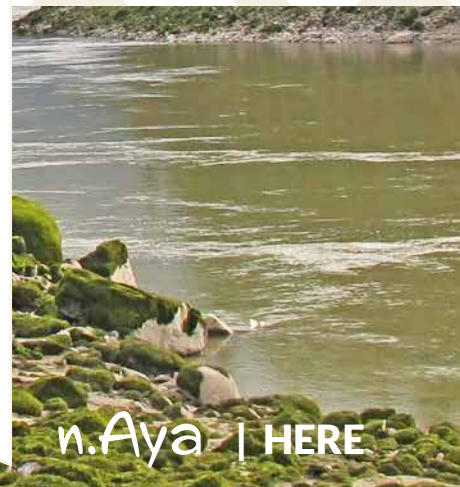




SPUZZUM
FIRST NATION

COMPREHENSIVE COMMUNITY PLAN 2021



n.Aya | HERE



lhahhAnsha | EAT



shnOOQUa | FRIEND

Our Land. Our future. Our Success. Forward focused Nation Building.

Nlaka’pamux Calendar

The Nlaka’pamux months followed a lunar calendar. The year starts with the New Moon, the beginning of the lunar cycle, in November.

- **N.oolhwuh:**
First moon (in November) the deer rut and people hunt
- **TSElhcheen:**
Second moon people go into their winter houses
- **nkapch-hhEn:**
Third moon the last people go into winter houses
- **TSelhnwalhn:**
Fourth moon some people camp in lodges for a time
- **shnoonA-wt:**
Fifth moon people stay in houses for a short time
- **nPehhkshm:**
And Sixth moon people catch fish in bag-nets
- **yeKm:**
Seventh moon people go on short hunts
- **shQUeeyAlhk:**
Eighth moon people pick berries
- **nKAhhmn:**
Ninth moon people commence to fish salmon
- **shchequAytwuh:**
Tenth moon people fish and cure salmon
- **Sh.OOyoo.shm:**
Eleventh moon people prepare fish oil
- **shwuhAQUt:**
Twelfth moon people hunt large game and go trapping

Source: James Teit, 1900

yee.A qu-n TLoo | ARE YOU WELL?

Acknowledgments

‘Kuk steyp’ I we thank you

The 2021 Spuzzum Comprehensive Community Plan (CCP) is a product of a year of dedication and hard work by Spuzzum Members, loved ones and staff. A truly community-driven plan, it would not have been made possible without the contributions of the groups and individuals below.

On behalf of Chief and Council, thank you to all who participated in the 2021 Spuzzum CCP planning process and also to those who were responsible for the development of the Nation’s first CCP in 2012.

Key Contributors to the 2021 Spuzzum Comprehensive Community Plan included:

All of the Spuzzum community members, young and old, on and off-Reserve who participated in the survey and/or engagement sessions.

Chief and Council

- Chief James Hobart
- Councilor Chad Edwards
- Councilor Diana Stromquist
- Councilor Angie Mitchell

Project Leads

- Crystal-Anne Hatzidimitriou, Band Administrator
- Shelley Bobb, Social Development/Membership

Funding for the Planning Process

- Spuzzum First Nation
- Indigenous Services Canada



CCP Planning Team Members

- Chad Edwards Jr., Youth Member
- Jessica Poirier, Member
- Dimitri Hatzidimitriou, Member/Employee
- Nathan Edwards, Member/Employee
- Harold Bobb, Elder
- Duane Haslam, Member/Employee
- Jennifer Bobb, Elder
- Jane Atkinson, Member
- Karl Autenrieth, Member
- Gordon Edwards, Elder
- Gordon McLeod, Member
- Val McLeod, Spouse
- Chuck Chapman, Member
- Maureen Chapman, Spouse
- Andrew Maygut, Member
- Carl Stromquist, Member
- Mike Johnson, Member
- Josh Edwards, Member



A special thank you to Jessica Poirier for contributing some of her photos and her compilation of traditional knowledge to the CCP!

ha.Ayee. yee.A kn TLoo | YES, I’M WELL

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The Comprehensive Community Plan helps us respond to change and maintain strength and vitality as a Nation

The Myth of Coyote

“In many First Nations oral traditions, Coyote disrupts order and is a creative force in transforming the world through his cunning. When he is portrayed in a constant search for food sources, Coyote represents the most basic instincts. In other stories, he is honoured as the father of the people and as an engineer of spirituality in the for of sacred dreams. This trickster is the ultimate survivor as he uses his wits to adapt to the changing times; he is therefore a kind of mythical role model to his people.”

Bridge Between Nations: A History of First Nations in the Fraser River Basin,
Fraser Basin Council 2013

CCP at a Glance

The 2021 Spuzzum First Nation Comprehensive Community Plan (CCP) is comprised of seven parts including:

PART 1: INTRODUCTION

Part 1 lays the groundwork for the rest of the CCP. It covers some general questions such as ‘What is a CCP?’ and ‘Why is it Important?’

The 2021 Spuzzum Comprehensive Community Plan is the result of a detailed review and update of the Nation’s 2012 Comprehensive Development Plan (CDP). The CCP is our overarching vision for the future; a plan that supports our current needs without compromising the ability of our children and grandchildren to meet their needs in the future.

It is important for all Spuzzum Members, Staff, loved ones and Chief and Council to be involved in championing the CCP and moving it forward. The roles of each and everyone of us are described in Part 1.

PART 2: OUR HERITAGE

To be Nlaka’pamux means to be a distinct Nation, with our own territory, language, history, culture and governance. Part 2 includes a brief look at our rich history from our homes to our traditional practices of hunting and gathering, to basket-making and our language.

PART 3: WHERE WE ARE TODAY

Part 3 is our community profile. This section provides a description of where we are today from a land, people and infrastructure perspective. It also covers a glimpse into our future and what we can expect from a population growth and housing projection perspective.

As it became more difficult to make a livelihood on-Reserve, population numbers on-Reserve began to dip in the early 2000s. Now we are seeing a resurgence of young families moving back due to housing affordability issues off-Reserve and the desire to reconnect with the land. Population growth on-Reserve will depend on the number of homes available, the availability of employment nearby, high-speed internet access and our ability to secure funding for infrastructure development on undeveloped land.

Our population will continue to rise and it is expected that the off-Reserve population will continue to outgrow the on-Reserve population. Given current conditions and space available on IR #1, it is likely there will be approximately ten more homes built on Reserve in the next 20 years.

PART 4: MEMBER-DRIVEN PROCESS

The 2019 – 2020 CCP Planning process included the development of a CCP Planning Team to help guide the project as well as several opportunities for Members to participate and share their thoughts and ideas for the new CCP. Five stages were included in the work plan.


- **PHASE 1:** Project Start Up and Background Research (August – October 2019)
- **PHASE 2:** Member Engagement (Winter 2019)
- **PHASE 3:** Creating the CCP Update (Spring 2020)
- **PHASE 4:** Member Engagement (Summer/Fall 2020)
- **PHASE 5:** CCP Graphics and Final Approvals (Spring 2021)

A detailed Communications and Engagement Strategy was developed for the project to provide a framework to guide Chief and Council, staff and

consultants through the project and two Member engagement phases were conducted with several ways in which Members and loved ones of Members could participate including in-person sessions, surveys and an interactive family activity kit.

PART 5: OUR VISION

The CCP vision was developed with extensive input from Members and support from the CCP Planning Team. Our vision is where we want to go and sets the stage for the rest of the plan that helps us get there.



Community Vision:

“A strong and united Nlaka’pamux Nation with respect for our lands and water.”

PART 6: LOOKING AHEAD

Part 6 contains the goals and actions for each of the CCP topics:

- Culture and Language
- Economic Development
- Governance
- Infrastructure
- Lands and Resources
- Social Development
- Health and Wellness

Many of the goals from the 2012 Plan were still valid, according to Member input, and carried over and some new ones were crafted from Member feedback. Actions were formulated based on input from Members, the CCP Planning Team staff and Chief and Council. The highest priority actions, as identified by Members in a CCP survey include:

- Develop a cultural plan and implement opportunities for all Members (on and off-Reserve) to learn about culture and tradition.
- Foster the importance of our Elders and encourage them to share their knowledge and best practices.
- Establish an Economic Development Board or Committee to look for opportunities to develop own source revenues.
- Develop and refine internal policies while consulting and communicating with all Members on and off-Reserve.
- Develop and implement the Spuzzum Land Use Plan.
- Develop a Social Development Policy to promote personal independence and less reliance on Social Assistance.

PART 7: THE PLAN TO GET US THERE

This section includes the implementation plan approach and how the plan will be monitored and reviewed. Evaluation and monitoring is a critical part of implementing the CCP. Evaluation and monitoring annually will allow Spuzzum to prioritize budgets and incorporate CCP goals and actions into annual work plans as well as analyze progress towards meeting CCP goals and actions.

The CCP will be reviewed each year and be comprehensively reviewed and updated every five years as needed.

APPENDICES

Do not forget to take a look through the appendix section of the CCP! It contains important information such as the Implementation Plan, work plans for the top six actions and information about the 2012 CDP planning process. All of the raw data that was considered in developing the actions for the CCP is also provided as an appendix to ensure it is available for review for future updates of the CCP.

We are all one

The Spuzzum Comprehensive Community Plan is a living document that has been created for our people, with extensive input from our people. While the Plan refers to ‘Members’ throughout, it is important to note that all of us connected to Spuzzum First Nation, registered Member or not, are citizens of this great Nation and each have a role to play.

What does it mean to be a good citizen of Spuzzum First Nation?

We respect others and their property

We are helpful and considerate, willing to put others first

We listen to the views of others and think about what they have to say

We help and encourage people who are not in a position to help themselves

We work hard

We respect the environment and do not damage it in any way

We are well mannered and pleasant

We participate in Nation and cultural events and meetings and stay informed

We care for our family members and our pets

We are always willing to learn and grow



We are all connected – the people, the animals, nature and the spirit world. We are linked together in a spiritual circle, connecting those who came before us, those who live in the present, and those of the future.

PART 1: INTRODUCTION

The Origin of Fishing (Nlaka'pamux)

"When the Transformer arrived near the borders of Nlaka'pamux country, at the Fraser River canyon known as Tsaxali's, he saw people who were catching salmon with their hands. In places where the rocks were high, they suspended boys by holding their feet. When the boys caught a fish with their hands, they pulled the boys and fish up together. They did not seem to be able to catch many. The Transformer was sorry for these people, and said to himself, "They have no fishing utensils, I will try to help them." So he sat down and began to think. There was a rock in front of him, and he scratched it with his finger-nails. With each scratch a thought came into the heads of the people and they gained knowledge. After the first scratch, they said to one another, "Let us make twine!" After the next, they said, "Let us make nets!" and so on, until they had obtained the whole knowledge of catching and curing salmon as the Nlaka'pamux do at the present day. After the people had learned everything, and had begun to catch fish in the proper way, he showed them all the best places for this purpose, and the Nlaka'pamux have always used these fishing-places since that time."

Condensed and adapted from "The Transformer", in James Teit, *Mythology of the Thompson Indians*

What is the 2021 Spuzzum Comprehensive Community Plan?

The 2021 Spuzzum Comprehensive Community Plan (CCP) is the result of a detailed review and update of the Nation's 2012 Comprehensive Development Plan (CDP).

The CCP is our overarching vision for the future; a plan that supports our current needs without compromising the ability of our children and grandchildren to meet their needs in the future.

Within the CCP, Spuzzum goals and priorities for several important topics have been identified through a community-driven approach. The topics include:



Culture and Language



Lands and Resources



Economic Development



Social Development



Governance



Health and Wellness



Infrastructure

The project brought us all together to reflect on the 2012 Plan and evaluate:

- What was still relevant.
- What needed changing.
- What new information needed to be incorporated based on changing times, new issues and opportunities.

It was also an opportunity to:

- Update population, housing and other facts.
- Create a Member supported long-term vision.
- Identify our current goals and priorities and those for the coming years.
- Create a solid implementation plan to carry the plan forward.
- Redesign the Plan to enhance the look, feel and usability of it.

Spuzzum First Nation leadership first initiated the Comprehensive Community Planning process in 2010 with the objective of developing a road map with clear goals and guidelines that would lead to a healthy and sustainable future for the entire Nation. The 2019-2021 planning process builds upon the 2012 Plan to ensure we are continuing to work toward a healthy, safe and sustainable future for our members.

hOO-malh | OKAY, ALRIGHT

How Does the 2021 Spuzzum CCP Align with the 2012 CDP?

The key differences and similarities between the two plans are as follows:

2012 Comprehensive Development Plan

- Individual Vision Statements per topic
- Individual Implementation Plans per topic
- Common themes from both Planning Processes include: Communications, Housing, Employment, Culture and Language
- Extensive community engagement but low turnout
- Short section on community statistics
- Approximately 80 actions for implementation

2021 Comprehensive Community Plan

- Overarching community-driven Plan Vision
- Individual vision statements from 2012 plan incorporated into guiding principles and section goals
- Expanded topics that align with CCP topics per best practices (e.g. Health, Land & Resources, Social Development)
- Fewer, detailed actions for implementation that meet our needs today
- Common themes from both planning processes include: Communications, Housing, Employment, Culture and Language
- Separate section for Implementation plan with responsible parties and potential funding sources
- Carried over traditional language references from 2012
- A review of 2012 goals by community indicated most were still relevant and were carried over to the 2021 plan
- Enhanced design and user-friendly display of information
- Moderate community engagement with higher number of participants



Why is the Spuzzum CCP Important?

The Spuzzum First Nation CCP is the tool that holds Chief and Council, Staff and Members accountable to move forward together in a positive, consistent and sustainable manner.

- We have created a Member driven, long-term vision for our Nation.
- The last CCP was created in 2012. A lot has happened since then. The updated CCP reflects current Spuzzum statistics, values and future goals.
- We have created a solid action plan so we know what our priorities are and have clear direction on how to carry them out.
- The updated CCP will help us secure funding from external agencies that require we have our priorities clearly stated in a plan.
- It helps us make better, more consistent decisions.
- The CCP helps us respond to change.
- It is our overarching governance document for the Nation and links all of our other plans and policies together.
- It helps us to protect and celebrate our culture, land and identity.
- We are able to easily express our priorities as a Nation and protect our rights as an Indigenous Nation.
- The CCP supports all departments/staff/members working together for a common goal/vision.



How to Use This Document

The CCP process does not stop when the Plan is adopted. It is simply the beginning. How will we use the CCP and who exactly will be impacted by it?

