



ATLANTIC POLICY CONGRESS
OF FIRST NATIONS CHIEFS SECRETARIAT

Strategic Plan for Sustainable Economic Development Guide

Growing through Research, Policy, Voice and Partnerships
PROMOTING ONE ATLANTIC VOICE



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PHOTOGRAPHY
2012

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Introduction

This guide is provided to help readers understand the changes that have been applied to the 2017 Strategic Plan for Sustainable Economic Development. This guide helps to explain:

- the flow of the presentation of the information,
- the purpose of the revisions,
- the imagery and symbols used to apply a recognizable brand,
- how the document represents the voices of the past, present, and future of member communities,
- the purpose of the measures and performance sections,
- the addition of the monitoring and evaluation section of the plan,
- the role of research and AAEDIRP reflected in past Success Stories, and
- an overview of the UN and Academic models used to assess the sustainability of the plan.



I - The Strategic Plan Flow

This sustainable economic development plan is separated into two sections:

PART I focuses on an understanding of the Strategic Plan Revisions, which includes

- the introduction of the Atlantic Policy Congress of First Nations Chiefs Secretariat (APC) mandate and unique strength areas to help support member communities in the Atlantic region,
- an overview of sources used to help evaluate the sustainability of the plan elements. Sources include the United Nations Inclusive and Sustainable Development Model (ISID) and an interconnected sustainable economic development model (STAR) developed by two Atlantic Canadian researchers, Shelley Price and Heidi Weigand, and
- an overview of the APC member communities.

Part II focuses on the Strategic Plan Components, which includes

- the APC vision to drive the Sustainable Economic Development Plan with a focus on sustainability across seven generations,
- the guiding principles to help steer the change process with a focus on the collective membership needs,
- the strategic priorities, which offer a roadmap for aligning activities and programs with the desired vision,
- the four strategic goals with outcomes for success, performance measures and success stories to share with member communities, and
- images to reflect the cultural values, spiritual beliefs and traditional knowledge of the community members.

Section II provides an explanation of the strategic plan revisions in more detail.

II - The Strategic Plan Revisions

The main objective of the strategic plan revision process was to ensure the plan reflects a roadmap toward sustainable economic development, which stems from the vision of member communities while assessing synergies with the Federal and Provincial economic development strategies. A particular focus was placed on ensuring the words and images reflect the richness of the culture and historical traditions of the Atlantic member communities.

Three main areas undertaken to create the 2017 Strategic Plan for Sustainable Economic Development:

- A review and analysis of various documents to determine the greatest opportunity areas for sustainable economic development in the next five years and alignment with Atlantic member community priorities. The following documents were reviewed: the 2008 Atlantic Aboriginal Economy Building Strategy, AAEDIRP documents from research with member communities, economic development officers (EDO) discussion notes, native development officers (NDO) discussion notes, various documents on the Federal and Provincial economic development strategies and budgets, United Nations Industrial Development Organization documents, academic documents on community economic development and performance monitoring and more.
- A change in the look and feel of the strategic plan document to engage membership and enhance the reading enjoyment and visual appeal through success stories and imagery.
- Lastly, the wording chosen was carefully crafted to attempt to respect and reflect the VOICE of the Atlantic communities. A focus on solidarity and collaboration between member communities was central to promote the strength of One Atlantic Voice and to build on past successes toward regional prosperity.

An Overview of Content Changes

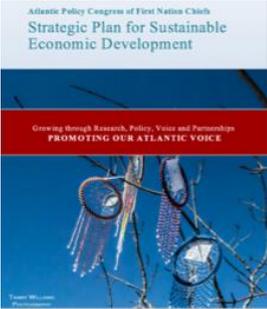
1. The document was updated from the 2008 strategy to a 2017 strategy.
2. The language chosen was carefully crafted to attempt to respect and reflect the member communities' past, present and future direction for sustainable economic development.
3. The Vision and Guiding Principles were aligned.
4. The Goals were modified to include outcomes of success and performance measures, which can be used by member communities to support the development of community priorities.
5. The words Aboriginal and Indigenous were changed to member communities or First Nations wherever possible.
6. The title of the strategy document was changed from Atlantic Aboriginal Economy Building Strategy to the Strategic Plan for Sustainable Economic Development.
7. To position the document as a living document, so that rather than being a final document that is only relevant today, it is a guiding document that can evolve as the priorities of the member communities change.
8. The document was also modified to consider the STAR model; for instance, wherever possible economic, social, cultural, environmental and spiritual elements were embedded in the strategy.
9. The document also focuses on promoting the collaboration and solidarity amongst member communities. This is recognized as a strategic strength and wherever possible this strength can be converted into opportunities using the benefit of economies of scale, horizontal and vertical integration, partnerships and agreements.

