese	Quick learner, Good listener, Creative writing, Humour, Good with numbers, Tenacity
Vera Sayese	Visionary, People person - relationships and reunifying, Care and compassion for children, Family focused, Big picture, Builder, Speaking my language, culture and tradition, Values passed down to me, Wisdom, Communication and documentation, Policy driven, Strong leadership, Understanding
Dean Weenie	Ability to listen, understand and put things into perspective, I'm just ok (wants/needs)
Lois Isnana	Patience – I wait to learn what I need to learn in any given situation, I love to sew star quilts
Tischa Stefanowski	Big picture, Builder/cleaner, Process oriented, Communication/documentation, Business minded (management policy and procedure), Connector and relationship builder
Laura Hicks	Connecting people through their hearts, Understanding where each person comes from, Ability to be human
Raymond Shingoose	Negotiation skill in relation to honour the spirit of the child, Have a good understanding of governance systems, Cultural protocol, Elders' teachings, First Nations principles, philosophies, positions, processes, Federal and Provincial processes
Gladys Blackstar	Give love and friendship, Endurance, Accept challenges, Have vision
Dexter Kinequon	Current/historical knowledge of child welfare in Saskatchewan, Excellent business acumen, Fair amount of political influence and professional integrity, Passionate about developing First Nations Child Welfare Provincially and Nationally,

The Journey Begins.....

On August 12-13 the board and staff of Saskatchewan First Nations Family and Community Institute gathered together to embark on a 20 year visioning journey designed to set the stage for the next several planning cycles and create a future that meets the needs of the community 20 years in the future. The process involved a series of steps to help the co-creators bring their ideas to the table, free from the circumstances of today. It began with brainstorming the external environment in 2034 and then, as a group, prioritizing the top three trends that they felt were most important to the decision making of the Institute in 2034.

In the summary below, the trends they identified are placed in order of priority based upon how many people selected the trend as priority. When there was a tie, the scores were averaged and the top average was next priority. For example, the highest ranking trend for international trends was *First Nations indigenous voice & leadership with protecting land, water and environment*. Eight people selected this trend; the next ranked trend received 7 votes and so on. We wanted to identify 3 trends in each category in order to focus the Vision and they are identified by the lighter shade. The rest of the ideas are also included in order of priority but since they did not rank in the top three, they are in a darker colour.

INTERNATIONAL TRENDS	IMPLICATIONS
First Nations indigenous voice & leadership with protecting land, water environment	A greener movement
Increase in pandemics and health scares	Costly access to medicine
Greater income gap (rich getting richer and poor getting poorer)	Emerging middle class in highly populated countries could revolt against government system
Decrease in privacy, microchip implants, wiki leaks (Snowden)	Increased international monitoring of all people and businesses
Child soldiers/gangs in poverty regions increase	More need for prevention and protection of the vulnerable
Oil/land/pipeline wars/water wars	Cost of water will go up
Increase in new use of drugs & getting “high” – implants, soaking items	Increase in child deaths – struggle with addictions
Female prime minister and/or female US President	Gender balance or possible backlash due to sexism (role of women in other countries)
ENVIRONMENTAL TRENDS	IMPLICATIONS
Housing – crowded/apartment style/ on reserve housing	Housing Crunch, unaffordable, municipal style home ownership on reserves, if there are still reserves
Increased recognition in First Nations environment sustainability	Increased follow and living of cultures ways of respecting land and food
Water pollution & land overcrowding	Lack of clean drinking water, water will be expensive
2034 Population boom – 6.1, 6.2 of Indian Act will impact babies being born	6.1, 6.2 – do we still have First Nations status? Possible assimilation
Wild weather and natural disasters – increased earthquakes, flash floods, tornadoes	Increase in insurance rates, increase in housing costs, more overcrowding
Land reserves – new Canadians on First Nations land?	Economic development opportunities, sustainability
Melting of ice caps & migration of polar bears	Issues with land flooding, erratic weather conditions