Members

Many of us were involved in the creation of the 2021 CCP. Get to know the CCP and how our input was incorporated into the vision, goals and actions that make up this Plan by and for the people. As Members and loved ones of Members, we are all responsible for ensuring the Plan is not forgotten and that the vision goals and actions are implemented and integrated into everything that we do. All Nation-oriented decisions should consider the CCP before they are made. It is up to all of us to hold ourselves accountable to the CCP and participate in its implementation and update, given the time, effort and passion that was infused into the planning process.

Chief and Council

Chief and Council are responsible for adopting the CCP and ensuring it is reviewed and reported on annually, and comprehensively updated every five years. As the ultimate decision-makers for the Nation, Chief and Council need to review the CCP prior to any decision that may impact the Nation to ensure that decisions reflect Member values and priorities. They are responsible for communicating the CCP with neighbouring communities, government agencies and private businesses that may have an interest in our land and assets and ensuring that our goals and priorities are understood and followed.

Staff

Spuzzum staff are responsible for supporting Chief and Council in guiding implementation of the CCP through their annual work plans, budgets and day to day responsibilities. All departmental plans fall under the umbrella of the CCP and therefore must be aligned with it.

Others

The Spuzzum First Nation CCP is a valuable governance document to share with government agencies, private businesses and external funders. The Plan can be referenced in regional and provincial growth strategies to reinforce Spuzzum values, goals and priorities. External funders are more likely to fund projects that are clearly defined within an adopted governance document. The CCP will allow the Nation to apply for more easily, and secure funds for prioritized goals and projects. Anyone interested in doing business on Spuzzum land should be provided a copy of the CCP to ensure their proposed plans are aligned with the CCP. This is a starting point for negotiations with the Band.

PART 2: OUR HERITAGE

Beaver Makes People

“Beaver lived in a small underground house near a pool on the lower part of Spuzzum Creek. The pool was ‘mystery water’ (xaxatko). His sister lived on the opposite or eastern side of the Fraser River. They were the only inhabitants of the country at that time. They wished that the country might be people: so Beaver made (or created) people to inhabit the country.

After he had made many people, his sister told him one day that a man was approaching from below (down the river) who metamorphosed everything therefore he fled to the mountains around the upper part of the creek; while his sister took refuge on the top of a high mountain above Yale, on the opposite side of the river from that place, from which she could watch the stranger. The Transformer, on his way up the river, came to the people which Beaver had created at Spuzzum, and metamorphosed them. Then he returned down the river again. After he had gone, Beaver returned home and began to make people, as before. Some time after this Beaver’s sister again warned him of the Transformer’s approach, and again they fled into the mountains. Upon his arrival at Spuzzum, the stranger metamorphosed the people as he had on the first occasion.

This he came yet a third time and did the same thing. Then Beaver’s sister said, ‘If he comes again, we will not run away, but we will stay with the people, and see what he will do to us.’ Therefore, upon the Transformers arrival for the fourth time, they remained where they were; and the Great Chief (or Transformer) turned the sister into a mountain-peak (the same one from which she watched his approach), and her brother he changed into the animal beaver, saying, ‘You shall no longer make people.’ It is not related that the Transformer killed or metamorphosed the people the last time; therefore it is supposed by some that these people of Beaver’s creation were probably the ancestors of the people there at the present day, the Spuzzum people.”



As recorded by James Teit in the Spuzzum Book

What Does it Mean to be Nlaka’pamux?

To be Nlaka’pamux means to be a distinct Nation, with our own territory, language, history, culture and governance.

Our Homes

The Nlaka’pamux Nation have lived along the Fraser Canyon for thousands of years. As semi-nomadic people, we moved around in search of food. We lived in shelters according to travel, weather and subsistence. Pit House communities were common during the winter months, although some might have been used all year. A Pit House was a shelter built mostly below ground with an entrance and ladder at the top. Several families lived in a Pit House, as most were 8-10 meters in diameter. While traveling, we lived in Lean-to’s as temporary shelters. Lean-to’s were built to lean against a solid frame and were intended to be very temporary.

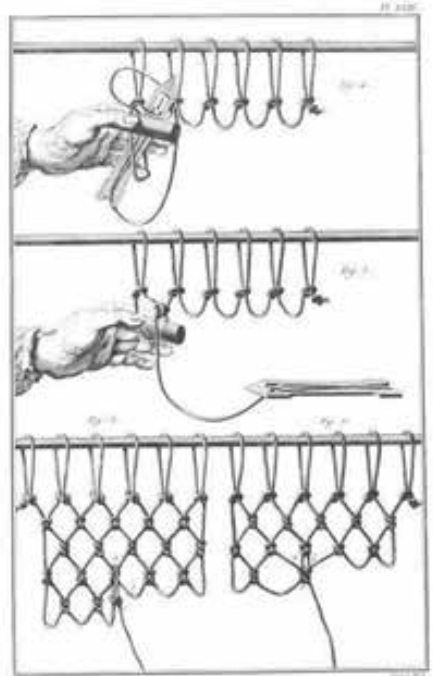
Traditional Hunting and Gathering

We made our living through seasonal hunting and gathering. The men traditionally were the hunters and hunted animals such as deer, moose, sheep, elk, marmot, black bear and grouse and fished the rivers and creeks for salmon and trout. We also gathered berries, roots, vegetables, mushrooms, bark, and long roots for food and some for medical benefits.

Salmon were prized above all other fish and were the economic, cultural and spiritual focus of First Nations in the Fraser River Basin. Nlaka’pamux First Nations used many unique fishing tools such as weirs, basket traps, dip nets, gill nets and spears to catch sturgeon, trout and salmon.

Basket-making

Nlaka’pamux basket-making is central to our cultural identity, embodying women as culture bearers. Ethno-botanical and technical knowledge has been transferred through female lines for generations, in the making of baskets using traditional motifs. Basket Making is a tangible expression of Nlaka’pamux culture, and it expresses historical memory.



We used to use many different things to make fishing nets. Things like Stinging nettle stocks, cedar rope and Indian hemp. Not many people tie their own nets anymore. These skills need to be shared and passed on.



Our Language

Language connects our people. We are part of the Interior Salish language group. Our language is a symbol of identity and language is the way our people share social, cultural, and spiritual values, as well as aspirations for the future. The Thompson language, properly known as Nlaka’pamuctsin, more commonly spelled Nlaka’pamux, is an Interior Salishan language spoken in the Fraser Canyon, Thompson Canyon and Nicola Country of British Columbia, and stems (historically) into the North Cascades region of Whatcom and Chelan Counties of the state of Washington in the United States. There are very few traditional language speakers left in our community meaning now, more than ever, it is important for all of us to begin learning simple phrases, to keep our language alive.

“It is my hope that we keep Spuzzum beautiful and green and keep the future generations in mind when we move forward in the CCP”

– Member Survey Comment

PART 3: WHERE WE ARE TODAY

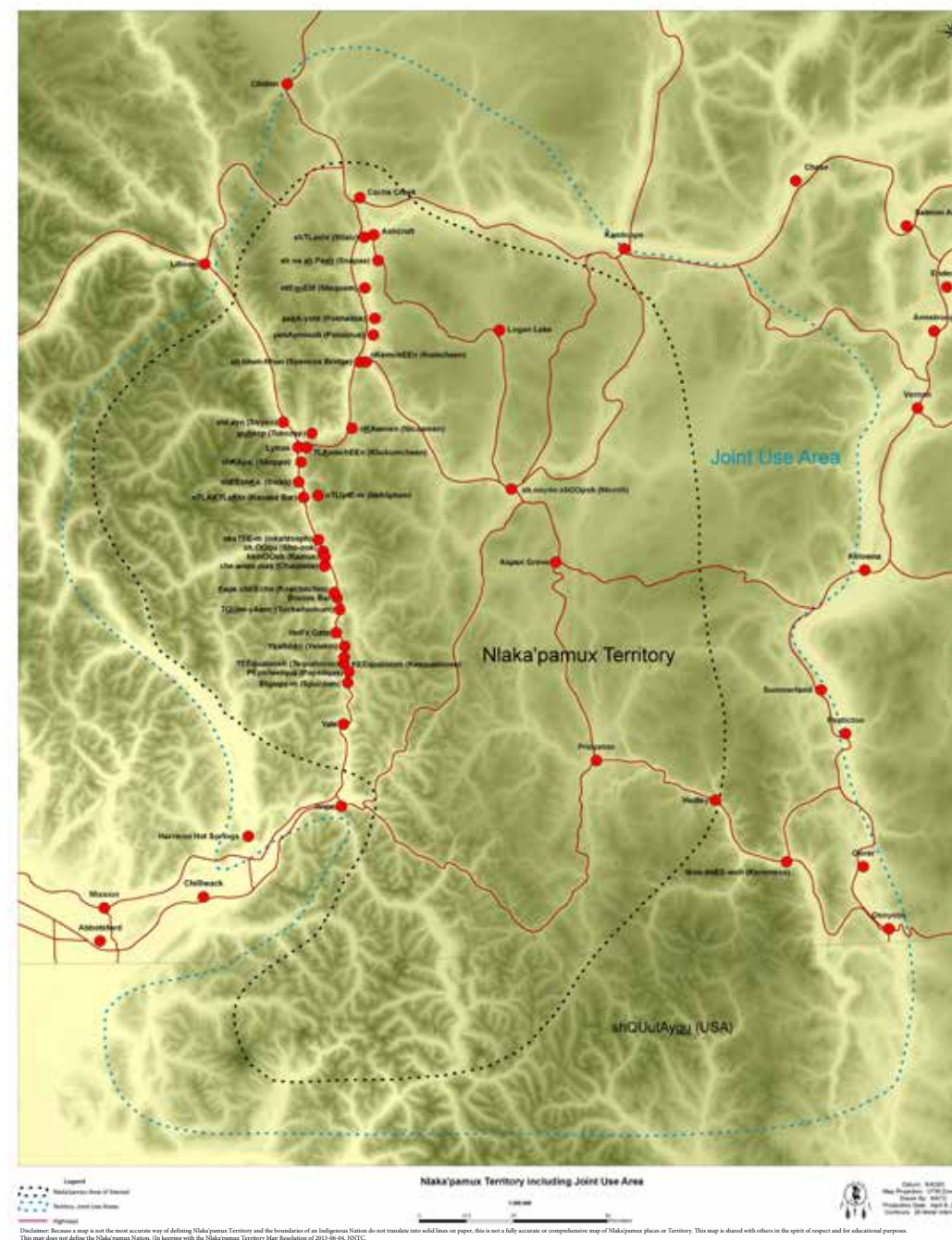
Listening to Stories

“My grandmother used to tell me stories when I was a small boy. I would sit and listen, and when I quit saying, ‘yi7áy [yes]’ she would stop. You’re supposed to say ‘yi7áy’ when you’re listening. Everybody was supposed to ‘yi7áy,’ and then they tell some more. My grandmother was great for that. I would sit there and she would tell any kind of stories - better than the stories you get in the funny papers. That was a long, long time ago. When I was little, I used to like to listen to stories with lots of kids sitting all around. She would tell us all kinds of stories. Oh boy! I would sit there ‘til morning - just sit and listen! When they got together, people went down there and they all sat around and told the same kind of stories to and dance. I don’t see that very much any more. Yep, when I was a boy I used to sit alongside those old folks in Spuzzum - that’s where I grew up.”

Told by Peter Bob

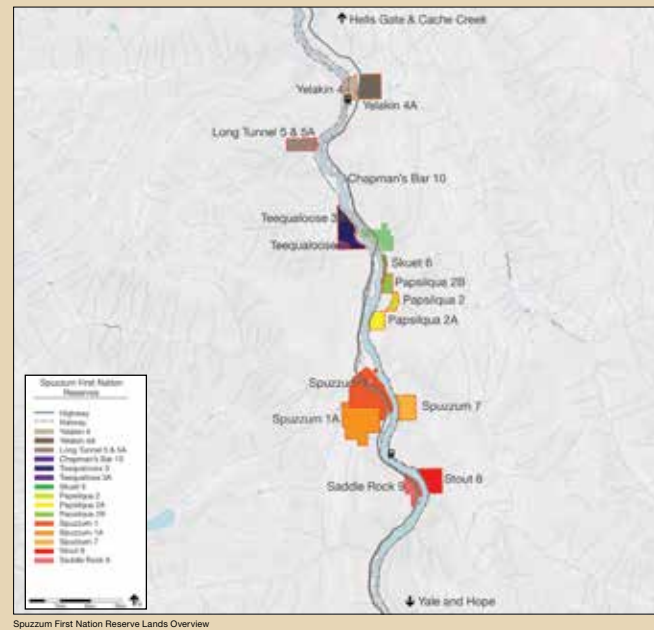
What Does it Mean to be Nlaka’pamux?

The Nlaka’pamux Nation’s traditional territory encompasses much of Interior British Columbia, and stretches from the general area south of Spuzzum and below the 49th parallel in the south to shTLash and Snapa in the north and between Quilchena and Texas Creek. Traversed by the Fraser River (Nt&pt& tk qwu’uy) and the Thompson River (Sheowk’tm), our people historically made a livelihood hunting, fishing and gathering along the Fraser Canyon for thousands of years. In 1808 Nlaka’pamux people guided Simon Fraser down what later became known as the Fraser Canyon to the community of Spuzzum (“Spazum”). Today, our people are spread out across the province and into the United States.



shA-yshee hha | PLAY

A small percentage of our people live on Reserve in Spuzzum, BC, North of Hope along the Trans-Canada Highway. There are 16 Reserves along the Fraser River covering approximately 648 hectares with homes and infrastructure on Spuzzum 1 (IR #1).



Most of the other Reserves were established based on the location of traditional fishing spots and are heavily forested and/or contain steep slopes. Spuzzum 1 and 1A are the largest of the Reserves and have the greatest potential for future residential, community and economic development. More detailed information about Spuzzum lands is included within the Spuzzum First Nation Land Use Plan.