An Overview of the Communication and Messaging Changes

The goals when changing the look and feel of the strategy document were to do the following:

1. Create an Atlantic brand through reinforcement of water and colours that align with Atlantic messaging (see pictures 1 and 2).
2. Engage readership and retention of key messages with the use of images to visually appeal to readers and reinforce important concepts and messages.
3. Align to interests of all parties through the inclusion of geographical and cultural success stories and images.
4. Reinforce the APC unique value proposition through four components a) research leadership, b) policy development, c) promoting the Atlantic member voice, and d) mutually beneficial partnerships.
5. Introduce the message framing for “One Atlantic Voice” to be used in social media campaigns and emphasize the collective strength in one voice.
6. Introduce the importance of partnerships through past success stories to share the outcomes of the advocacy role of APC across Canada and potentially at a global level.
7. Increase evidence of impact with the addition of a monitoring and evaluation page for each goal with success stories that showcase the action plan implementation and results.

Picture 1: An Emphasis on the culture and traditions, and sustainability for seven generations



Picture 2: An emphasis on water to represent the Atlantic and the fluidity of the environment and health of the community members.



III - The Imagery and Symbols

The strategic plan is built to appeal to multiple audiences through visual and written messaging.

- The images focus on emphasizing the value of an Atlantic economy, using water as a continuity symbol.
- To represent the diversity of the collective member communities, approved images have been selected from a diverse set of locations to be inclusive and represent the environment.
- Lastly, several of the images reflect the cultural values, spiritual beliefs, and traditional knowledge of the community members and research projects. Some of the images reflect young dancers with messaging addressing seven generations.

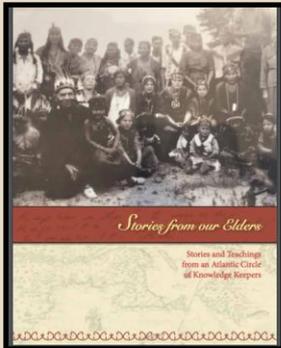
Picture 3: Imagery and Symbols Presentation Slide

Imagery and Symbols

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□ **Imagery Strategy**

- A focus on **WATER & LAND** representing: Atlantic, Continuity, Resources, and Depth, and Impact.
- A focus on **CULTURE, TRADITIONS, AND SPIRITUAL PRACTICES** representing our collective values and seven generations.



Atlantic Policy Congress of First Nations Chiefs Secretariat (APC) www.apcfn.ca

IV - The Strategic Plan Growth

The strategic plan is a collection of voices gathered from the past and present to help guide the key activities at APC today and into the future.

The **PAST** is reflective of

- The 2008 version of the plan carefully put together to represent the key priorities of 2008.
- A time when very few documents existed to help build and develop the strategy beyond the federal government strategy document.
- The spiritual and cultural traditions and people who have paved the way.

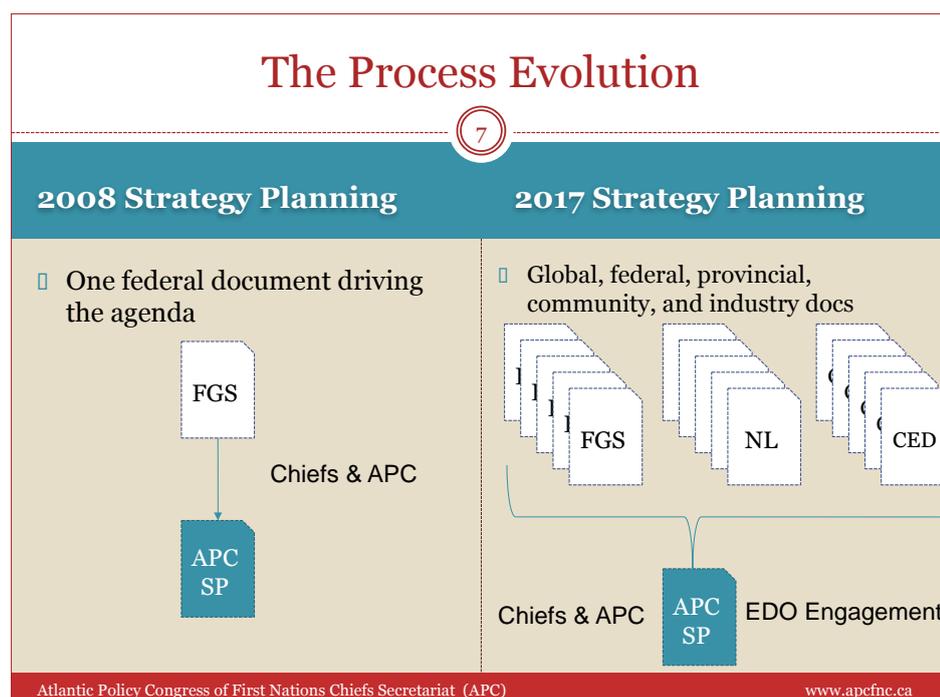
The **PRESENT** is reflective of

- The 2017 version of the plan carefully put together to represent the key priorities of 2017.
- A time when hundreds of documents exist to help build and develop the strategy beyond the federal government strategy document.
- Where there is a need to reflect the multitudes of voices together into one strategy document so as to reflect the present needs of Atlantic communities while also aligning to federal and provincial growth strategies.
- The economic, social, environmental, spiritual and cultural practices of today.