LEGAL TRENDS	IMPLICATIONS
First Nations Child Welfare legislation sitting at the table with provincial and federal governments	Won't need protection anymore
First Nations have collective legislation	Stronger First Nations voice
Educated Leadership	More educated decisions & choices – greater awareness
Nation to Nation working together (working as a team)	Good governance – people will be heard
Equal rights/rights recognized	
Ownership of resources	Plan disperse those resources
First Nations Model of policing recognized – is this a control issue?	
Marijuana will be legal	No more court orders
TECHNOLOGY TRENDS	IMPLICATIONS
Everything will be digital/computers, child welfare	Agencies will be able to collect and use data more efficiently Library
Mobility changes to vehicles – electrical	More people living off the grid
Elders College	Bring together knowledge of past and today
Pay to drive on certain roads	Cost and accessibility
Microchips and brainwaves	Agencies will become more intelligent
POLITICAL TRENDS	IMPLICATIONS
First Nations Child Welfare Act	Leadership not understanding Child Welfare on all levels
Increase number of kids not treaty	Mobilize & Need leadership support arms length issue
First Nations Advocate	Institute to advocacy political
New way of working with families 90% prevention 5% protection	Awesome prevention programs
So if the boundaries and jurisdiction issues are gone, does the First Nations social workers also take the non First Nations child into care	Understanding and clearer perspective on First Nations needs
No 'O' children in care	Child & Family Services take lead in moving forward
SOCIOECONOMIC TRENDS	IMPLICATIONS
Leadership see Child Welfare priority	Stronger and better services
Treaty inherent rights non existent	Follow culture
Cost of living unachievable	Increase in # children in care, increase in welfare rates
No Child Welfare funding	Need funding, source research
Commission on Accreditation of Rehabilitation Facilities (CARF) accredited agencies	One step up from province
No Child Welfare, no jurisdiction	
Shortage of food, increase in diabetes	

This list can be added to/deleted over time but this set the framework for the development of the Vision.

Next, the Co-creators worked on developing the 2034 Vision by reviewing the 2014 picture.



They reviewed the current Vision and Mission Statements, and the work that had been done to date under each of the Three Core Activities. It was an impressive list of work with each coloured sticky note representing completed work and the blue notes representing work currently being done.

The Institute in 2014 was represented with its building blocks: Membership, Core Activities, Human Resources, Communication, Equipment, Technology, Building/Facility, Finances and Board/Governance. The Co-creators were tasked with developing these building blocks for 2034 based upon the work they had done on the external environment and their Vision for the future. They worked in small groups, creating a myriad of colourful notes and ideas which they presented to each other. The Vision began to emerge.



Once the 2034 picture was drawn, each group took one of the 5 year milestones and created the broad transition steps that would help guide them to achieving the Vision. Below is the translation of their work from the flipcharts and notes. As you can see, there was a great deal of detail provided for 2034 – supporting the level of engagement and mindfulness that was gifted to this work.

2014	2019	2024	2029	2034
MEMBERSHIP/OTHERS (WHO WE SERVE)				
Member Agencies – 16 Associate Members – Federation of Saskatchewan Indian Nations, Ministry of Social Services, Aboriginal Affairs and Northern Development Canada, Saskatchewan Region First Nations Group Homes – 9	Open membership to Education Health Justice Community Based Organizations, Non-governmental organizations (service providers) Change bylaws and policies to accept new membership	Indian Child & Family Service Agencies First Nation Interagency group Education Health Justice Social Ministry of Social Services	200 members <ul style="list-style-type: none"> • Indian Child & Family Service Agencies • Indian Health • Justice • Other Community Based Organizations being marketed to 	Indian Child & Family Service Agencies Front line staff (training on all areas affecting youth and families) Youth court/justice workers National Native Alcohol and Drug Abuse Program (NNADAP) workers (health) Education counsellors Admin services - \$ focused Non profits in child welfare in SK and elsewhere External organizations (eg board training, access research reports) Other governments (federal, provincial in health, education, social, justice) Community wellness and development focused – healthy babies and family Health Education Social Justice Mobile agency – one that can be taken global

There was general support for expanding the reach either through adding membership categories and/or providing services to a wider range of organizations that were in the Child Welfare field or who could benefit from some of the services such as Board training. There was strong support for continuing as a non profit whose primary mission is in Child Welfare as well as working with other agencies in Education, Social, Justice and Health as part of creating a more holistic approach to the family and child.