CHAPMAN'S BAR 10 2.8 Ha



LONG TUNNEL 5 2.6 Ha



LONG TUNNEL 5A 35.9 Ha



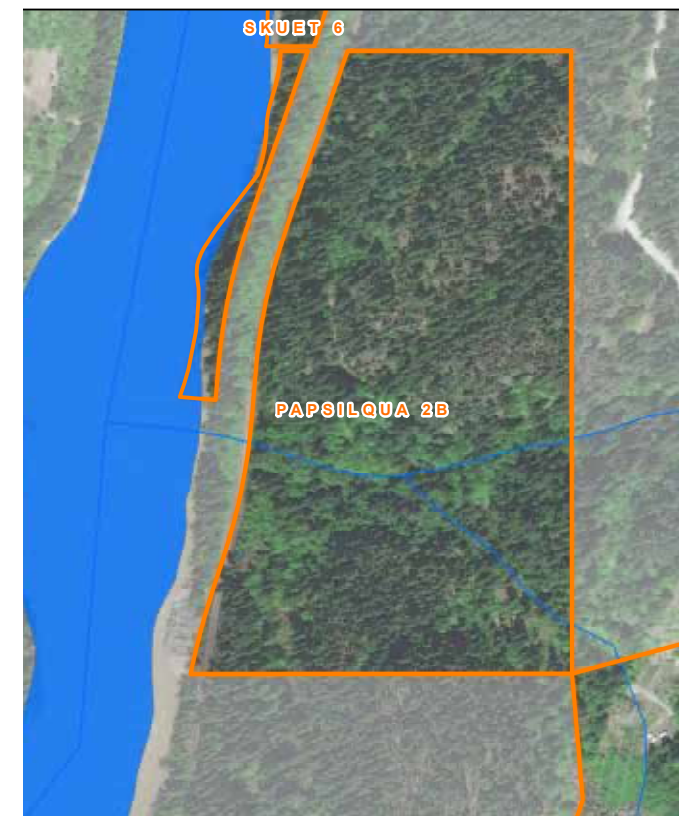
PAPSILQUA 2 16.6 Ha



PAPSILQUA 2A 27.7 Ha



PAPSILQUA 2b 20.3 Ha



SADDLE ROCK 9 32 Ha



SKUET 6 4.7 Ha



SPUZZUM 7 46.1 Ha



STOUT 8 47.9 Ha



SPUZZUM 1 125.3 Ha



SPUZZUM 1A 126.5 Ha



TEEQUALOOSE 3 7.7 Ha



TEEQUALOOSE 3A 60.4 Ha



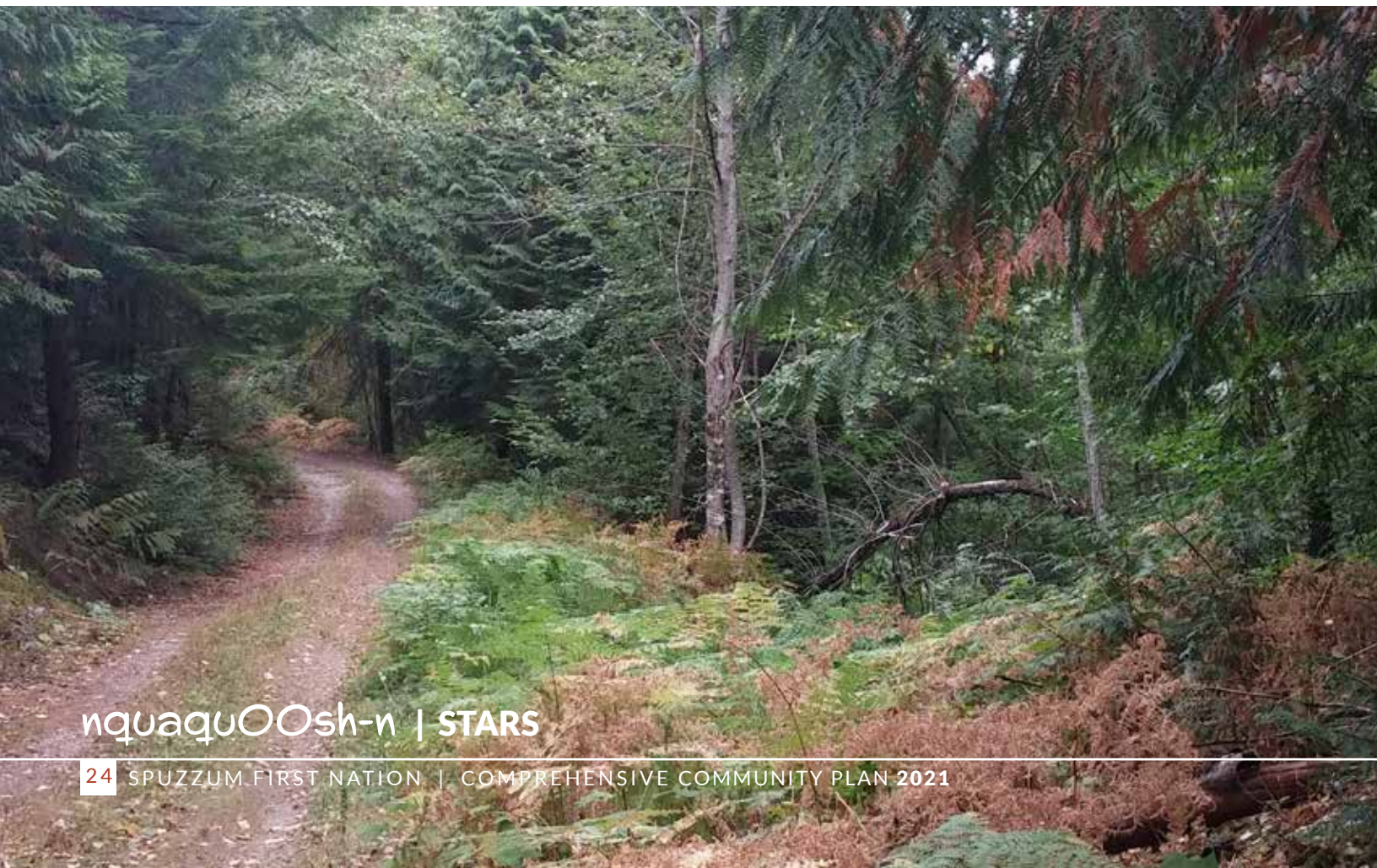
YELAKIN 4 26.8 Ha



YELAKIN 4A 64.7 Ha



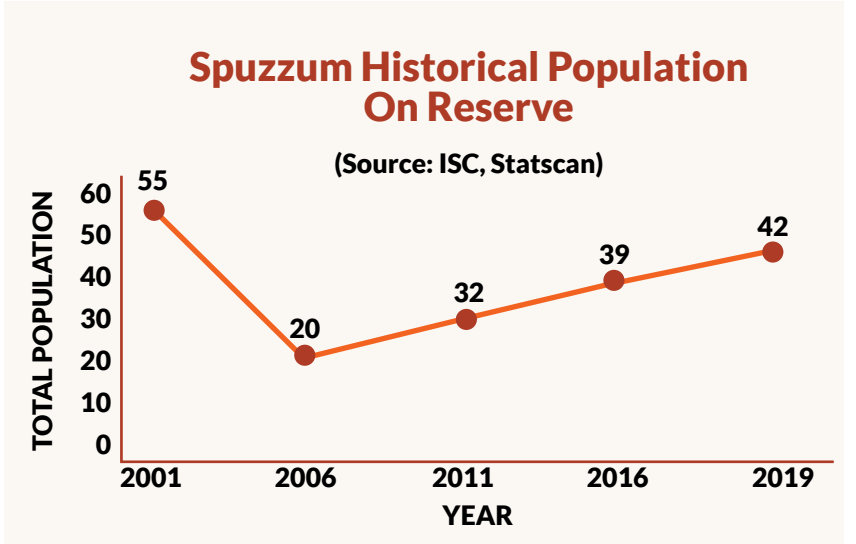
Reserve maps adapted from those developed by Dillon Consulting for the Spuzzum First Nation Land Use Plan.



Our People

Before

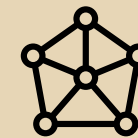
Our on-Reserve population has changed over the years. In the late 1990s, the push to build social housing on-Reserve resulted in more young families moving here. As it became more difficult to make a livelihood on-Reserve, population numbers began to dip in the early 2000s. Now we are seeing a resurgence of young families moving back due to housing affordability issues off-Reserve and the desire to reconnect with the land.



Since 2012

A number of significant initiatives have taken place since the development of the Spuzzum CDP in 2012 including, but not limited to:

2014 - 2018



- Spuzzum Economic Development Strategy
- Two single-family homes built
- Spuzzum Community Economic Business Profile Phase 1
- Cemetery updates (still in progress)
- Adopted 2016 Election Code
- Spuzzum Land Use Analysis
- Fuel Management Contracts

2019 - 2020



- 2019 Spuzzum Governance Handbook
- 2019 Governance
- 2019 updated Financial Policy
- 2019 MCFD Protocol
- 2019 Medical Office Renos
- 2019 Built Elders Shelter / Outdoor gathering space
- 2019-2020 Economic Development Board
- 2019-2020 Membership Code updates
- Six new multi-family housing units completed
- 911 addressing initiative
- Fire Services Agreement with Fraser Valley Regional District
- Purchased new 12 seater van and Dodge Caravan
- Engaged with Strategies North for proposal writing

2019 - 2020



- Housing Policy
- Spuzzum Land Use Plan
- Communications Policy
- Economic Development CORP proposal (Tikwalus feasibility Project approved)
- Updated HR policy
- Strat Plan
- Market Housing Policy
- RCMP Protocol
- Headstart Building (in progress)

Other initiatives that have taken place since 2012 include:



- Water system intake updates
- Community gardening (yearly)
- Emergency Plan updates
- Training of two IRA clerks
- Events such as First Fish Ceremony, Four Seasons Gathering, fishing and hunting camps
- Housing renovations
- Support for the local career fair

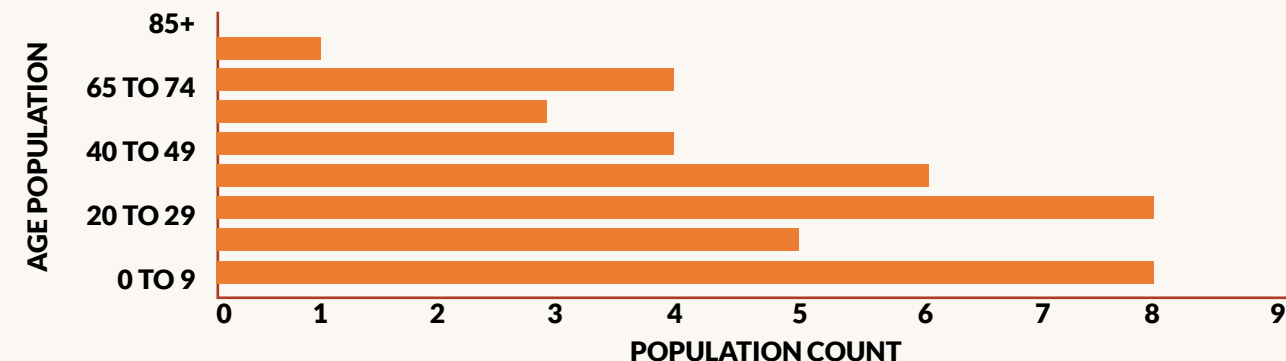
Now

Spuzzum First Nation is at an important point in time as the population continues to grow and there is a desire among some Members to return home and many others wish to reconnect with the community and culture. There continues to be pressure to develop and build the economic and social foundation of the Nation and the infrastructure necessary to ensure their well-being and sustainability.

The total registered population of Spuzzum First Nation in March of 2020 was 328 based on population statistics from Indigenous Services Canada. This surpasses the projection in the 2012 Plan that the population would grow to 242 by the year 2031.

Spuzzum First Nation Age On-Reserve - 2019

(Source: SFN)



The number of Members living on-Reserve has grown less than projected since 2012 with a total of 46 living on Reserve today. In comparison, the off-Reserve population has grown to 268 people, up from 167 in 2012. The largest demographic on Reserve today are those under 40 years of age. Elders make up a very small percentage of the on-Reserve population.

THERE ARE CURRENTLY 23 HOUSING UNITS ON RESERVE

19

Band-owned housing units

3

Homes that sit on CP land

1

Off-grid family homestead

According to the 2019 CCP Member survey, the average number of people living in each home is between two to three people. The majority of homes were built between 1960 and 1994 and are in the process of being repaired.

A shortage of housing on Reserve land and a lack of employment nearby are two factors that have contributed to the slower population increase on-Reserve. Soon, Members will be able to apply for a mortgage to build their own homes on-Reserve. Some off-Reserve Members that do not qualify for social housing may consider this option.

We asked Members:

How can we keep our Members home?

and

What Would it Take for you to Move Back Home and Build a Life Here?

- More housing and more suitable land for building homes (free of rocks/ boulders)
- Employment (year round, close to home)
- Attracting more young families
- More cultural opportunities
- More things for youth to do



Spuzzum Infrastructure

Existing Infrastructure

Ensuring the provision of services and providing for the health and well-being of Spuzzum First Nation Members depends on the development and ongoing maintenance of necessary infrastructure.

Our existing infrastructure is primarily located on Spuzzum 1 (IR #1)

- Band office
- 16 single-family homes (13 Band-owned)
- One fourplex
- One duplex
- One family homestead (private)
- Health building with community kitchen
- Daycare
- Elder’s shelter / gathering place
- 2 playgrounds
- Cemetery
- BC Hydro
- Septic systems for each building
- Community water system
- Roads paved and unpaved
- District garbage, recycling and compost pick-up
- Electric and wood heat (most homes use wood)

Future development continues to be a challenge and an opportunity for us. Through the CCP process, an asset management inventory and strategy was identified as a priority to understand our challenges, needs, costs and opportunities associated with existing and future infrastructure.

There is potential to develop housing and/or revenue-generating opportunities on a vacant 13 acre parcel on IR #1 across the highway from the Band Office. There is easy access to the site from the Trans-Canada Highway and the community water system is likely capable of being extended to service the site. Funding to extend the water system and fully service the site is required to make this happen.

In the Future

A relatively young population and changes to Bill C-31 have contributed to our rising population. Another 68 to 80 people may gain membership status over the next few years due to expanded status eligibility. Most of these people are older and would likely not impact the on-Reserve population, having lived off-Reserve much, if not all of their lives.

Population growth on-Reserve will depend on the number of homes available, the availability of employment nearby, high-speed internet access and our ability to secure funding for infrastructure development on undeveloped land. Rocky soils create further financial challenges to development on Reserve. Currently IR #1 is the only serviced Reserve. Six new multi-family social housing units were completed in 2020 and are expected to house up to 20 people. Most of these will house off-Reserve Members wishing to move back although some may house 19-21 year olds on Reserve looking to start out on their own.



