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Bear in mind that issues and concerns reflect personal and societal values and should be evaluated with this in mind. As the issues and concerns are compiled and evaluated, a synopsis is prepared and shared with those who participated in the collection process. Comments can be solicited to ascertain the accuracy of the synopsis.

2. How does the tribe create a vision of the reservation for the IRMP?

A plan is simply a map of how we wish to reach a vision; a shared destination to which we wish our actions to take us. Without that vision of the intended destination, a plan will lead us nowhere. A final plan, with its accepted alternative, requires one vision and all actions undertaken during the planning process must be compared with it to insure that the planning effort stays on track. This does not preclude the use of multiple vision statements during the plan creation process.

- ▶ Without a clearly defined vision, goals and objectives which meet the reservation community's expectations cannot be developed. Without goals and objectives, there is no direction for managers to move in.
- ▶ The tribe's vision reflects the community's desires for the resources of value of the reservation.
- ▶ The vision(s) will be the driving force throughout all phases of the planning cycle.
- ▶ It is a statement "in time" which should be a living, working statement. It must be reviewed and adjusted as time passes to insure it stays current.
- ▶ Visions are often presented in terms of images.

The tribe's vision is a statement guided by the values of those creating it. In Indian Country, certain components of the vision are based on cultural issues which reflect traditional values.

Developing a vision is a complex task. Creating one can use the same general process as that used to develop goals and objectives that is described in the example at the end of this chapter.

There are numerous methods to create vision statements, but tribes have generally used two:

- ▶ The IRMP Core Team, after studying the collected issues and concerns, creates a vision statement(s) which reflects their best understanding of the collected information. The vision takes into account input from reservation residents collected through meetings, surveys, and workshops. It is provided to interested parties to review and modified based on comments.
- ▶ The tribal vision(s) is created through a workshop process. This can be done concurrently with the collection of issues and concerns or as a separate exercise. The resulting vision may have a greater buy-in by those who helped create it. This can give the IRMP a greater chance of success at implementation.

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ISSUE: Including Tribal Youth

Inclusion of the vision of what tribal youth would like their reservation to be like during their lifetimes may warrant a separate set of workshops. How will the reservation look in 30-50 years? What will the economy be like? What concerns for the future do young people hold?

The answers to each of these questions can assist in the definition of the tribe's overall vision.

EXAMPLE: Value and Vision Scenarios

To develop a tribal vision using a workshop process, the environment in which the workshop is held must encourage those participating to look into their past and then define their ideal future. There are numerous processes which can assist people in doing this. Following are two examples of vision/values workshop processes. The results from either process can be used by the IRMP Core Team to develop a vision statements which can guide the planning process.

IRMP Core Team Vision

1. Simulate stepping into a time machine and dialing it ahead 20 years.
2. Ask the IRMP Core Team to give their opinions as to what the reservation looks like.
3. Describe the reservation landscape and the quality of life one wishes to find.
4. Identify fundamental values which will allow the quality of life and resource conditions in the vision to be achieved.
5. In writing, describe the vision and underlying values.
6. Through a non-threatening process, share the vision with others and identify shared elements.
7. Document the values and vision statements.

Tribal Council Vision

1. Have the Council identify the most important values they learned from their parents and grandparents having each Council Member list three.
2. Using these values, and bearing in mind that Council Members play a key role in policy creation, each Council Member describes the legacy they wish to leave their grandchildren.
3. Using a non-judgmental process, document the values and visions.

(The above processes are used by Charles W. Johnson, Johnson Strategy Group, Inc., to develop vision statements.)