2014	2019	2024	2029	2034
CORE ACTIVITIES (WHAT WE OFFER)				
Research Training and Professional Development Strategic Partnerships 3 Core Activities	Get accredited in First Nations Core Training (similar to FNCFS) Slowly start to build partnerships with Health Justice Education Look at creating/building First Nations Child Welfare system Continue/build Research Research model for advocacy role for agencies – hire/build this department – health social justice child welfare- this would require a major shift in mission as this is a political role, not an Institute role Proposal to MSS for foster parent support group First Nation youth in care network 3 Core Activities	Have all future core activities started 4-6 Core Activities based – decision needs to be made	Research Training/Education Strategic Partnerships Consulting Services 4 – 6 Core Activities	Serve a new kind of agency – community raising child as it was in the beginning Changing the vision/philosophy - multidisciplinary <div style="background-color: #a52a2a; padding: 2px;">Research</div> <ul style="list-style-type: none"> • Accredited culturally relevant provincial standards • Develop First Nation systems in child welfare • Program design • Framework for Transition • Project risk management • First Nation Agencies identify barriers & Institute collects data • Funding formula – disparity of services <div style="background-color: #e69d00; padding: 2px;">Training</div> <ul style="list-style-type: none"> • First Nations Core training for Saskatchewan Social workers with cultural perspective • Skills development and leaders in cultural programming/culturally relevant practices and serve First Nations families & youth • Training cultural programming policies for First Nations families & youth • Training for elders (modern world) & youth (championing their cause) • Train the trainers for the Institute • Professional Association • Supporting cross cultural programming in University Social Work programs • Experiential training and recognition

2014	2019	2024	2029	2034
				<p data-bbox="1346 115 1978 167">Strategic Partnerships</p> <ul data-bbox="1346 172 1978 410" style="list-style-type: none"> • Bring all stakeholders to the table to respectfully come up with solutions • Be involved in policy making • Partner with Education, Justice, Health, Youth • Support cross cultural programming in University Social Work programs <p data-bbox="1346 415 1978 467">Advocacy</p> <ul data-bbox="1346 472 1978 743" style="list-style-type: none"> • Advocate for disadvantaged people, mediator, liaison, transparency, community development • Advocate for First Nations and issues impacting child welfare - justice, health, poverty, education • Other individuals and organizations accessing Institute research reports, studies, findings to access funds for their communities & programs <p data-bbox="1346 748 1978 800">Historical Archive</p> <ul data-bbox="1346 805 1978 1117" style="list-style-type: none"> • Data keeper to assist in trend analysis (consistent used business intelligence system for First Nations agencies) • Compile history • Develop database/more computerized • Collect knowledge of all First Nations agency directors/leaders/elders to create a history and repository <p data-bbox="1346 1122 1978 1174">Consulting</p> <ul data-bbox="1346 1179 1978 1252" style="list-style-type: none"> • For lead project management activities for members <p data-bbox="1346 1256 1978 1333">5-6 Core Activities depending upon decision re Advocacy</p>

Three more Core Activities are added by 2034 although there was no consensus on whether or not Advocacy is an appropriate mission activity for the Institute given its role as a professional support agency.