Our population will continue to rise and it is expected that the off-Reserve population will continue to outgrow the on-Reserve population.

Given current conditions and space available on IR #1, it is likely there will be approximately ten more homes built on Reserve in the next 20 years which could mean an increase of 34 people living on-Reserve.



S.W.O.T. Analysis

An analysis of Spuzzum First Nation’s strengths, weaknesses, opportunities and threats (S.W.O.T.) was conducted during the development of the Nation’s Strategic Plan in 2019. A S.W.O.T. analysis is an examination of our organization, used as a way of measuring how successful we can be and as a way of planning for the future.

The results are represented below and include additional detail based on input gathered from Members during the 2021 CCP planning process.

STRENGTHS

- Large land base for future enhancement
- Recognize our weaknesses and progressing to limit their impacts
- Partnerships with Nlaka’pamux Nations
- Understanding of our title and rights as Spuzzum First Nation and as Nlaka’pamux people
- Members are committed and participate in various activities

WEAKNESSES

- We are still building the strength of our Administration Office
- Financial resources are limited
- Human resources in the Administration are limited
- Lack of capacity to progress
- Rocky soils add extensive costs onto infrastructure development
- Accessibility to hospital and other core services
- Lack of full-time employment close by
- Lack of funding for infrastructure

OPPORTUNITIES

- To build the capacity in a unified manner with a common vision and goals
- Develop our administration office to provide quality programs and services
- To enhance the economic opportunities as they arise in a manner that will protect and preserve our resources
- Build an economy that will enhance the quality of life, housing and infrastructure and services
- To build a road map of priorities and goals for moving forward and progressing when changes arise
- To develop policies and procedures that are fair and equitable
- High speed fiber optic internet is coming to Spuzzum
- Housing for Elders, young single men
- To offer cultural tourism and outdoor recreation opportunities to build our revenue base
- Funding for new homes on Reserve to help accommodate those that would like to move back

THREATS

- Changes in Chief, Council and Administration
- Dependency on Federal programs and services
- Due to the location of Spuzzum, being able to find the human resources required to operate the administrative programs and services is challenging
- Ability to take advantage of opportunities as they rise

PART 4:
A MEMBER-DRIVEN PROCESS

How Chipmunk got his Stripes

“This is how Chipmunk got the stripes on his back. They say long ago there was a chipmunk living under a big rock. One time he was sitting outside and Bear was going by. He started teasing Bear, ‘Oh, you big clumsy old thing!’ and ‘You can’t even get around as good as I can!’ Bear got mad and went after Chipmunk. Chipmunk went back in his hole and Bear couldn’t catch him. Chipmunk came out again and started teasing Bear again. Bear went after him, but couldn’t catch him and missed Chipmunk again. But the third time Bear got Chipmunk on his back and kind of scratched him. They say that’s how Chipmunk got the little stripes on his back.”

Told by Mandy Brown

The CCP Planning Team

The CCP was guided by a team of staff and Members to make sure the Plan reflected Member values and needs. The team was an important part of the planning process and acted as a sounding board by reviewing input from Member engagement and providing input into the planning process. This team was revolving, meaning it was open to anyone from the Nation (and their loved ones) who wished to attend. As a result, each meeting included good representation from different age groups and on and off-Reserve membership.



The 2019-2021 CCP Planning Process

The 2019-2021 CCP planning process included five stages and the following key milestones:

PHASE 1:

Project Start Up and Background Research

(August – October 2019)

- Updated population growth and housing statistics in the CCP
- Developed the CCP Planning Team
- Created some initial branding for the CCP (CCP wheel, topic icons and colour scheme)
- Prepared for and hosted initial project meeting with the Planning Team
- Developed a Communications and Engagement Strategy for the project to cover engagement objectives, levels of engagement, who we would engage and how, engagement techniques and materials, risks to manage, key messaging, communication outlets
- Prepared for and hosted the first Chief and Council Meeting 1 to provide a project overview and to encourage Chief and Council to help spread the word and encourage Member participation

PHASE 2:

Member Engagement (Winter 2019)

- Prepared all communication/promotional materials for the project
- Began communicating the project to Members with educational materials and information on how to participate (this continued throughout the project)
- Developed the format and materials for the first phase of Member engagement
- Implemented the first Member engagement phase. This phase was focused on gathering input toward a common vision, revisiting the visions and goals for each development priority section in the 2012 Plan, confirming relevance and status of each action under each development priority, understanding current priorities and confirming/adjusting the action rankings. This phase included a Member survey and drop-in engagement session with several activities aimed at gathering input. Cultural activities and food were provided.
- Compiled and reported on the results of the first phase of engagement via an engagement summary for Members, Staff and Chief and Council
- Council Meeting 2 was held to communicate results of the first phase of engagement with Members and share a project update

PHASE 3:

Creating the CCP Update

(Spring 2020)

- Prepared for and hosted the second CCP Planning Team meeting to review engagement results and work on developing content for the implementation section based on input gathered from Member engagement. A CCP vision was created by the Team based on Member engagement results.
- Created and distributed a survey to gather Member input on high priority actions for the CCP
- Created the new CCP based on Member input and Planning Team workshop results. Relevant information from the 2012 Plan was carried forward to the new draft.



PHASE 4:

Member Engagement (Summer/Fall 2020)

- Prepared for Phase 2 of Member engagement – “Did we get it right?” (to present/review the draft Plan). Prepared engagement materials, communications and format. Due to the COVID-19 Pandemic, the format was shifted to a strictly virtual and at-home family approach. A short survey and family activity package aimed at reviewing the draft CCP was provided to all Member either by mail or via email and the Spuzzum website.
- Implemented Phase 2 of Member engagement
- Compiled and reported to Members, Chief and Council and Staff on the results of the second phase of engagement
- Edited the draft CCP based on Member input.



PHASE 5:

Graphics and Final Approvals (Spring 2021)

- Developed a design template for the CCP and incorporated the content within it
- Prepared for and presented the final CCP to Chief and Council for adoption
- Chief and Council adoption of the 2021 Spuzzum First Nation CCP

A detailed Communications and Engagement Strategy was developed for the project to provide a framework to guide Chief and Council, staff and consultants through the Comprehensive Community Plan (CCP) Project to ensure:

- communications and engagement activities were well planned and timely;
- meaningful results were collected; and
- viewpoints from a wide cross-section of the Nation were considered in the development of goals and policies for the CCP.

This was an effort to show that we, as a Nation are committed to continuing to improve communications and engagement in our governance processes. The strategy was a step toward meeting this goal.

The Member engagement strategy was divided into two phases to give Members an opportunity to share their input early on in the process and also to weigh in on the draft CCP before it was reviewed and adopted by Chief and Council.

PHASE 1: Vision and Priorities

Phase 1 was focused on gathering input toward a common vision, revisiting the goals for each development priority in the 2012 Plan, confirming relevance and status of each action under each development priority and confirming/adjusting the action rankings. We also asked Members to suggest other priorities that may be more relevant today.

The Nation hosted a one day drop-in interactive session on several projects including the CCP and the Land Use Plan. Food and cultural activities were provided. A digital and hard copy survey was developed during phase one to gather input from off-Reserve Members and others than may not have been able to attend the drop-in session.

30

Surveys completed

24

Members participated in the drop-in session

PHASE 2: The Draft CCP

The intent of Phase 2 was to prepare the Comprehensive Community Plan based on technical input, staff and Council direction and Member input/feedback received throughout the project. The focus here was on gaining feedback from Members on the updated draft CCP. Due to the COVID-19 Pandemic, the engagement format for this phase was adapted from an in-person gathering to a virtual and at-home approach. This task included a short survey to help identify our highest priorities and survey and take-home family activity kit aimed at gathering input on the content within the draft plan.

35

Surveys Completed (highest priorities)

00

Surveys Completed (draft plan review)

00

Members participated in the Take-Home Family Activity Kit

For information on the 2012 CDP planning process, refer to Appendix 1.

PART 5: OUR VISION

Screech Owl

“Long ago, people would play [a game involving throwing an object into the air and piercing it with a dart] and bake in their pithouses. One day, children were playing inside a pithouse and accidentally started a fire. The people had to get out by climbing a ladder, because there are no doors in pithouses. They all climbed up the ladder, but Screech Owl missed a step and fell to the bottom of the ladder. The others trampled on him. When they finally got off him, one of his friends got him up and out of the pithouse. That is why Screech Owl has a flattened face.”

Told by Mandy Brown
Translated by Dorothy Ursaki

A Community-Driven Vision

The Spuzzum CCP vision serves as a guide for creating goals and priorities of our Nation, thus providing us with a road map that is to be followed by everyone. Our CCP vision helps to align everyone with our Nation, thus ensuring that everyone is working towards a single purpose. This helps to increase our efficiency and productivity.

The vision was developed with extensive input from Members during the 2021 CCP Planning process. It does not reflect one person's views but rather combines the thoughts and values of all Members who participated and reflects common themes they identified. The CCP Planning Team evaluated all input received toward the vision and agreed upon the following statement for the 2021 CCP:

What is a Vision Statement?

A vision statement is used to describe our future state, in other words, what we hope to become in the future. It is a long-term goal that provides direction for Spuzzum First Nation. It also communicates our purpose to Members, employees and others and provides them with the inspiration to achieve that purpose.



Community Vision:

“A strong and united Nlaka’pamux Nation with respect for our lands and water.”

“I would like future generations to know that we are trying to do as much as we can to help our community & Membership heal and transition into culturally appropriate & positive future. We are more than just staff, we are here because we chose to, we stay because we chose to, we are here because we choose to face the challenges every day!”

- CCP Survey Respondent

shquoom | MOUNTAIN

PART 6: LOOKING AHEAD

Raven

“Many years ago, Raven stole some sts’uwén [dried salmon]. While eating it, he got a fish bone stuck in his throat. One of his friends jumped on his throat to get rid of the fish bone, and that is why Raven caws the way he does.”

Told by Mandy Brown

Goals and Actions Explained

This section of the CCP includes a description of the goals and actions related to each of the seven CCP topics. Everything is connected. Goals aligned with the overarching CCP vision and the actions link to both the goals and the overarching vision. The topics covered include:



Culture and Language



Lands and Resources



Economic Development



Social Development



Governance



Health and Wellness



Infrastructure

Goals

Setting goals gives us meaning and guides us through future challenges and opportunities. The goals in this section are our ‘desired results’ of the CCP and will help guide us on the path to becoming a stronger Nation that priorities the health of our people and our land.

Members evaluated the goals in the 2012 CDP during the November 2019 engagement opportunities for the 2021 CCP. The results of this review indicated that most of the 2012 goals were still resonated with Members. Most of these goals were carried over to the 2021 Plan with the exception of a few. Some were edited for clarity and a few new ones were added based on Member input.

Actions

Over 150 potential actions were identified during the 2019-2021 CCP planning process. The origins of these actions were as follows:

- the 2012 Comprehensive Development Plan contained approximately 79 actions that were reviewed and evaluated.
- the 2019-2021 CCP Planning Team identified potential actions during their team meetings.
- Chief and Council identified potential actions during project progress meetings.
- Members identified possible new actions through 2019 Member engagement opportunities such as the survey and interactive engagement session.

Due to the small size and limited capacity of the Nation, these actions were narrowed down by the CCP Planning Team and staff to a number that makes sense for this current version of the CCP. Some were no longer relevant, others were repetitive and many could be combined into single, more robust actions.

Appendix 3 includes the CCP Implementation Plan which breaks each of the actions down further and provides a clear road map to CCP implementation.



CULTURE AND LANGUAGE

There are numerous culturally important areas and features on the Spuzzum landscape such as burial sites, cache pits, fishing sites, hunting and grazing sites and pictographs. Preserving and practicing our traditional ways and language are important to keep our culture alive from generation to generation.

Culture and language was one of the most talked about topics during the 2019-2021 CCP planning process. It was deemed a high priority by Members in the 2012 Plan and the 2021 Plan with an emphasis on preserving knowledge of cultural ways and traditions and encouraging transition of language from elders to younger generations.

"Languages connect people. A symbol of identity, language is the way people share social, cultural and spiritual values, as well as dreams for the future. Through these languages comes the importance of maintaining balance and interconnectedness with the natural world."

Adapted from: Bridge Between Nations, A History of First Nations in The Fraser River Basin 2013

Our goals

- The Spuzzum First Nation will have a strong sense of pride and identity based on a deep knowledge and understanding of our culture and heritage.
- Our children and all Members will know and live their language and culture every day.
- Spuzzum Members, particularly children, have the skills and capacity to practice traditional crafts and activities.
- Elders have the opportunity to pass on their knowledge and skills to younger generations.

How will we achieve our goals?

- Develop a cultural plan and implement opportunities for all Members to learn about culture and tradition.
- Develop protocols and strategies around traditional practices to preserve knowledge, language history and genealogy/roots of the Spuzzum First Nation.
- Foster the importance of our elders and encourage them to share their knowledge and best practices.



ECONOMIC DEVELOPMENT

The decisions we make now and in the future will have a direct impact on our ability to grow and prosper in a sustainable way. We are committed to pursuing revenue generating opportunities and strategic partnerships for the Nation that consider the needs and values of our Members. Historically we have relied heavily on the forestry sector as a source of income but are shifting toward a more diversified approach to consider some of our other assets. The tourism and agricultural industries offer potential opportunities for the Nation as a whole and for individual Members who may wish to start small businesses. The Nation created a Community Economic Development Strategy in 2014 to support a long-term vision and goals for increasing economic development for the Nation. This, along with an Economic Business Profile developed the following year should be reviewed and potentially updated to ensure ongoing consistency with the Spuzzum CCP.



Our goals

- We have a sustainable, diversified economy that provides revenue for our Nation and jobs for Members.
- Year round and seasonal job opportunities for Members close to home will be available.
- Our Members will have the opportunity to start a small business with access to resources, tools and skills training.
- Options for developing agricultural operations will be explored and pursued if feasible.

How will we achieve our goals?

- Revisit past labour market studies, strategies and business cases to determine current feasibility of potential business opportunities within Spuzzum First Nation.
- Promote entrepreneurship/small business ownership and available resources and support services to Members.
- Establish an Economic Development Board or Committee to pursue opportunities to develop own source revenues.
- Develop a Spuzzum Tourism Development Plan.
- Pursue partnerships and new markets for generating revenue and creating employment opportunities for Members.

Case Study: The Tikwalus Tourism Project

Five kilometres to the north of the Spuzzum IR 1 is the Alexandra Bridge Provincial Park. The Spuzzum lands region is extraordinarily rich in cultural and heritage history going back many thousands of years.

