PLANNING FOR SUCCESS MEASURING YOUR PROGRESS

The Tsawwassen Experience

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TOPICS

- Importance of planning work
  - All starts with a clear vision, which can drive well-defined programs, activities and strategies
- Measuring Outcomes
  - Use of Administrative Data
  - TFN Community Well-Being Study
  - How data can help us understand whether we, as a government, are being successful
- Importance of Internal and External Legitimacy in Nation Re-Building Work

WHAT IS SUCCESS AND HOW DO YOU KNOW IF YOU'RE SUCCEEDING

- Question seems obvious, but it is critical – there must be a clear defined vision
- Vision drives the programming – it forces staff to set program and service objectives that align with the vision
  - Performance Indicators can then be developed to measure success and outcomes

PLANNING WORK

- 2013-2018 Strategic Vision

  Tsawwassen First Nation will be a successful and sustainable economy, and an ideal location to raise a family. As a community, we will feel safe on Tsawwassen Lands, we will be healthy, and we will have every opportunity to achieve our dreams. We will honour our culture and practice our language. Our Government will help us achieve our goals by communicating, being respectful, and taking full advantage of our Treaty powers.

Policy and Intergovernmental Affairs (PIGA)

Service Plan and Costing

What we are going to do, what our objective is and how much it will cost.

The Policy and Intergovernmental Affairs Department (PIGA) supports the decision-making processes of TFN's Institutions by providing high-quality analysis to the Legislature, Executive Council and individual departments. Further, PIGA manages TFN's intergovernmental files through participation in the tri-partite Treaty Implementation Committee and by managing various files at the senior and local government level that have an intergovernmental component.

The PIGA Department consists of core costs plus the following five programs:

1. Policy Support and Due Diligence

2. Intergovernmental Affairs

3. Law and Regulatory Development

4. Consultation

5. Grant Writing

Wages and Benefits	187,395
Membership Fees	2,200
Contracted Services	18,000
Cell/Communications	2,760
Materials and Supplies	500
Training/Workshops	7,500
Travel	5,000
TOTAL	**$223,355**

Core Cost Summary

The Core Cost summary table for the Policy and Intergovernmental Affairs (PIGA) department identifies the costs and cost types required to run the basic operations of PIGA and to deliver many aspects of the in-house programs listed above.

The cost breakdowns for each program on the following pages show additional costs to meet the objectives for that program, where those costs are not listed in the summary table.

Policy Support and Due Diligence

DESCRIPTION

Provision and co-ordination of general policy analysis, strategic analysis and due diligence work on various TFN departmental initiatives and TEDC initiatives.

GOAL(S)/OBJECTIVE(S)

Ensure that decision-makers have access to high quality information before strategic policy decisions or business investments are made.

PERFORMANCE INDICATOR(S)

Satisfaction: Executive Council and Legislative Members are satisfied with the quality of information they receive.

Service Plan and Costing

What we are going to do, what our objective is and how much it will cost.

EXPENSE TYPE	ACTIVITIES / STRATEGIES	TOTAL BY EXPENSE
	JVG, First Nation Finance Authority (FNFA), Other Policy Specific Files	
Contracted Services	30,000	30,000
Legal	10,000	10,000
TOTAL	**40,000**	**40,000**

PLANNING CONT.

- Detailed planning work allows elected officials to focus on 'WHAT' services are being delivered and 'HOW MUCH' it costs to achieve a certain aim

- With clearly defined visions and goals, it becomes easier to identify measures, which can then allow you to communicate, specifically how well government is performing

MEASURING SUCCESS

- Task of finding appropriate measures is difficult – all governments struggle with the task
  - Performance Indicators should be measurable and relevant
  - Often administrative data, collected as part of program delivery can help with program evaluation (e.g. how much grant revenue was brought in; how many students have graduated high-school)
- Measuring success of governance is even more difficult..

TFN COMMUNITY WELL-BEING STUDY

- Intention of the Study is to establish a baseline with respect to factors TFN community feels are important indicators of success and well-being
  - Study will be repeated over time to assess the impact of the Treaty on well-being
- Study developed with involvement from the community to ensure that the questions asked collected relevant data
- Comparability with non-First Nations communities was important as one of TFN's goals is to reduce/eliminate the gap
- Data collected includes basic socio-economic data (income, employment, education, age, etc.), but also includes other factors important to the TFN community or known to be linked with well-being (housing/living conditions, trust, expression of culture, past experiences and government approval)

MEASURE OF GOVERNMENT APPROVAL

Table 2: Tsawwassen Government Approval	Strongly Agree	Agree	N/A	Disagree	Strongly Disagree
I am better off under self-government than the Indian Act	16%	29%	40%	7%	8%
I think that the elected Tsawwassen Government is working in the community's best interest	11%	50%	28%	7%	5%
The Tsawwassen government is acting in a fair way	9%	42%	31%	11%	7%
Members like me can have an influence on Tsawwassen government decisions	14%	40%	28%	7%	12%
The decisions of the current Tsawwassen government have made me better off.	4%	30%	51%	9%	6%
The Tsawwassen government is able to combine new ways to govern with Tsawwassen traditions.	5%	31%	50%	9%	6%
My community is changing for the better.	17%	44%	30%	6%	3%

MEASURES OF GOVERNMENT APPROVAL

- Baseline information is important, but deeper analysis is useful for evaluating governance and policies

- Among other things, the deeper analysis evaluates how the government's performance or perceived performance in a certain area (economic, health and social development, education) influences whether that individual approved or disapproved of TFN Government

- Performance in the building of a strong, local economy and facilitating sustainable land development are the most significant indicators of whether Members approve of government performance

  - Links to community's vision
  - But may also signal low expectations related to social policy

INTERNAL AND EXTERNAL LEGITIMACY

- Work on transparent annual plans and understanding Membership approval (or disapproval) of government helps cultivate 'internal legitimacy'
  - This term refers to how the Members view TFN's governing institutions – are decisions legitimate?
  - Response to Judicial Council appeal of Election strong example of benefit of internal legitimacy of institutions
- Strong community input into development TFN's governing institutions also helped foster sense of 'internal legitimacy'

LEGITIMACY CONTINUED

- External legitimacy refers to how the external community (other governments, private sector, etc.) view TFN government
    - Critical in convincing private sector and government to partner with and invest in TFN
    - Securing development deals is linked to investor confidence

- TFN is showing signs of success in this regard

- Well-being study confirms that success in attracting development, generating revenue, will increase Member approval of Tsawwassen Government