The **FUTURE** is reflective of

- The version of the plan carefully put together to represent the key priorities for the years to come, while respecting that communities may see a need for change, so the document remains alive and ever changing.

Picture 4: The Process Evolution Presentation Slide



V - The Addition of the Performance Measures Section

The purpose of the performance measures section is to offer member communities an extensive list of potential measures if they are seeking to monitor progress towards community economic development goals. Member communities may choose to use all of or some of the measures or even adapt the measures for their own communities' areas of focus and needs.

APC supports member communities who want to implement performance measures through the production of an annual report, which will highlight key regional successes toward the goals outlined in the strategic plan. AAEDIRP will also contribute by conducting research and maintaining an archive of regional data, knowledge and partnership information for use by the community members.

The performance measures were designed to work with the STAR Model, which uses a triple-bottom line approach (includes economic, social and environmental measures) while attempting to also keep with member communities' values on cultural and spiritual traditions.

According to Canada's national organization of economic developers (EDAC-ACDE), performance monitoring is most effective when individual communities develop their own unique measures based on the communities' strategic objectives. Therefore, although the measures in this strategic plan represent those measures that are often used to effectively achieve economic goals, communities may want to choose different combinations from amongst them to work with their own strategic plan.

Measuring performance can provide communities with the information that is needed to evaluate the success of economic developments so as to contribute toward the achievement of goals. Monitoring and evaluating success can be helpful to support member communities in building net wealth. Since monitoring performance is an expensive undertaking, communities may also want to be selective on which measures will be most useful to support their strategy.

Picture 5: The Monitoring Evaluation Symbol used in the Strategic Plan



VI - The Role of Research and AAEDIRP Success Stories

Within Atlantic Canada there is a relative lack of data and research on Aboriginal economic development, which provides a challenge to government, regional leadership and Aboriginal communities. In 2007, the Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP) was formed to provide much needed baseline data and evidence-based research on Aboriginal economic development to support decision making in the region.

The AAEDIRP is a unique partnership between the member communities of the Atlantic Policy Congress of First Nations Chiefs Secretariat (APC), the Inuit of Labrador, fifteen Atlantic Canadian universities, and federal and provincial government funding partners. The main purpose of the AAEDIRP is to improve the knowledge base concerning Atlantic Aboriginal economic development in order to improve the lives of Aboriginal peoples in the region. To achieve this mandate, the AAEDIRP conducts research that is relevant to Atlantic Aboriginal communities and organizations by linking community needs with Atlantic university resources and by using community-based participatory research methods. The research projects approach community economic development from a broad, holistic perspective based on Aboriginal culture, languages and direction from Elders.

The AAEDIRP is guided by a Steering Committee comprised of community members and university representatives. The Committee has two Aboriginal Co-chairs, two Chiefs and four Elders who provide overall guidance and direction to the Committee. The APC leadership and communities have developed stronger working relationships with the Atlantic region universities through the work of the AAEDIRP. This strengthened relationship makes post-secondary resources more readily available to address the research and development needs of the communities, and also serves to educate non-Aboriginal researchers on Aboriginal cultures, processes, ways of knowing and teaching.

A selection of past success stories have been included in the sustainable economic development plan related to the specific goals to share innovative ideas and practices for collaboration between member communities and partners.

Picture 6: Shared Success Stories from APC Research and Activities



VII - Sustainability Assessment of the Plan

The Sustainable Economic Development Model (STAR) was developed by Shelley Price and Heidi Weigand to take a holistic approach to culturally-inclusive and sustainable economic growth, with a focus on five areas:

- 1) economic prosperity,
- 2) social well-being,
- 3) interconnectedness with the environment,
- 4) respect for cultural and traditional beliefs, and
- 5) incorporation of spiritual traditions.

This assessment tool provides organizations with an interconnected model to ensure long-term sustainability of strategic plans in alignment with the needs of their communities. The model builds on the United Nations Industrial Development Organization (UN IDO) corporate social responsibility approach and adds cultural and spiritual foci to respect when communities' decisions include these areas in economic developments.

The model can be used in two ways:

1. To evaluate a strategic plan to ensure there is a holistic economic growth focus on all five elements;
2. To evaluate economic development projects to value the five holistic economic elements.

Picture 7: Price & Weigand Sustainable Economic Development Model