With the advent of the 19th century came the post-colonial period with expanded transportation linkages of the fur trade routes, the Cariboo Wagon Road, two railways and the Trans-Canada Highway. One of the more spectacular and precious remnants of the historic transportation era is the Alexandra Bridge built in 1926 which was constructed on the foundations of the original 1863 bridge.

Approximately ten years ago a coalition of area organizations interested in preserving and expanding the heritage and recreation assets of the Fraser Canyon coalesced under the banner of “New Pathways to Gold Society”. The society, which included the Spuzzum First Nation represented by Chief James Hobart, began a process of planning, forming strategic alliances and garnering political support to further the heritage goals for the bridge and other historic asset preservations. Spuzzum First Nation has been working with the Province and the New Pathways to Gold Society to develop a plan to make this a Destination Tourism site. Spuzzum agreed to take the lead on this project and a management and operations agreement is to be developed between the Province and the Nation.

The Province agreed to consider reallocation of the money identified for the bridge removal to that of preserving and repairing the historic site as a visitor attraction and heritage resource.

Spuzzum First Nation assembled a consulting team to undertake a business case for the Campground / RV Park on the land associated with the Alexandra Bridge Provincial Park. This feasibility would reflect the Nation’s interests and if the feasibility results were to prove positive the Nation intended to pursue the campground opportunity. Moreover, the intention with Spuzzum leadership is to share the findings with New Pathways to Gold Society and move forward with a common strategy to see the project develop successfully and with the support of the senior levels of government.

The study also reviews the heritage assets of the site for development of an interpretive program. The rationale being that the thoughtful planning and celebration of the site’s history would attract visitors to the campground thereby strengthening the tourist draw. To honour the Spuzzum name for the area, the project is called the Tikwalus Tourism Project.

The intention with the Tikwalus Tourism Project is to create cash flow and employment for the band community comprising approximately 280 members with approximately 50 members on the Spuzzum Reserve. The Nation is in the process of developing and implementing a Economic Development Board to guide the project forward.



GOVERNANCE

How do we build the Nation without proper communication? Just as it was deemed a concern and a priority within the 2012 Planning process, enhancing communications among Members, Staff and Chief and Council was a key theme of the 2019-2021 planning process. Many of the goals and priorities in this section relate to building trust and strengthening relationships through better, more transparent communications. Spuzzum First Nation has recently developed a Chief and Council Governance Handbook as an important tool in enhancing decision-making within the Nation.



Our goals

- An open and transparent Nation where all voices are respected and heard.
- Unity, trust and solidarity is established among the membership, leadership and staff for future generations.
- A government that is founded on and based upon the traditional values and teachings of the Spuzzum people.
- A Nation that has a strong and healthy relationship with our neighbours and fellow Nlaka’pamux Communities.
- Decision-making processes are transparent and accountable.
- Members are consulted on decisions that have an impact on the Nation.
- Planning projects are implemented in a timely and effective manner and have clear goals, objectives and criteria for measuring success.

How will we achieve our goals?

- Develop and refine all internal policies while consulting and communicating with all Members of Spuzzum First Nation.
- Work with Nlaka’pamux communities to build stronger relationships.
- Develop capacity for existing and future leaders and office staff within the membership.
- Review and update plans, policies and strategies that are more than five years old.
- Develop and implement an overarching communications strategy and engagement policy for the Nation.



INFRASTRUCTURE

Infrastructure refers to the basic facilities and systems that help our Nation run and includes but is not limited to our:

- roads
- houses
- playgrounds
- internet service
- phone lines
- sewage treatment
- drinking water
- street lighting
- power generation

Ensuring the Nation's existing infrastructure is up-to-date and properly maintained and securing funds to upgrade or expand our infrastructure is a necessary part of our Nation's operation and maintaining the health and safety of our Members.

"Be mindful and think of the future generation. Not harmful to the environment, will not be an eye sore. The greenery (forest) and mountains make the community beautiful and if we create that feeling with each development that is introduced into the community, I feel Members won't feel like we gave up something when economic development and infrastructure grows."

CCP Survey Respondent

Our goals

- A Nation with high quality, sustainable housing, community buildings and services that meet the needs of Members and ensure the highest possible quality of life for our Members.
- Our infrastructure is designed for the future in an economically, financially, socially, and environmentally sustainable manner.
- Roads and drainage systems are in place and properly maintained to protect our lands and other assets from flooding and landslides.
- Housing is available at, or close to home for those who need it or wish to move back.
- Recreational activities meet the needs of people of all ages living here.

How will we achieve our goals?

- Develop Housing Strategy that meets the needs of all Members and results in high quality structures.
- Develop outdoor recreational areas including walking, hiking and bike trails.
- Develop strategies with neighbouring communities to address lack of public transportation concerns.
- Develop an asset management inventory and strategy to take stock of all Spuzzum infrastructure, condition, future needs, upgrades, etc.
- Continue working with BC Hydro and other utility service providers to ensure our service levels are adequate and functional for our Members.



LANDS AND RESOURCES

In 2017, the Nation commissioned the Spuzzum First Nation Land Use Analysis, an initiative that was a first look at land use planning on Reserve. Member engagement initiatives for both the Land Use Analysis and the CCP indicated that there is a desire among Members to find better ways to utilize the Spuzzum land base while maintaining environmental protection of sensitive areas and natural resources such as timber and fish. The Nation is currently developing its first Land Use Plan which will fall under the umbrella of the CCP and be a step toward informed decision-making about land use and management on Reserve. While Spuzzum First Nation has access to over 600 hectares of Reserve Land, much of the land is difficult to develop due to rocky soils, rail lines and steep slopes.



Our goals

- Sensitive lands and resources are protected.
- We have a greater understanding of all developable lands on Reserve and in our Territory.
- We have a greater understanding of our natural resources on Reserve and in our Territory.
- Natural resources are used more efficiently (such as fishing as opportunity for education, source of income and food).
- Core services, building and facilities are planned and constructed in and around the Band Administration Office.
- Spuzzum First Nation has more involvement in decision-making related to land development and resource extraction on Reserve and in our Territory.
- Appropriate land is available for future housing for Members.

How will we achieve our goals?

- Develop and implement the Spuzzum Land Use Plan.
- Develop maps with information on culturally sensitive and important areas in our Traditional Territory.
- Work with partners such as neighbouring First Nations to protect our aboriginal rights and titles.
- Continue to review and update the Spuzzum Emergency Management Plan.
- Promote sustainable resource harvesting by liaising with other agencies and reporting back to Members.



SOCIAL DEVELOPMENT

Investing in our Nation's people and their future is a large element of 'social development'. Childcare and proper schooling not only support the development of well-rounded Members who grow up to be leaders but help us break the pattern of reliance on social assistance. Throughout the Member engagement process for the CCP, access to employment for those living on Reserve was stressed as a challenge and as a major limiting factor for those off-Reserve Members who would like to move 'home'. This section identifies several goals and actions related to the continued development of our Members, young and old, in the years to come. Social services offered by the Nation include, but are not limited to:

- Peer outreach
- Child and family counseling
- Family support
- Income assistance including persons with disabilities assistance



Our goals

- An open and welcoming Nation where Spuzzum Members can return home and feel a sense of pride and belonging.
- Existing and new services and programs consider the needs of all Members with a focus on Elders, children and youth.
- Members have the training and education to pursue and attain meaningful, sustainable employment.
- There is an increasing trend in the number of Spuzzum youth graduating from high school and post-secondary institutions.

How will we achieve our goals?

- Develop programs and mentorship opportunities for Elders and Youth.
- Develop a Social Development Policy to promote personal independence.
- Encourage all Members to participate in self-wellness opportunities to support personal independence and healthy lifestyles by providing transportation, childcare and other supports.
- Develop pre-K-12 policies and programs to promote high school graduation.
- Develop post-secondary funding policies to support any Member who would like to further their education and skill development.



HEALTH AND WELLNESS

The health and wellness of our Members young and old is of utmost importance to the future of the Nation. Health and wellness is about working toward optimal physical and mental health and living a life of personal responsibility, taking active, preventative steps for our own well-being. Recently, Spuzzum signed an agreement with the Regional District to provide firefighting services for the Nation. Several health services are currently available to Members through the Nation including, but not limited to:

- Head Start
- Mental health and addictions
- Medical transportation
- Chronic disease and injury prevention
- Communicable disease control
- Dental health
- Home community care aide support
- Diabetes Initiative
- Prenatal Nutrition
- Community Health Nurse
- Nurse Practitioner
- In Home Care- Assisted Living



Our goals

- To provide opportunities for recreation and active, healthy living for our membership with a focus on youth and elders.
- Enhance community safety.
- Encourage happy, healthy, active lifestyles.

How will we achieve our goals?

- Promote the First Nation Healthy Food Guidelines.
- Create and implement Member-driven programs to support the gathering and processing of traditional plants and traditional hunting/fishing practices.
- Provide information sessions and educational opportunities surrounding residential school, intergenerational trauma and mental wellbeing.
- Develop outdoor recreational areas including walking, hiking and bike trails.
- Continue to provide drug and alcohol counselling and look for opportunities to enhance services offered.
- Acquire basic firefighting equipment and training for first response in an emergency.

PART 7: THE PLAN TO GET US THERE

Song Sung to Simon Fraser

“When Simon Fraser came down, of course the Lytton Indians were the first ones that viewed him. They seen this man - the Lytton Indians seen this man coming down in a canoe with his party. Sexpínhemx told his men, ‘You must keep on going to Spuzzum and send the word down there that you must never hurt that man. That’s the man of the Sun - he’s the son of the Sun.’ So these Indians came along and came to Spuzzum and they spread the news all around.

He stayed for a few days, down there by the cottonwood tree. There’s a big cottonwood down there by Spuzzum Creek at the mouth, and that’s where the camp was.

When he was leaving they had this party, and this lady singing a special song - a traditional song for him. So anyway, she sang this song, and Simon Fraser, when he was leaving, he seemed so sad over it. He had tears in his eyes when he was drifting away in his canoe, and this lady who sings the song, she says:

We’ll meet you again when the leaves are turning red and yellow. When our chief asks us to pray, we’ll pray for you when the sun rises - and when the sun rises, we’ll bow our heads towards it and we’ll pray for you; and when our Chief takes his pipe and smokes his pipe, the smoke will drift down the river to follow you, and our prayers will descend with you and will accompany you; and green leaves and the green boughs and all the emerald greens will sway around you and the silvery circle - the eddy, the pool - and you’ll be safe when you go through this channel. And when we’re in the woods, in the forest, we’ll always pray for you, and our prayers will always remain with you, and all our tribes from Spuzzum will always pray for you to return, and one day your flag will fly over us.”

Told by Annie York (condensed)

Goals and Actions Explained

The success of the Spuzzum CCP lies in the ability to bring everyone together during the planning process, create a common, Member-supported vision and ultimately in how well the CCP is implemented once it has been adopted by Chief and Council.

This section highlights the path to developing the implementation plan for the CCP which sets out a clear roadmap for each action. The CCP Implementation Plan can be found in Appendix 3. Over 150 potential actions were identified during the 2019-2021 CCP planning process. The origins of these actions were as follows:

- the 2012 Comprehensive Development Plan contained approximately 79 actions that were reviewed and evaluated.
- the 2019-2021 CCP Planning Team identified potential actions during their team meetings.
- Chief and Council identified potential actions during project progress meetings.
- Members identified possible new actions through 2019 Member engagement opportunities such as the survey and interactive engagement session.

The process of selecting and prioritizing the actions for the 2021 CCP that appear in Part 6 of this document, was as follows:

- 1 Determine a reasonable number of actions to include in the CCP based on the size and capacity of the Nation
- 2 Compile a master list of all potential actions from all sources above
- 3 Remove any duplicate actions or potential actions from the list
- 4 Remove any actions that were already completed or no longer applicable
- 5 Remove any ‘actions’ that were actually ‘goals’ vs. tangible actions
- 6 Review Member rankings for actions within the 2012 Plan
- 7 Edit actions that were unclear
- 8 Narrow down actions to those most necessary for the 2021 Plan
- 9 Categorize and prioritize remaining actions under CCP topic headings
- 10 Survey Members to determine the top six priorities to build work plans for within the CCP (Appendix 4)
- 11 Include any potential actions that did not get included in the 2021 CCP in an appendix to consider for future updates of the Plan. (Appendix 2)

The following questions were used to evaluate and rank potential actions for the 2021 CCP:

- What does the action look like?
- What is the community impact of this action?
- How urgent is this action?
- What is our capacity to carry it out?
- How costly is this action to implement?
- Is it high or low risk?
- How easy is it to implement this action?
- Is it a quick start project?
- Is there political support for this action from Members and Chief and Council?
- What priority level should the action receive?

Actions that were chosen for the 2021 CCP were ranked using the following system:

<div></div> LOW PRIORITY	Implementation is difficult, costly and lengthy, or, action is not deemed necessary to implement in the short term = 10+ years.
<div></div> MEDIUM PRIORITY	Implementation can be done with a low level of difficulty, with some financial implications = within 10 years.
<div></div> HIGH PRIORITY	Implementation can be done with ease, with minimal financial implications, or, action is a high priority given its importance as a fundamental next step in Spuzzum Nation building = within 5 years.
<div></div> ONGOING PRIORITY	Action is something that occurs on an ongoing basis – currently and into the future.