2014	2019	2024	2029	2034
HUMAN RESOURCES (WHO PROVIDES THE SERVICES)				
Executive Director Executive Assistant/Finance Officer Training & Development Coordinator Policy Analyst Structured Decision Making Consultant TOTAL 5 People	Build on Research team – identify areas of research geared to our 20 year Vision Submit proposals based on research Build/hire IT department Explore curriculum development and gather information Build training department Start work in marketing to build membership and training clients Research potential investment and funding sources TOTAL 15 People (estimated as no number was provided)	30 full time employees at minimum for management, IT research, finance, HR 10 part time for marketing, legal, library, property management, communication development Total 40 People	75 permanent full time staff Contract staff Lawyer on staff Total 75 People	Minimum 100-120 full time First Nation employee focused <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Management team</div> <ul style="list-style-type: none"> • CEO • Executive Assistant • Secretary • Agency Executive Assistant in each area <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">IT Department</div> <ul style="list-style-type: none"> • Digital archive • Communication • Research • Analysis • Online learning • Data steward – log, manage information • Security <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Marketing/communication Department</div> <ul style="list-style-type: none"> • Videographer • Photographer • Writer • Media relations • Awards – recognize individuals and organization efforts to better lives of children and family • Role model campaign

2014	2019	2024	2029	2034
				Training/Education Department
				<ul style="list-style-type: none"> • Assessment of special needs • Specialized trainers • Curriculum writers • Trainers in person and online • Facilitators • Accreditation to First Nations standards • First Nations Core training
				Multidisciplinary Department
				<ul style="list-style-type: none"> • Partnership development, high profile, international, national, provincial, university, post secondary who have credibility and increase profile of Institute • Partnership protocols/shared resources
				Research/Policy Department
				<ul style="list-style-type: none"> • Liaison/coordinator for Health, Justice, Education, Social • Researcher for Health, Justice, Education, Social • Policy analyst • Collector • Custom Adoption Facilitation
				Library
				<ul style="list-style-type: none"> • Librarian • Assistants
				Property Management

2014	2019	2024	2029	2034
				<div data-bbox="1354 115 1976 167" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Legal Department</div> <ul style="list-style-type: none"> • Agreements/Contracts • Policies • Labour <div data-bbox="1354 305 1976 357" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Human Resources Department</div> <ul style="list-style-type: none"> • Payroll • Hiring • Performance Review <div data-bbox="1354 495 1976 547" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Community Development</div> <ul style="list-style-type: none"> • Culture language and traditions worker • Community developer <div data-bbox="1354 639 1976 691" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Finance Department</div> <ul style="list-style-type: none"> • Bookkeeping • Financial management • Grant writing • Business skills – access resources <div data-bbox="1354 873 1976 925" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Wellness Centre</div> <ul style="list-style-type: none"> • Wellness workers for agency and front line • Spiritual • Academic • Physical • Mental/emotional <div data-bbox="1354 1154 1976 1206" style="border: 1px solid black; background-color: #e0f2f7; padding: 2px;">Advisory Committees</div> <ul style="list-style-type: none"> • Elders Advisory • Youth leadership • Experienced retired workers <p data-bbox="1354 1344 1625 1377">Total 100 – 120 People</p>

Human resources expand to approximately 120 in a variety of skill areas in 20 years based upon the expansion of the services and their reach.

2014	2019	2024	2029	2034
COMMUNICATION (HOW WE TELL PEOPLE WHAT WE DO)				
Newsletter Website	Start advertisement of Institute (radio, newspapers) Building marketing and advertising strategy Public relations strategy Aim for 1 st First Nations agency Child Welfare conference by end of 5 years Networking/social media strategy	Marketing Public Relations Media Research Conferences Publication Website	Communication and Marketing Director Good communication plan being followed Strong participation in member meetings and feedback	Marketing and Advertising to sell services such as training Newsletter Networking – Saskatchewan Indian Institute of Technology, First Nations University retired workers Webpage Blogs, Social Media Public Relations Media Releases Media Crisis Management to support frontline Policy/legal Research Conference Social Media Publications

The diversity of communication methods expands from approximately 2 in 2014 to several in-person conferences, publications, social media, traditional and media based methods. Marketing and advertising is part of the portfolio given funds are now being raised through the sales of services.

