



SPUZZUM FIRST NATION Community Development Plan



DNA

David Nairne + Associates Ltd

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PART 1 INTRODUCTION

1.1 Introduction

The Spuzzum First Nation is at an important juncture in our community and economic development. With a fast growing population and a strong desire among the membership to either return home or reconnect with our community and culture, there is a substantial degree of 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 Spuzzum First Nation leadership initiated the Comprehensive Community Planning process in 2010 with the objective of developing a road map with clear goals and guidelines that will lead to a healthy and sustainable future for the entire Nation.

The Spuzzum First Nation wanted to engage in a community development process that would allow the Nation to develop and articulate its visions, goals and objectives for building a healthy and prosperous future. The process included the community developing clear vision statements, goals and objectives for future development and straightforward and practical implementation plans to make those visions a reality.

The deliverables and benefits of this project include the following:

- A community vision and strategies to guide the efforts of Chief, Council and administrative staff
- An opportunity for community members and Chief, Council and staff to interact and engage through workshops and other activities
- A heightened understanding and awareness of community members' needs, goals, and desires for development a
- An enhanced awareness and capacity among Chief, Council and staff to undertake community consultation and planning activities
- Clear, simple and effective action plans for the Spuzzum First Nation to begin pursuing our development visions and goals

1.2 Project Highlights

This section of the report provides a summary of the Spuzzum First Nation Comprehensive Community Plan. The Spuzzum First Nation is ready to take the next steps towards realizing their visions for future development and prosperity.

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Below are some of the key points and issues that were raised during the planning process.

Population & Community Growth

- Over a 20 year period, starting in 2011, the total registered population of the Spuzzum First Nation is projected to grow to 242 by the year 2031, an increase of 14%;
- The on-Reserve population will grow by 40% over the next twenty years from 45 to 63 individuals;
- The off-reserve population will grow more slowly from 167 to 179 by the year 2031, an increase of 8%;
- The Nation has plans to renovate all homes in the community from 2011 through to 2015;
- The Nation does not currently have an accurate or updated housing waiting list, and there is no process in place for keeping records of applications; and,
- The Nation has plans to build a new 45 lot subdivision by 2015.

Retaining & Attracting Members Home

- According to the Community Survey, 59% of members who currently live off-Reserve would return home if the opportunity presented itself.
- The barriers or challenges for people to return to live in Spuzzum included lack of economic and employment opportunities and housing.
- Other barriers included strong negative feelings around the perceived lack of civility and respectful relations in the

Communications

Communication between Chief, Council, administrative staff and community members was identified as a key issue during project meetings, the community event, as well as through the survey.

26% of respondents indicated their preferred method for being informed about community activities was by telephone.

Some of the strategies identified for improving communications included:

- Create & utilize phone & email lists
- Develop protocols and rules for behavior and participation in events
- Provide opportunities for members to express frustrations and concerns (healing/talking circles, suggestion boxes, etc)

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- Reward and recognize members who contribute to a positive environment

Development

The Spuzzum First Nation is a dynamic community undergoing significant changes and developments with a rapidly growing population.

Some of the top strategic priorities for development in Spuzzum included:

- Economic Development
- Utilizing natural resources
- Addressing high energy bills and energy poverty
- Employment
- Social Development & Recreation

Governance

Good governance is critical to the development and future prosperity of the Spuzzum First Nation.

Some of the top strategic priorities for governance include:

- Creating an open, accountable, and transparent government
- Developing and implementing sound community plans and strategies

Culture

Reviving the traditional language, celebrating culture, and traditional practices are all a high priority for the Spuzzum First Nation.

Some of the top strategic priorities for culture include:

- Increasing language proficiency in the community
- Educating children about culture and heritage
- Creating awareness of traditional practices
- Increasing knowledge of traditional foods

Future Capital Assets

Ensuring the provision of services and providing for the health and well-being of Spuzzum First Nation members is dependent upon the development of critical community infrastructure.