CCP Monitoring and Evaluation

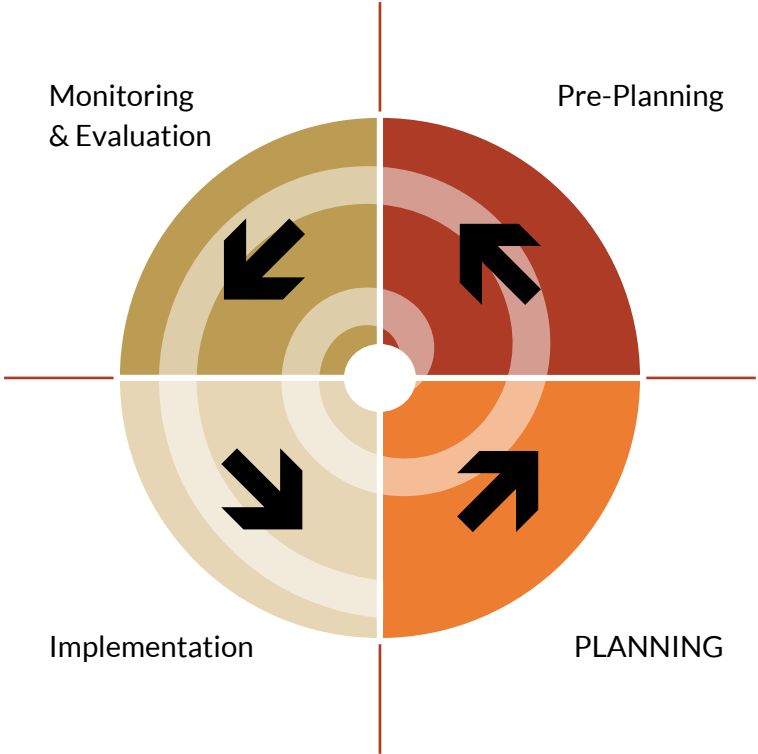
Evaluation and monitoring is a critical part of implementing the CCP. Evaluation and monitoring annually will allow Spuzzum to:

- Prioritize budgets and incorporate CCP goals and actions into annual work plans.
- Encourage continued political support of, and attention to, planning and implementation.
- Analyze progress towards meeting goals and actions.
- Reconsider goals, actions and timing in light of progress.
- Make minor amendments to the CCP as needed.
- Involve the Members in evaluating success.
- Communicate success and challenges to Members as well as plans for the upcoming year.
- Maintain a community culture of strategic thinking and long-term thinking.

In addition to an annual review of the CCP, the Plan will be comprehensively reviewed and updated every five years as needed. This comprehensive review will include Member input opportunities to evaluate, at a minimum, if:

- Components of the CCP, including, but not limited to, the vision, goals and actions are still relevant.
- Spuzzum statistics on population, housing and other topics are up to date.
- New priorities are integrated into the plan and those that have been completed are removed.

This approach provides a continual loop of planning, implementation and evaluation which includes all stakeholders and involves the Members in proactively planning community services, projects and programs as well as evaluating how these services, projects and programs are meeting our needs from a Nation perspective. This approach further enhances accountability both to the Members and to funding agencies and is more responsive to our needs.



Questions to Consider During CCP Monitoring and Evaluation:

- What progress have we made compared to our goals and objectives?
- How does this compare with the indicators for success we set for each part of our work plans?
- Are issues being addressed effectively?
- Is the vision being realized?
- Are the goals and objectives being realized?
- What is changing in the community and why?
- Where can improvements be made?

Source: CCP Handbook Third Edition



PART 8: APPENDICES

Naming Ceremony

“Our people were often given names at birth and then later received an adult name when they hit puberty. Names were often passed down in a family but were only ever used for three generations then retired. Receiving a name now is generally earned and based on the traits a person has. There are few people who now know how to piece together certain names.

Your family is the one who decides what name and when you get it.

Women’s names may end with Ko or co meaning water or with the ending inek meaning bow like red bow, standing bow or both men and women ista meaning skin or robe. Men’s names may end with -êskit meaning Day, -qian meaning head or êlst which means stone.

Names taken from animals or plants were quite common with the lower Thompson.

Many times names were created and amplified from the original words or sometimes were shortened from common words.

The ceremony itself can be a big gathering of the community or it can be a small immediate family get together. Must be potlatch style where the one being given a name feeds all that gather. Gifts must also be given to all who attend, although it doesn’t have to be anything big. A small pouch of sage or tobacco, hand made items or small tokens will suffice.

Fir or cedar boughs are laid out on the ground for the receiver to stand on. Hand Drummers welcome guests and sing in the person/people receiving names. When the ceremony starts an elder is to brush and cleanse the person.

Have an elder or a family member explain why receiving a name is so important. When given the name the elder is to say it out loud four times, and then everyone is to say it out loud four times. The receiver is to then introduce themselves to everyone with their new name and hand out gifts to all their guests.”

Told by Jessica Poirer

Appendix 1: 2012 CDP Planning Process

An extensive planning process and Member engagement strategy was included as part of the development of the 2012 Spuzzum Comprehensive Community Plan. As such, the 2019-2021 review and update took into consideration all of the work completed and input gathered during the 2012 planning process and validated its continued relevance with Members. The planning process and engagement strategy for the 2012 Plan included the following:

Planning Process for the Vision and Strategic Priorities Plan

- Project Initiation Meeting – September 17, 2010
- Community Planning Liaison
- Youth Photography Contest – October 2010
- Community Meeting – October 31, 2010
- Community Survey – November 2010 – January 2011

Planning Process for the Implementation Planning Project

- Project Initiation Meeting
- Youth Workshop – August 2011
- Community Skills Assessment Survey – September and November 2011
- Project Progress Meeting – February 2012
- Community Planning Workshop 1 – March 2012
- Community Planning Workshop 2 – March 2012
- Elder’s Workshop – April 2012
- Community Planning Workshop 3 – May 2012

Appendix 2: CCP Action Worksheet

The following tables represent all of the raw data gathered from Members, staff and Council which was used to develop a number of core actions for the 2021 Spuzzum First Nation CCP. Due to the size of the Nation and capacity to implement the CCP, only a select number of actions that were deemed most relevant today were chosen. Some were consolidated to form new, more robust actions. The raw data has been provided below as many of the themes and ideas below could be considered for development into actions and incorporated into future versions of the Spuzzum CCP.

Origin of Raw Data:

- CCP Planning Team meetings
- Member engagement – surveys and sessions, family activity packages
- Chief and Council Meetings
- Technical input from staff
- 2012 Spuzzum Comprehensive Development Plan

Content below has not been altered in any way to maintain the integrity of comments received. Comments with stars (*) beside them were noted more than once.

CULTURE AND LANGUAGE

- Provide opportunities for children to learn about culture and heritage – develop a strategy...culture, heritage, language
- Document traditional practices and knowledge in the community -using the Elders and community and tribal council
- Host more community events with a cultural focus
- Document language and create dictionary and educational materials
- Continue to hold and encourage participation in language classes and training
- Promote and celebrate individuals in the community with skills in traditional practices and arts
- Provide opportunities for children to interact and learn language from elders
- Incorporate written language in band documents and publications
- Encourage families to celebrate and foster use of traditional language at home – research opportunities ‘toolkits’ available to enable people to practice...
- Hold community arts fairs and forums
- Create opportunities for elders to provide knowledge and wisdom regarding traditional practices
- Encourage use of language at the start of meetings through introductions and prayers
- Host cultural and sporting events with a focus on outdoor activities
- Developing genealogy/family trees
- Language program and cultural learning appropriate for here
- Need someone to look after our history – retain history and roots
- Start a database of knowledgeable people that can support culture/language – using our elders
- Write down Spuzzum traditional protocols (e.g. naming ceremonies) – developing a guidebook going to start soon
- Language and dictionary culture someone to look into the past document our past
- Fun workshops with guest knowledge keepers with action items A constant coach or guide that will assist those who want to learn
- Language classes Art classes (drum bags, regalia making, hunting classes and PAL)

ECONOMIC DEVELOPMENT

- Gas station
- Support new business initiatives by Band members, including the following opportunities: Gas station / Kiosk or store for traditional crafts and arts/ Greenhouse for local food production/ Bed and Breakfast/ Campground/ RV Campground
- Provide small business planning and support
- Provide capacity building and training opportunities
- Improve energy efficiency of homes and buildings
- Approach Aboriginal Business Development for support
- Undertake market assessment of local economic opportunities, including tourism and traditional arts and crafts
- Tourism operation for aboriginal culture experiences
- Economic development for main reserve (addition to reserve) – need to narrow focus
- Campground idea – for across bridge – right hand entry or RV park
- Fish farm – learning, generating income, sustenance
- Our own internal catering for events here - more opportunities
- Camping, hunting cabins for rent , tours
- Bring small business coaches to a meeting to match with members
- Small business, jobs on reserve, fish farms on land
- Bed and Breakfast? Restaurant? Home based business’s?

GOVERNANCE

- Community clean ups
- Provide opportunities for members to express frustrations and concerns (healing/talking circles, suggestion boxes, etc.)
- Provide training and capacity building in personal relations and communications among staff
- Develop and implement policies and protocols for ensuring transparency and openness for employment opportunities in the community
- Post specific times and places for Chief and Council to be accessible to membership
- Hold community open houses to share information on community activities
- Ensure plans have strategies and timelines for reporting back to the community on progress and results
- Develop and implement communications strategy
- Explore opportunities for developing a custom election code
- Develop protocols and rules for behavior and participation in events
- Develop community website/blog
- Host Band Office Open House and community events
- Develop and implement community code of conduct
- Develop and enforce behavior protocols for both members and staff
- Encourage Chief and Council to make house visits and spend time with membership
- Develop and implement community consultation policies and strategies
- Develop community bulletin board(s)
- Ensure community plans include processes and criteria for evaluating and monitoring progress

- Create and utilize phone and email lists
- Election policies and Membership policies in place
- Need to know policies being passed
- Community consultation policy/procedure/toolkit
- Housing policy
- Election policies and membership policies in place
- Communications on how funds are being spent within the community – e.g. financial section in the newsletter
- Developing equitable policies that are relevant to Spuzzum – so if we use best practices must be similar type communities
- Properly recording changes to our policies – people don’t know what amendments are happening – rules and regs on changing policy – need input/approval from community
- keep it clean- keeping properties cleaned up - policy in place to prevent litter/ junk yards
- Have available the policies in place if a business wants to come to Spuzzum. Have the check list ready to make sure the business carries the same values as Spuzzum, protecting the environment and other action items that may have long term effects. Is the business willing to train, hire and employ Spuzzum members long term.
 - Agree on the Small Business Policy Need more understanding on the roads and how they are defined when someone has a business that needs access.

INFRASTRUCTURE

- Fire hall, truck and firefighting equipment
- Upgrade Roads and Drainage
- New Subdivision (45 lots and homes)
- Ensure housing opportunities are distributed fairly and in a transparent manner
- Emergency shelter
- Pursue funding for new housing renovations and repairs
- Pursue funding for recreational facilities
- Pursue funding for geothermal and district energy systems
- Develop Community Energy Plan
- Develop housing strategy
- Undertake baseline energy profile of community
- Bridge repairs
- Pursue funding for solar hot water heaters in homes and community buildings
- Trampoline park
- Gymnastics studio
- BMX bike area/bike park for kids
- Need for social housing/subsidized housing – for existing Members and those that want to move back
- High speed fibre optics now coming though - going to put a hub in Spuzzum so can hook up... working- the Tech Council
- Drainage plan? – no drainage for a lot of the roads...
- Road to intake is in bad shape (3 km) – drainage issue and overgrowth as well as lack of funding to maintain

- New Admin Building or overhaul - safety concern ...CPTED – vulnerable to people coming in – can’t see BC Hydro infrastructure not necessarily up to code
- Septic tanks – 2 failed – most built by same people so potentially 8 more due to fail ...\$22,000 each potentially
- MOTI coming to discuss unsafe crossing across highway 1 – children have to cross for bus
- Drive limit on signs no drugs or alcohol who work for the community
- Finish paving - Bobb Road, Skalula Crescent & new road to new homes
- Gym or new playground
- Cross walk overhead flasher reduced speed
- We need the “Your are now entering Nlaka’pamux area” with our requests like no refuse, littering, loitering, etc. Protect our watershed.
- Better maintenance on band-owned housing
- Safety for children catching the bus, ex.... bus shelter, clear signage etc.....
- A different water infiltration system- no chemicals? - Make sure everything in our house are up to code
- Going green, solar etc.. trying not to use one use items, plastic bags, plastic utensils. Composting etc.. Have plugs available for electric cars.
- Septic and water lines marked out put on map so contractors can find them (georeferenced/ mapped)
- Inspect all septic systems inspect all pipes providing water to the comm.

LANDS AND RESOURCES

- Develop and implement the Spuzzum Land Use Plan
- Assess opportunities for natural resource development
- Flood protection
- We want treed lots – not to live so close together in subdivisions
- More involved in decision-making related to our lands and resources on Reserve and in the territory
- Protect, not exploit lands and resources
- 911 project – none of the houses properly addressed. This is a big issue. All are going to have to change – external consultant working on this
- Preserve wild salmon population / manage fish population for future generations
- Protect our old growth forests
- Develop a Resource Management Strategy Protect our waters and fish and get a percentage of the trees that leave our area. Leave the old growth!