2014	2019	2024	2029	2034
EQUIPMENT (THE PHYSICAL TOOLS WE USE TO SERVE)				
Computers Furniture Office Equipment 1 Vehicle	Purchase video conferencing equipment Research available technology cost/benefit analysis Lease vehicle fleet Get proper ventilation Computer/laptops/e-readers purchased	8 vehicles (majority bought) Furniture \$100,000 upgrades	20 vehicle fleet Secure Mobile office/classrooms/access	Vehicle fleet and bus/van – potentially some SMART cars Training lab equipment General office furniture/equipment Filing system office and archive Dorm furniture Multifunction machines Telephones/cells Desks/shelving Ergonomically designed chairs Mobile training unit Big top Fitness equipment Solar lighting Negative air ventilation for Spiritual Room Accommodation furniture

The addition of equipment over the years is primarily to accommodate the growing staff and to support the added technology required in the future. The addition of a wellness centre, possible dorms and mobile offices/classrooms, necessitates the addition of other equipment.

2014	2019	2024	2029	2034
TECHNOLOGY (THE SOFT TOOLS WE USE TO SERVE)				
Software Website	<p>Acquire a Business Intelligence system to start capturing, recording, identify trends</p> <p>Research/purchase more advanced security system</p> <p>Start to develop web apps based on curriculum</p> <p>Online learning technology</p> <p>Research/purchase back up archival system</p>	<p>Computers</p> <p>Training labs</p> <p>Videoconferencing</p>	<p>Advanced integrated network system</p> <p>SMART Classrooms (touch screen)</p> <p>Videoconferencing</p> <p>User friendly, easy to update software in training, reporting, integrated for all members</p> <p>Online delivery of training and consulting</p> <p>Crowdfunding in place and reporting successes</p>	<p>Tele/videoconferencing</p> <p>SMART classrooms/furniture</p> <p>Computers/laptops/e-readers</p> <p>Data collection system</p> <p>Communication system</p> <p>Presentation software</p> <p>Curriculum development software</p> <p>Business intelligence system</p> <p>Latest software programs and versions</p> <p>Information technology systems</p> <p>Apps for registration and learning</p> <p>Energy efficient</p> <p>Digital real time</p> <p>Child welfare help line</p> <p>Fund management system (paypal)</p> <p>Security system</p> <p>Backup system on and offsite</p> <p>E-readers</p> <p>Scrolls</p>

It was generally believed that technology would be far advanced and that the list above would likely be already replaced with technology that does not yet exist however, it was clear that the Institute would house up to date technology to support the diverse services and members in the needs they would have in 2034.

2014	2019	2024	2029	2034
LOCATION/FACILITY (WHERE WE LIVE)				
Offices Boardroom Reception Coffee Area Washroom About 1200 sq ft	Research multipurpose facility Purchase building space Start looking into satellite locations Sq ft not identified – will depend upon research done on buildings, ownership, location, zoning, opportunity to add on to a startup facility or build the building and rent out portions until the organization fills the building etc	Secure building/land – own Spiritual centre Library Learning centre Boardroom Offices Could rent out space for extra revenue Sq ft not identified – will depend upon research done on buildings, ownership, location, zoning, opportunity to add on to a startup facility or build the building and rent out portions until the organization fills the building etc	Spiritual room Training spaces/learning centre @ 80% capacity Wellness room with gym equipment, shower/change facility Leasing from a First Nation Sq ft not identified – will depend upon research done on buildings, ownership, location, zoning, opportunity to add on to a startup facility or build the building and rent out portions until the organization fills the building etc	Large building – like Banff Centre – great view Saskatoon Urban Reserve Sub offices in La Ronge, PA, NB, Regina, Yorkton or other rural locations for example Holistic Model of business Library Very cultural Facility like Banff Centre Technology labs /Technology Accommodation/dorm for people attending the Institute Offices Boardroom Training spaces in each agency Multifunctional training rooms Breakout rooms Access to data for composite case learning Inviting but not too casual Training rooms Learning centre with online learning capability Spiritual centre Gym Approximately 70,000 sq ft (if like Banff Centre)

The Banff Centre was used as a backdrop to envisioning a future facility and the services it could house and distribute. Decisions will require discussion on owning vs leasing, mobility, zoning, buy early and rent unused space or add on as needed. However it was evident that growth was part of the Vision.