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Some of these include the following:

- Upgrade Roads & Drainage
- Fire hall, truck and firefighting equipment
- Emergency shelter
- New subdivision (45 lots & homes)
- Flood protection
- Gymnasium
- Gas Station
- Soccer field/baseball diamond
- Outdoor Skating Rink

PART 2 PROJECT OVERVIEW

2.1 Project Introduction

In recent years, the Spuzzum First Nation has been working diligently to develop their lands, resources and assets to improve the quality of life for their membership. This includes an addition to the reserve land base which provides the Nation with the opportunity to develop new housing. This, along with roads and drainage upgrades and a planned redevelopment of the community fire hall and equipment, has provided the Nation with significant opportunities to vastly improving living conditions on its reserve lands. This project has allowed the membership to develop a shared vision, as well as a clear and effective process for implementation that is based on their shared experiences and past successes. This plan will provide a clear set of guidelines for how to move forward building upon these successes.

Report Structure

This report is comprised of four parts including:

PART 1 – Introduction & Highlights: introduces and summarizes the report and conclusions stemming from the planning process.

PART 2 – Project Overview: provides a description and discussion of the project and this report, as well as a description of the process that was employed to develop the plan.

PART 3 – Community Vision & Implementation Planning: provides a description of the implementation planning process that was developed by Spuzzum. The process is intended to best reflect the community's needs and is modeled after their own past successes and accomplishments.

PART 4 – Implementation Plans: discusses how the plan it will be employed as the community moves forward on this plan. It also includes implementation plans for each priority area identified by the community.

Counting:

1. *bAya.*
2. *shAya*
3. *ka.lhAsh*
4. *moosh*
5. *cheeyksht*
6. *TLAKmaksh*
7. *chOOlhka*
8. *Bee.OO.bsht*
9. *demlhbAya*
10. *OObenaksht*
11. *OObenaksht alh bAya*
12. *OObenaksht alh shAya*
13. *OObenaksht alh ka.lhAsh*
14. *OObenaksht alh moosh*
15. *OObenaksht alh cheeyksht*
16. *OObenaksht alh
TLAKmaksh*
17. *OObenaksht alh chOOlhka*
18. *OObenaksht alh
bee.OO.bsht*
19. *OObenaksht alh
demlhbAya.*
20. *shlh-OObenaksht*

2.3 Acknowledgements

The Spuzzum First Nation Comprehensive Community Plan would not have been possible without the dedication and efforts of the following individuals:

Chief James Hobart	Councilor Nita Bobb
Councilor Arline Heese	Freida Bobb
Sheri Binette	Terrie-lynn (last name?)
Former Chief Melvin Bobb	Jackie (last name?)

2.4 Planning Process

This section provides a detailed description of the community driven planning process undertaken to produce a 'made in' Spuzzum Comprehensive Community Plan.

The process description reflects those activities that defined the Community Vision and Strategic Priorities Plan (2010 and 2011) and the Implementation Plan (2011 and 2012).

2.5 Planning Process for the Vision & Strategic Priorities Plan

Project Initiation Meeting

Held on September 17, 2010, this meeting included the following individuals:

- Melvin Bobb, Chief
- Sandra Andrew, Former Band Manager
- Nita Bobb, Councilor
- Sheri Binette, Community Planning Liaison
- Patrick Lucas, Community Planning Consultant, David Nairne + Associates Ltd.

The meeting objectives included the following:

- Introduce the project goals, objectives, next steps and project activities
- Present and discuss community planning principles and processes

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- Refine the project work plan and community engagement strategy
- Discuss the framework for a community vision for future development and prosperity

The meeting report is attached as Appendix A.

Community Planning Liaison

Sheri Binette was hired as the Community Planning Liaison for this project. Hiring a local community member was critical for the successful implementation of the project for a number of reasons. Firstly, it allowed the project to ensure capacity building and skill development with respect to community planning. The intention is that, as the Spuzzum First Nation moves forward with future planning projects, there would be an individual with some training and experience in carrying out community consultation and planning activities. Secondly, Sheri provided a crucial link between the community membership and Chief and Council, and the community planning consultant. In this way, the Community Planning Liaison was able to coordinate community consultation activities in the most effective manner possible.