SOCIAL DEVELOPMENT

- Organize classes and learning opportunities, particularly for youth
- Reward and recognize members and staff who contribute to a positive environment
- Develop education, training and employment strategies
- Post information to all members about economic and job opportunities
- Assist members in accessing capital and financing support
- Provide education to home owners on proper care and maintenance
- Develop community newsletter
- Develop a training and education resource centre with counselor

- Develop and implement housing waiting list policies and guidelines
- Youth exchange program between neighbouring Nations (relationship building)
- Youth programs & workers *
- Elders committee & worker *
- Need Elders and youth to engage more
- Computer access
- Long-term employment
- Poor relationship between on and off-reserve Members
- Supporting youth with more 'realistic options' for employment and accessibility to courses/training
- Helping people get off social assistance
- Need for more programs – specifically for youth – mentorship, life skills, healthy living = getting youth ready for the world
- Internships for youth on and off-Reserve

EDUCATION

- More training/schooling for on-reserve members, not all off-reserve. Include members in business ideas

HEALTH AND WELLNESS





- Gymnasium
- Continue to provide drug and alcohol counseling
- Recreational needs assessment and feasibility study
- Hold daily or weekly recreational or exercise activities
- Community policing and emergency plans
- Outdoor Skating Rink
- Soccer field/baseball diamond
- Need a drug and alcohol counsellor M-F
- Being connected to resources for health e.g. accessibility – health rep to have list of services in the region for us
- Easier access to plants and trees down by the creek! For them to be cleared and maybe more berries, apples and other traditional plants and or fruits and veggies planted to grown for the community members on site.
- Fire safety - Fire Hall Find out why some houses don't qualify for repairs

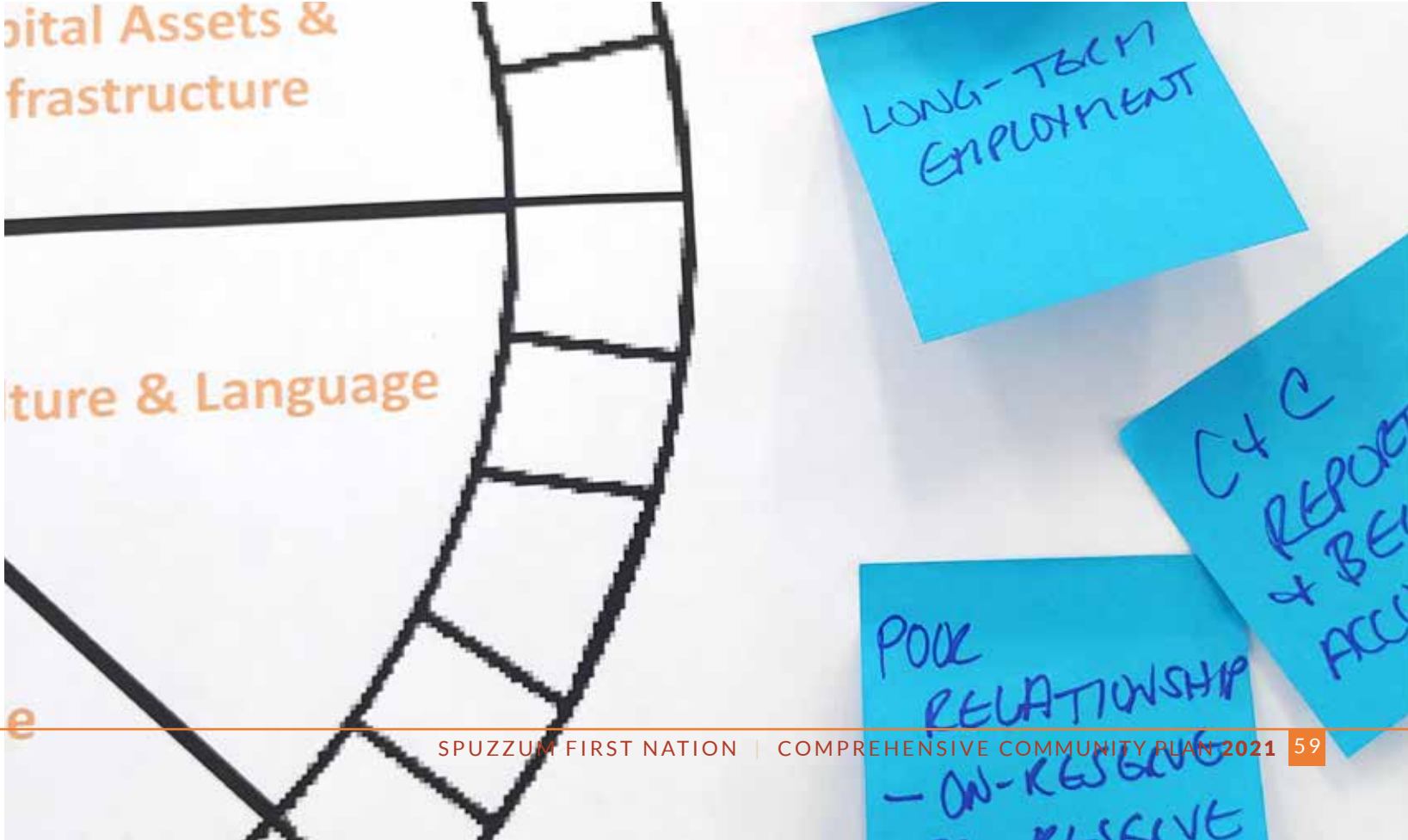
Appendix 3: CCP Implementation Plan

The following tables contain the Implementation Plan for actions identified within the Spuzzum 2021 CCP. The intent of the Implementation Plan is to assist Chief and Council, Staff and Members in keeping the CCP alive and on track.

An annual review of the CCP will ensure the Plan is implemented and progress toward the actions is ongoing. The CCP will undergo a comprehensive review and update with Member consultation every five years.






Actions that were chosen for the 2021 CCP were ranked using the following system:







	LOW PRIORITY	Implementation is difficult, costly and lengthy, or, action is not deemed necessary to implement in the short term = 10+ years.
	MEDIUM PRIORITY	Implementation can be done with a low level of difficulty, with some financial implications = within 10 years.
	HIGH PRIORITY	Implementation can be done with ease, with minimal financial implications, or, action is a high priority given its importance as a fundamental next step in Spuzzum Nation building = within 5 years.
	ONGOING PRIORITY	Action is something that occurs on an ongoing basis – currently and into the future.













ACTIONS: Culture and Language			
Action	Develop a cultural plan and implement opportunities for all Members to learn about culture and tradition.	Develop protocols and strategies around traditional practices to preserve knowledge, language history and genealogy/roots of the Spuzzum First Nation.	Foster the importance of our Elders and encourage them to share their knowledge and best practices.
Description	<ul style="list-style-type: none"> seasonal focus health and wellness and not just meetings but activities families can do at home youth focus combine technology promote togetherness and learning from each other guest speakers find and use knowledge keepers support inclusion of culture/language in schooling address disconnect from the land events, programs Aboriginal Day celebrations focus on Member participation to build and implement the plan 	<ul style="list-style-type: none"> currently working with community to community pilot project on this funding available to start use Stó:lō Nation protocol as a guide 	<ul style="list-style-type: none"> use videos, recordings to capture knowledge (with permission) list of people and their associated skills going 'to' the Elders to learn/share (maybe off-Reserve) looking for funds to hire an Elders' coordinator
Lead	SFN Staff	SFN Staff	SFN Staff
Potential Partners	External Consultant, Members	Members	Elders and youth
Potential Funding	Indigenous Services Canada (ISC) Nation Rebuilding Program BC Capacity Initiative First Peoples' Cultural Council	ISC Nation Rebuilding Program BC Capacity Initiative Real Estate Foundation BC Endangered Language Fund First Peoples' Cultural Council	Endangered Language Fund First Peoples' Cultural Council
Priority Level			
Success Means:	Culture and tradition are kept alive and thriving, all Members have opportunities to be involved in opportunities that support culture and tradition	Culture, language and tradition are kept alive and thriving, clear policies and strategies are in place and followed to track our history	Elders feel celebrated and cherished, Elders sharing knowledge of traditional ways regularly, traditional knowledge is captured using audiovisual methods, Members on and off-Reserve have access to traditional knowledge resources

ACTIONS: Economic Development					
Action	Revisit past labour market studies, strategies and business cases to determine current feasibility of potential business opportunities within Spuzzum First Nation.	Promote entrepreneurship/ small business ownership and available resources and support services to Members.	Establish an Economic Development Board or Committee to pursue opportunities to develop own source revenues.	Develop a Spuzzum Tourism Development Plan.	Pursue partnerships and new markets for generating revenue and creating employment opportunities for Members.
Description	<ul style="list-style-type: none"> convenience store for youth employment potentially we have done some of this work in the past but needs review and update consider review and update of 2014 Community Economic Development Strategy and 2015 Economic Business Profile 	<ul style="list-style-type: none"> assist people who want to consider a small business start-up workshops, bring people with knowledge in training opportunities partner with All Nations Trust, FN Community Futures etc. 	<ul style="list-style-type: none"> consider eco- and cultural tourism, agriculture forestry etc. as revenue sources this Board has been established; implementation is next 	<ul style="list-style-type: none"> ensure Member consultation on and off-Reserve tourism should consider 'sensitive integration' and may need to be focused away from homes due to Member request for privacy review best practices and success stories from other Nations and rural communities 	<ul style="list-style-type: none"> consider industry such as LNG, BC Hydro, tourism with nearby operators, agriculture, forestry research local and regional opportunities designate a point person for the Nation to spearhead this work
Lead	SFN Staff	SFN Staff	SFN Staff	SFN Staff	SFN Chief and Council
Potential Partners	External Consultant, Members	Community Futures, All Nations Trust, Hope Chamber of Commerce	Members, guest speakers	External Consultant, Members, nearby tourism operators, Destination BC	SFN Staff, LNG, BC Hydro, Destination BC, The Agricultural Labour Pool, WorkBC - Forestry
Potential Funding	ISC Community Opportunity Readiness Program ISC Lands and Economic Development Services Program	Government of Canada Support for Indigenous Entrepreneurs (https://canadabusiness.ca/starting/checklists-and-guides-for-starting-a-business/aboriginal/)	ISC Lands and Economic Development Services Program	ISC Community Opportunity Readiness Program ISC Lands and Economic Development Services Program ISC Nation Rebuilding Program Real Estate Foundation BC	ISC Lands and Economic Development Services Program
Priority Level					
Success Means:	Implementing one or more revenue-generating opportunities for Spuzzum	Members are aware of small business supports available to them, a minimum of one small business is started by a Spuzzum Member	Board meets regularly, opportunities for own source revenue are identified and pursued as feasible	Tourism Development Plan is created, adopted by Chief and Council and implemented	A minimum of one new partnership is established that creates revenue and/or employment for Spuzzum

ACTIONS: Governance					
Action	Develop and refine all internal policies while consulting and communicating with all Members of Spuzzum First Nation.	Work with Nlaka'pamux communities to build stronger relationships.	Develop capacity for existing and future leaders and office staff within the membership.	Review and update plans, policies and strategies that are more than five years old.	Develop and implement an overarching communications strategy and engagement policy for the Nation.
Description	<ul style="list-style-type: none"> ensure Spuzzum internal policies and procedures are in place, implemented and reviewed and updated for relevance from time to time Members to be consulted and educated on those that directly impact them 	<ul style="list-style-type: none"> apply for funds together partner on projects/ programs share resources/staff 	<ul style="list-style-type: none"> offer mentorship opportunities for youth/ young adults with staff/ council student advisory support to make links between education and future employment paths grade 11 and 12s to go to council meetings youth exchanges with other Nations 	<ul style="list-style-type: none"> to ensure ongoing relevance and support from Members Consider starting with 2014 Economic Development Strategy and 2015 Business Profile 	<ul style="list-style-type: none"> to create consistency and structure around communications and engagement concerning Members, staff, Council to enhance trust and strengthen relationships to increase Member participation rates in community and governance processes look at communications, engagement related to Council meetings, planning processes, emergency situations, committees, notification periods, external and internal projects level of engagement for different types of processes on and off-Reserve focus to build on number of Members who currently get involved include focus on revamping the Spuzzum website and creating consistency with CCP themes
Lead	SFN Staff	SFN Chief and Council	SFN Staff	SFN Staff	SFN Staff
Potential Partners	Members	SFN Staff	Members, local employers, Town of Hope, neighbouring First Nations	Members External Consultant	Members External Consultant
Potential Funding	BC Capacity Initiative	ISC Nation Rebuilding Program BC Capacity Initiative	ISC FN and Inuit Skills Link Program ISC FN and Inuit Summer Work Experience Program New Relationship Trust UBCM Regional C2C Forum	ISC Nation Rebuilding Program New Relationship Trust Real Estate Foundation BC	ISC Nation Rebuilding Program New Relationship Trust BC Capacity Initiative
Priority Level					
Success Means:	Internal policies and procedures are all in place Members are consulted and are aware of the updated/new polices and procedures and how they pertain to them	Increased funding is in place for partnership projects, enhanced relationships between partnering communities	Younger Members are qualified to apply for Spuzzum First Nation jobs and are knowledgeable around Chief and Council roles and responsibilities, younger Members transition into leadership roles	Plans and policies are updated for continued relevance	Consistency is improved for communications and engagement, increased trust and understanding between leadership, staff and Members, increased (on and off-Reserve) Member participation in Spuzzum governance processes

ACTIONS: Infrastructure					
Action	Develop Housing Strategy that meets the needs of all Members and results in high quality structures.	Develop outdoor recreational areas including walking, hiking and bike trails.	Develop strategies with neighbouring communities to address lack of public transportation concerns.	Develop an asset management inventory and strategy to take stock of all Spuzzum infrastructure, condition, future needs, upgrades, etc.	Continue working with BC Hydro and other utility service providers to ensure our service levels are adequate and functional for our Members.
Description	<ul style="list-style-type: none"> balance between maintaining a healthy community and the fact that people want to move back there is some hesitation among existing Reserve Members to grow the community – the strategy needs to consider sensitive integration 	<ul style="list-style-type: none"> research funding opportunities determine areas of focus (type of use and location) bike loop or multi-use trail around Spuzzum 1 for kids and families – youth are particularly interested in biking opportunities (BMX and other) 	<ul style="list-style-type: none"> research best practices among small/rural/remote communities to partner on public transportation options (models, funding, sustainability) conduct feasibility study with partnering communities 	<ul style="list-style-type: none"> create a list of all infrastructure to be included in the asset management inventory and strategy research funding opportunities for the planning process septic and water already have been inspected and mapped 	<ul style="list-style-type: none"> for existing and new homes and buildings
Lead	SFN Staff	SFN Staff	SFN Staff	SFN Staff	SFN Staff
Potential Partners	External Consultant	External Contractors	Town of Hope, Skuppah Indian Band, Boston Bar, Boothroyd, Kanaka Bar First Nations	External Consultant	BC Hydro, Telus, Ministry of Transportation and Infrastructure
Potential Funding	ISC FN Infrastructure Fund FN On-Reserve Housing Program ISC Reserve Lands and Environment Management Program New Relationship Trust Plan H Health & Wellness Grants for Indigenous Communities Real Estate Foundation BC	ISC FN Infrastructure Fund Plan H Health & Wellness Grants for Indigenous Communities Real Estate Foundation BC	ISC Nation Rebuilding Program Plan H Health & Wellness Grants for Indigenous Communities UBCM Regional C2C Forum	ISC FN Infrastructure Fund ISC Nation Rebuilding Program ISC Reserve Lands and Environment Management Program New Relationship Trust Real Estate Foundation BC	BC Hydro ISC FN Infrastructure Fund
Priority Level		 			
Success Means:	Members are involved in the development of the strategy, housing opportunities are expanded on Reserve, housing policies/ procedures are fair and create consistency	Increased opportunities for physical fitness on Reserve, improvements to mental and physical health of Members	Regular, reliable transportation is in place to support Member needs	Understanding and inventory of Spuzzum Assets Improved maintenance due to tracking system in place Future needs identified and planned for	Strengthened relationship with BC Hydro and other service providers, all homes and buildings on Reserve are properly serviced and safe