2014	2019	2024	2029	2034
FINANCIAL (THE MONEY WE NEED TO SERVE)				
2008-09 \$400,000 2013-14 \$800,000 5 year increase of 100%	Apply for a business loan Membership fee established and collected Set a training fee Research potential investments and funding sources 100% increase would mean \$1.6M budget – budget not provided so it was estimated based upon the growth in budget from 2009-2014	\$3M Salaries \$.5M vehicles \$100,000 equipment \$100,000 equipment upgrades Membership revenue – Board \$150,000; \$10,000 per organization \$350,000 communications Total \$4.05M	Membership fees in place 200 members in 15 years 50% government funding 50% self funding Total - \$10M	Membership fee - \$5,000/agency Also \$20,000 to start and grow from there Company contributions eg Tron Power, crown corporations, Cameco (resource based companies) Charge for information to others including MSS Rent facility Foundations Crowdfunding Training fee Sell services to government Philanthropists Selling research Proposals/grants Agencies purchase from them? 25% government funding 75% self generated Total - \$13M

Some of the numbers were based upon the information from Banff Centre but others were based upon projecting from past history of the Institute. More research will be required with the strategic planning process to determine more accurate numbers but at this stage, the broad goals are sufficient to frame efforts to move forward.

2014	2019	2024	2029	2034
BOARD (OUR SERVANT LEADERS)				
Elected from membership 9 Board Members Chair Vice Chair Treasurer Institute Elder	CEO Have legal representation on the board Child Welfare Expert Youth Philanthropist Elder Explore first and have representatives from each strategic partner <i>Additional discussion is required as there were differing opinions on who should make up the board.</i>	Child and Family Services - Primary Interagency - Secondary <i>Additional discussion is required as there were differing opinions on who should make up the board.</i>	Board composition is multidisciplinary <i>Additional discussion is required as there were differing opinions on who should make up the board.</i>	CEO – more decision making power Maintain non profit Board maintain control – First Nations Child Welfare take over Subject matter experts in all core areas Look at developing supports for existing structure Continue with existing advisory committees Agency directors Multidisciplinary board with health, education, social, justice, youth (First Nations University, U of S, Health Committee, Regional Health Authority, more philanthropists Committees – Human Resources, Finance, Audit, Governance, Ethics Advisory Committees – Elders, Youth, Health, Education, Interagency <i>Additional discussion is required as there were differing opinions on who should make up the board.</i>

There is still discussion and decisions to be made regarding the governance of the future Institute. Some felt there should be an interdisciplinary Board and others felt it should be focused on Child Welfare with advisory committees or something similar to help guide decisions. This divergence of opinion is also reflected in the Membership portion of the structure. However, it was agreed that there needed to be a more holistic approach to the organization and governance. The mechanics of how this is to be done needs further discussion.

After the milestones were completed, the Co-creators decided on some next steps in order to ensure that the momentum from the visioning continued:

NEXT STEPS
Report to board/review the report with view to supporting the vision
Audience – Board
Communication management <ul style="list-style-type: none"> • Spokespeople • Message
Work in Progress – this is a key message – this is a work in progress and must continue to be worked on if it is to become a reality
Growth and Sustainability – this is a key message – critical to the growth and sustainability of the organization and its services
Risk Management – staff will look at some key risk factors for the next steps
Involve other agencies – a decision about what is to be shared when needs to be made. A summary version, full version, communication methods, message etc need to be decided upon so that the vision can start to be shared

The board was very consistent in its Vision with the exception of a couple of related areas: **Who the Institute will Serve** and **How they will be Governed**. As a result, I have provided some suggestions to consider that may help the Institute move forward on these areas.

Board Role/Mandate

Preparing to implement a 20 year Vision requires commitment to a shared set of values and a culture focused on research, learning, collaborating and managing the risks involved with moving forward into uncharted territory. It is a significant responsibility given the number of stakeholders involved, however the Co-creators were clear that they knew that building a future together today means a better life for the next generations.

This board is clearly committed to a better future for First Nations families and children. There are also several stakeholders involved at various levels and who have varying degrees of influence on decisions to be made, therefore the role of the board is vital, particularly in the next few years as the foundation for the future is laid.

The board was given the mandate to make decisions for the Institute as ratified by the Resolution of the Legislative Assembly of the Federation of the Saskatchewan Indian Nations on February 28, 2007. Interestingly, many of the functions of the Terms of Reference can be found in the list of *Core Activities* for 2034 so the visioning work is in alignment with the Terms. Governance is covered in the Terms as well and lays out the membership of the *Board* (9 Directors and 1 Elder; representation from each of the 5 Saskatchewan First Nations cultures, the four geographic regions of the province, and at least half will be women) and the role of *an Elders Council*. There is also reference to an *Inter-Disciplinary Technical Advisory Committee* that will provide advice to the Board, management and staff on holistic and integrated approached to family and community policy and program development and can include representation from allied First Nation service sectors other jurisdictions and funding agencies. This too is in alignment with the Vision. Financing includes reference to corporate

funding provided directly to the Institute so the platform is in place to raise outside capital to build the Institute. Operational Priorities make reference to *policy coordination and program development* and *advocacy support* to address issues created by the policies of other jurisdiction that benefit from a coordinated response from the Institute on behalf of all agencies.

The by-laws are the second place where the role of the board is enunciated. There is one difference between the Terms of Reference and by-laws regarding the board membership as they indicate 10 directors and 1 representative from the Elders Council although they leave it to the board to decide. The by-laws indicated that membership dues are not required in order to remain a member in good standing of the Corporation, however, this does not prevent the Institute from passing a motion to have dues; it just means non payment of dues is not sufficient to cause a member to not be in good standing. The Vision appears in alignment with the Terms and with the By-Laws governing the Institute, which makes moving forward easier.

Board Training/Capacity Development

Continually creating capacity and strength within the board to support the Institute and its growth is crucial. The board has taken basic and advanced board training. Continually revisiting and updating the internal board training is important to stay current in best practices.

Work has also been done towards CARF accreditation resulting in at least one Agency become accredited to date. Given the decisions that lay ahead, it would be very useful to continue on the path of board development with view to potentially certifying board members with a level of skill that can carry the Institute forward in a mindful, professional and strategic way.

Some options include taking part in the Directors College <http://thedirectorscollege.com/#sthash.nfRjNGx.ymHE1ka8.dpbs> which is a University Accredited Chartered Director Development Program. Although run in Vancouver, Nova Scotia, Toronto and Calgary – it would be worth inquiring whether they would run the modules in Saskatoon if there were enough people signed up. Another resource, the Institute of Corporate Directors, is more geared to for profit companies, but they often hold workshops applicable to a non profit organization in Regina and Saskatoon that could supplement the learning from the Directors College.

There are also some excellent resources in Saskatoon that could help guide the next steps in developing an emergent government structure. Silvia Martini (martini.interlink@sasktel.net) provides workshops and guidance to organizations who are preparing for change. Having a strategy in place to increase capacity on the board will ensure that the momentum of the visioning process is sustained.

The Institute may also wish to consider becoming accredited with CARF (as the Indigenous People's Society did) in order to be able to provide training on a larger, broader scale in alignment with the potential expansion of the people/organizations they will serve. Given the recognition it receives internationally, this would be helpful for creating capacity and recognition for work the Institute might do in its future. Imagine Canada also has a process for accreditation for non profit and charity organizations that is quite rigorous but may not have the international level of recognition that CARF has at this time.

<http://www.imaginecanada.ca/our-programs/standards-program/accreditation-process>

One of the challenges and opportunities for this board is that each board member has two hats to wear which can be difficult. There is an excellent organization called the Canadian Society of Association Executives www.csae.com that provides support and training for Executives including how to work with boards. Belonging to this type of association may provide additional resources to help board members with their multiple roles.