ACTIONS: Lands and Resources					
Action	Develop and implement the Spuzzum Land Use Plan.	Develop maps with information on culturally sensitive and important areas in our Traditional Territory.	Work with partners such as neighbouring First Nations to protect our aboriginal rights and titles.	Continue to review and update the Spuzzum Emergency Management Plan.	Promote sustainable resource harvesting by liaising with other agencies and reporting back to Members.
Description	<ul style="list-style-type: none"> development in progress and anticipated adoption in 2020 search for funding opportunities for implementation of the Plan implement the plan's recommendations 	<ul style="list-style-type: none"> maps should not be publicly accessible and may include but not be limited to mushroom patches, berry patches, hunting areas, water sources, cemeteries or spiritual places currently working with neighbouring First Nations on this 	<ul style="list-style-type: none"> partner with neighbouring First Nations develop MOUs with private companies protocols with companies deal with specific land claims develop guidelines for use of traditional lands land 	<ul style="list-style-type: none"> look at partnerships with other communities to share resources 	<ul style="list-style-type: none"> continue to liaise with Department of Fisheries and Oceans with regard to fishing increase sharing of information and communications back with the community through a wide range of communication materials and outlets to reach all Members (digital and traditional communication methods) seek out opportunities to liaise with other agencies to promote harvesting of other resources such as timber
Lead	SFN Staff	SFN Staff	SFN Chief and Council	SFN Staff	Chief and Council
Potential Partners	Members, External Consultant	Members, Neighbouring First Nations, External Consultant	Staff, Members, Neighbouring First Nations, private companies and industry with operations on SFN Traditional Territory	Fraser Valley Regional District, Town of Hope, neighbouring First Nations	Staff, Members, Ministry of Environment and Ministry of Forests, Lands, Natural Resources
Potential Funding	ISC Reserve Lands and Environment Management Program New Relationship Trust	Funding has been secured	ISC Nation Rebuilding Program ISC Reserve Lands and Environment Management Program	ISC Emergency Management Assistance Program ISC Reserve Lands and Environment Management Program New Relationship Trust Real Estate Foundation BC UBCM Regional C2C Forum	
Priority Level					
Success Means:	Land Use Plan is created, adopted by Chief and Council and implemented	Maps are created and used to communicate Spuzzum interests and values, culturally sensitive areas are protected in the Traditional Territory	Strengthened partnerships between neighbouring First Nations, Members feel that our rights and title are protected	Emergency Management Plan is reviewed and updated as needed and implemented, all Spuzzum Members, staff and Chief and Council are familiar with the Plan	Our precious resources are protected, there are enough fish, timber and other resources to maintain our traditional way of life

ACTIONS: Social Development					
Action	Develop programs and mentorship opportunities for Elders and Youth.	Develop a Social Development Policy to promote personal independence.	Encourage all Members to participate in self-development and wellness opportunities by providing transportation, childcare and other supports.	Develop pre-K-12 policies and programs to promote high school graduation.	Develop post-secondary funding policies to support any Member who would like to further their education.
Description	<ul style="list-style-type: none"> create a job description for a Youth and Elders Coordinator secure funding for role (funding applied for) implement role engage Members of the types of programs and mentorship opportunities they would like the Coordinator to focus on 	<ul style="list-style-type: none"> establish a staff point person for this project need a policy created that is specific to Spuzzum that supports Members getting off social assistance (currently just have an INAC one) research policies from other Nations for good examples 	<ul style="list-style-type: none"> vehicle to be purchased consult members on how to increase participation rates at these opportunities – what types of supports and communications are needed? 	<ul style="list-style-type: none"> family daycare programming encourage parents to be more involved with schooling target K-4 for reading funding policies in place for furthering education recognize successes education planning for each child awareness about options besides going to high school (distance education, TREK Outdoor Education Program etc.) 	<ul style="list-style-type: none"> equitable and transparent policy/ process because funds are limited funds are available now so need a policy promote options for students
Lead	SFN Staff	SFN Staff	SFN Staff	SFN Staff	SFN Staff
Potential Partners	Members, local employers	Neighbouring First Nations	Members, neighbouring First Nations, Ministry of Health	School District 78	School District 78
Potential Funding	New Relationship Trust Plan H Health & Wellness Grants for Indigenous Communities		ISC FN Infrastructure Fund Plan H Health & Wellness Grants for Indigenous Communities		
Priority Level					
Success Means:	Youth and Elders Coordinator is hired and funding is sustained for this role, programs and mentorship opportunities are put in place and are well attended	Number of Members on social assistance decreases and eventually equals zero	Transportation is provided allowing Members to participate in more off-Reserve self-development/ wellness opportunities Members feel they have access to the supports they need to readily access programs and opportunities related to self-development and wellness	The number of Members graduating from high school is increased	The number of Members accessing post-secondary education increases

ACTIONS: Health and Wellness						
Action	Promote the First Nation Healthy Food Guidelines.	Create and implement Member-driven programs to support the gathering and processing of traditional plants and traditional hunting/fishing practices.	Provide information sessions and educational opportunities surrounding residential school, intergenerational trauma and mental wellbeing.	Develop outdoor recreational areas including walking, hiking and bike trails.	Continue to provide drug and alcohol counselling and look for opportunities to enhance services offered.	Acquire basic firefighting equipment and training for first response in an emergency.
Description	provide information sessions and education opportunities for healthy eating and living use the newsletter to promote healthy food and specifically the FN Healthy Food Guidelines	identify Members who would like to lead this identify program goals with feedback from Members consult Ministry of Health Guidelines for food preparation/ processing communications campaign to raise awareness among Members about the opportunities	engage Members to determine certain topics of interest research available program options and offerings (in-person and virtual) adapt existing programming to meet the needs of Spuzzum communications campaign to raise awareness among Members about the opportunities	engage Members (all ages) of top priorities for outdoor recreation to narrow down first options research funding options and secure funding develop a site layout plan with proposed recreation opportunities consider hiring a contractor to oversee construction employ Members to support construction	research other programming options other Nations are providing or being offered continue communicating with Members to understand their programming needs	work with Regional District to identify basic equipment needed on Reserve secure funding to purchase equipment work with Regional District to provide training to key Staff and Members on how to use equipment
Lead	Community Health Representative	Members	SFN Staff	SFN Staff	SFN Staff	SFN Staff
Potential Partners	SFN Staff, Members	SFN Staff	Ministry of Health	Members, External Consultant/ Contractors	Ministry of Health	Fraser Valley Regional District
Potential Funding	Plan H Health & Wellness Grants for Indigenous Communities Heart and Stroke Foundation (Indigenous Health)	New Relationship Trust BC Capacity Initiative Plan H Health & Wellness Grants for Indigenous Communities Heart and Stroke Foundation (Indigenous Health) First Peoples' Cultural Council	ISC Nation Rebuilding Program New Relationship Trust BC Capacity Initiative Plan H Health & Wellness Grants for Indigenous Communities	Plan H Health & Wellness Grants for Indigenous Communities Heart and Stroke Foundation (Indigenous Health) Real Estate Foundation BC	Plan H Health & Wellness Grants for Indigenous Communities Heart and Stroke Foundation (Indigenous Health)	ISC Emergency Management Assistance Program
Priority Level						
Success Means:	Members are well-informed on the First Nation Healthy Food Guidelines, a larger percentage of Members are incorporating healthy food and lifestyle changes into their daily lives, food security at the household level is improved (access to and availability of good quality, healthy food) Food security at the household level is improved (access to and availability of good quality, healthy food)	More Members are participating in hunting, fishing and gathering practices and are preparing and processing their own foods, food security at the household level is improved (access to and availability of good quality, healthy food)	Members feel supported in dealing with difficult trauma-related and mental health issues	Increased opportunities for physical fitness on Reserve, improvements to mental and physical health of Members	Members continue to have access to appropriate, safe counselling for substance use	Spuzzum has the equipment necessary for first response in a fire, key staff and a select few Members have been trained on how to use the equipment and are comfortable acting in an emergency

Appendix 4: Work Plans for Top Six Actions

The following six CCP actions were chosen as the highest priorities by Members in a survey conducted in May 2020. High level work plans have been created for each one to support ease of implementation moving forward.

1. Develop a cultural plan and implement opportunities for all Members (on and off-Reserve) to learn about culture and tradition.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Secure project funding	<ul style="list-style-type: none"> Determine how project will be funded Research funding opportunities if to be funded with external funds Apply for grants 	By end of 2020	Staff	
Hire a consultant	<ul style="list-style-type: none"> Develop Request for Proposals or communication material for reaching out to consultants Communicate the opportunity to community planning consultants Review responses from candidate consultants Choose a consultant 	January 2021	Staff, Consultant	
Develop the Plan with Member Engagement	<ul style="list-style-type: none"> Data collection Develop communications and engagement strategy Regular progress updates with C&C Develop Member working group to help guide the project and meet at key milestones First round of engagement Develop plan content – vision, goals, actions, implementation plan Second round of engagement (draft Plan) Update Plan based on engagement results Present Plan to Council for review and comment Update Plan based on Council comments Plan adoption Share and post Plan for Members 	February – October 2021	Staff, Consultant, Members, communication and engagement materials, prizes, venue(s), food	
Plan adoption	<ul style="list-style-type: none"> Present Plan to Council for Adoption Share final Plan with all Members and Staff Post Plan digitally and in Hard copy where it is easily accessed 	By December 2021	Staff, Council	
Implementation	<ul style="list-style-type: none"> Determine Staff/Members responsible for implementing various components of the Plan Secure funding for implementation of components that require funding Implement the Plan beginning with highest priorities Annual reporting on the Plan's progress 	Ongoing from January 2022	Staff, Members	

2. Foster the importance of our Elders and encourage them to share their knowledge and best practices.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Secure project funding	Determine how project will be funded Research funding opportunities if to be funded externally Apply for grants	By December 2020	Staff	
Project start up	Identify project team – Elders, Staff and other Members to support (Elder's Coordinator?) Develop interview guide and consent form for interviews with Elders Schedule interviews	January - February 2021	Staff, Members, Elders	
Knowledge gathering	Host interviews with participating Elders in their homes or arrange an alternative meeting space Record interviews with notes, videos and audio recordings (provided Elders sign consent form first)	March – June 2021	Staff, Members, Elders, audio-visual equipment if not cell phones, notepads, food, prizes/gits	
Compile and review results	Transcribe results and edit videos/audio-recordings if necessary Review results with project team	July 2021	Staff	
Package knowledge for Members to access	Determine how stories/knowledge will be shared with Members and how/where they will be stored	August 2021	Staff	
Communicate and share with Members	Present results to Members – make available for Members on and off-Reserve Continue this project as more Members come forward to share their knowledge/stories	September 2021 and ongoing	Staff	

3. Establish an Economic Development Board or Committee to look for opportunities to develop own source revenues.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Secure project funding	Determine how Board will be funded Research funding opportunities if to be funded with external funds Apply for grants	By December 2020	Staff	Consider tourism and forestry - so long as it does not negatively impact community members
Establish the Board	Develop Terms of Reference for Board Advertise positions available Choose Board Members	By December 2020	Staff, Members, Council	
Hold meetings	Send out agenda Review Terms of Reference with Board Members Discuss intent of Board Visioning and brainstorming for Board goals and first directions to consider for generating own source revenue Discuss and agree on schedule of meetings	First meeting January 2021 and ongoing	Staff, Members, Council, external partners	

4. Develop and refine internal policies while consulting and communicating with all Members on and off-Reserve.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Project start up	Compile a list of all existing internal policies Identify policies needed / gaps Prioritize policies that need to be updated and new ones that must be created Research examples of similar policies from other Nations Create a working group of Staff and Members to work on policy development	By October 2020	Staff	
Update / develop policies	Assign Staff to update policies / develop new policies Review draft policies with Working Group Review draft policies with Chief and Council	October 2020 – February 2021	Staff and Working Group	
Member engagement	Prepare a short communications and engagement strategy to inform Members about draft policies and engage on those that apply to them Prepare communication and engagement materials Use communication materials to inform Members about the project and engagement opportunities Implement engagement opportunities to share information about the policies and gather Member feedback on draft policies	February – April 2021	Staff, Members, prizes, communication and engagement materials, venue(s), food	
Edit policies	Compile and review Member feedback Edit/finalize policies based on feedback from Council and Members	April – June 2021	Staff, Members, Council	
Adoption and implementation	Present policies to Council for adoption Post policies in hard copy and digital format and communicate with Members Begin implementing/enforcing policies	June 2021	Staff, Council, Members	

5. Develop and implement the Spuzzum Land Use Plan.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Secure project funding	COMPLETED	COMPLETED	Staff	Underway June 2020
Hire a consultant	COMPLETED	COMPLETED	Staff, Consultant	
Develop the Plan with Member Engagement	UNDERWAY	UNDERWAY	Staff, Consultant, Members, Council, communication and engagement materials, venue(s), prizes, food	
Plan adoption	Present Plan to Council for Adoption Share final Plan with all Members and Staff Post Plan digitally and in Hard copy where it is easily accessed	Fall 2020	Staff, Council	
Implementation	Determine Staff/Members responsible for implementing various components of the Plan Secure funding for implementation of components that require funding Implement the Plan beginning with highest priorities Annual reporting on the Plan's progress	Ongoing from Fall 2020	Staff, Members, Council	



6. Develop a Social Development Policy to promote personal independence and less reliance on Social Assistance.				
Project Phase/ Milestone	Major Task / Activities	Estimated Timeframe	Required Resources	Status / Comments
Project start up	Establish a Staff point person to manage this project Research best practices and similar policies from other Nations	September 2020	Staff	
Draft policy development	Develop draft policy with input from other Spuzzum staff	October 2020	Staff	
Member engagement	Prepare a short communications and engagement strategy to inform Members about draft policy and gather feedback Prepare communication and engagement materials Use communication materials to inform Members about the project and engagement opportunities Implement engagement opportunities to share information about the policies and gather Member feedback on draft policies	November – December 2020	Staff, Members, communication and engagement materials, prizes, venue(s), food	
Edit policy	Compile results of Member engagement Edit/finalize policy based on feedback from Council and Members	December 2020	Staff	
Adoption and implementation	Present policy to Council for adoption Post policy in hard copy and digital format and communicate with Members Begin implementing/enforcing policy	January 2021	Staff, Council, Members	

Work Plan Guide:

Project Phase/Milestone	Major Task / Activities	Estimated Time Frame	Required Resources	Status / Comments
What are the major steps that need to be taken to achieve the goals of the project?	What tasks and activities need to happen under each project phase or milestone?	When does each simple action step have to be completed by? Some timelines may already be set for you (e.g., funding application deadlines) so you will have to build your work plan around them.	What might be needed in order for each step to be completed? (e.g., is printing or administrative support required?) This should be reviewed with the lead.	What is the status of each task? Has it been completed? What other information should be considered?



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