There is also a Not For Profit Governance Institute <https://www.notforprofitgovernanceinstitute.com/> that provides training, support and peer networks for board of not for profit community agencies that is worth investigating.

Who the Institute will Serve

“WHO WE WILL SERVE” is influenced by the governance structure and vice versa. In general, the board was in agreement with the idea of extending relationships and services beyond member agencies and group homes. In particular, as the Institute looks for ways to generate income, external “clients” can help to generate additional funds but also help spread the message about Child and Family Services and potentially attract ideas, talent, and capital from external parties. The common agreement was to extend the reach to other areas like Education, Health, Justice, Social and Youth in order to approach the Child and Family as part of a whole community. As mentioned in the preamble, this is supported by the Terms of Reference and the By-laws.

This area can be expanded without significantly changing the board structure but rather by creating solid communication avenues and advisory committees and inviting special guests to board meetings to share information. The use of an in-camera session at every board meeting can also be helpful when there are non voting members. Input from stakeholders can be collected without making them formal board members. Developing an *Inter-Disciplinary Technical Advisory Committee* as indicated in the Terms of Reference and By-laws would fill this role well.

Next Steps

According to the Next Steps generated by the board at the visioning workshop, the first step is to review the Vision with the board at the next meeting to ensure it reflects their work and ideas.

Next is preparing and presenting a summary of the Vision for review and feedback from the membership, bearing in mind the key messages from the Visioning workshop. I would recommend that the Terms of Reference and By-laws be mentioned as they provide the mandate to activate the work needed to activate the Vision.

My recommendation, to run in tandem with the above steps, is to have the board explore alternatives for governance development with a facilitator that is able to help define the critical capacities necessary to take the Institute to its next level, and the options available for governance structure so a decision can be made about what is required over the next several years to support the Vision. Governance may focus on laying the groundwork initially which requires a particular set of skills, followed by building partnerships which requires additional skills, and so on. In other words, a board may be a management board in the initial stage of development, changing to a policy board when there is staff that can run the operation, becoming a hybrid during growth, and back to a policy board. At each stage a different level of skill is required. The role of the Chair in managing the meetings and keeping people on path is most difficult during change so taking some training and being prepared to lead during these phases of growth is highly recommended.

My recommendation for this type of facilitation would be Silvia Martini who not only has sat on a variety of boards but also is a Chartered Director and excellent facilitator.

Once a plan of capacity development is in place, a review of the by-laws is in order to ensure it continues to support the Vision. At the point, the by-laws appear to be in alignment but establishing a board governance committee to oversee the by-laws on an annual basis would help to stay on path.

In addition I would recommend:

- Researching and gathering information on the Chartered Director accreditation for review and consideration at the board level.
- Researching and gathering information on Accreditation as an Institute for consideration over the next year.
- Researching and gathering information on the various training options and associations for boards and executive directors with view to developing a training plan
- Revisiting the Vision briefly at each board meeting to ensure momentum is not lost.
- Bringing the Vision forward in the next 5 year planning cycle to ensure continued commitment and financial support from the funders.

In summary, a visioning process is designed to help an organization see and then create its own future. It is not meant to be a structured planning process with goals and outcomes at the level of detail required for a 5 year business plan. It is meant to help the board envision the possibilities of its work and the impact it could have in the community. The 5 year milestones are meant to be broad sweep goals that help guide the planning process so that the 20 year Vision can be created. Visions however, can adjust to the external environment so it is important that it is revisited regularly to ensure the Vision is aware of the trends that could impact its journey of creation. There is much work to be done to make the Vision a reality but the creativity behind this Vision was genuine and purposeful and will serve the Institute well in the next steps.

Thank you for the opportunity to be part of this journey, and for the honour of facilitating this the process.

Monica Kreuger, President and Chief Visionary Office, Global Infobrokers Inc., Home of the Praxis Group of Schools

August 2014