Youth Photography Contest

The leadership for Spuzzum First Nation identified youth engagement as a central goal of the Vision and Community Strategic Priority Planning Project. The planning team identified a Youth Photography Contest as an effective means for educating youth in the community about the planning process and providing them with an opportunity to make a contribution. Held throughout the month of October, the Photography Contest included 7 youth. The youth were each given a disposable camera and were asked to go out into the community and photograph those elements that responded to the following questions:

- What is your favorite part of Spuzzum First Nation?
- Where do you live?
- Where do you play?
- What areas do you think need change or improvement in Spuzzum?

The photos from this contest, which adorn the title page of this report, provided a greater understanding of how the youth in the community view and understand their home.

Community Meeting

A community event/workshop was held in Spuzzum on Saturday, October 31, 2010. 19 people from both on and off-reserve attended the event. The objectives of the meeting included the following:

- Introduce the comprehensive community planning process, objectives, and proposed project activities
- Develop a vision for future development for the Spuzzum First Nation
- Identify and discuss the strategic priorities and activities to make the community vision a priority

The community event led to the development of a series of strong and clearly articulated visions for future development. The Community Meeting Report is attached as Appendix B to this report.

Community Survey

Following the community event, the project team undertook a community survey using the internet based software “survey monkey”. The community survey was undertaken in Spuzzum during November to January of 2010/11 with the objective of providing a fuller understanding of the needs and wishes of the community and the social, economic, and cultural development priorities of the Nation. The survey also provided a greater understanding of the barriers and challenges confronting the community as it moves forward towards developing greater economic and social prosperity and sustainability. 34 individuals responded to the survey, representing 16% of the total registered membership. The Community Survey Analysis Report is attached as Appendix C to this report.

2.7 Planning Process for the Implementation Planning Project

Project Initiation Meeting

A project initiation meeting was held in Spuzzum to initiate the project activities.

Attendance:

- Sandra Andrew, Former Band Manager
- Arline Heese, Councillor
- Sheri Benet, Community Planning Liaison
- Terry-Lynn
- Patrick Lucas, Community Planning Consultant, David Nairne + Associates Ltd.

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The objectives of the workshop included the following:

- Identified need to present results from Visioning & Strategic Plan to community
- Identified youth workshop as a priority activity

Youth Workshop

A workshop for youth living in the community of Spuzzum and in the surrounding area was organized for August 22, 2011.

The objectives of the workshop included the following:

- Raise awareness and educate community youth about the ongoing planning process
- Gather input from youth on their experiences living and visiting the reserve
- Gain a greater understanding of their needs and how the Comprehensive Community Plan can be developed to support them in the future
- Develop a youth vision for future development for the Spuzzum First Nation
- Approximately 15 youth ranging in age from 7 to 16 years attended and participated in the workshop
- A description of the activities and results are included in the attached Youth Workshop Results Report

Community Skills Assessment Survey

A community skills assessment survey was identified as an important tool for reaching out and engaging the community in the planning process.

The objective was to gain a greater understanding of the level of education and training among the membership, their current and future interests in economic development and employment and how these could be supported by and reflected in the Comprehensive Community Plan.

The survey was prepared by David Nairne + Associates Ltd. and was reviewed and approved by the planning team in Spuzzum. The Survey was administered by Sheri and Terry-Lynn to the membership through email, a mass mail-out, and by going house to house in the community between September and November of 2011.

The survey was completed by 58 Spuzzum Nation members – approximately 26% of the total membership. The results have been compiled and can be prepared as summary report to share with the community.

Project Progress Meeting – February 3, 2012

In late 2011, the Spuzzum First Nation underwent an election which resulted in the election of a new Chief Councillor, James Hobart. This led to a project review meeting to familiarize the new council with the project, completed and ongoing activities. The new Chief and Council highlighted the need to undertake more community engagement activities including elders, as well as additional implementation planning. The outcome of this meeting was the development of a refined work plan to guide the final stages of the project. Should we talk about Freida Bobb being hired? And her cultural research?

Community Planning Workshop 1 – March 2, 2012

The project team held a community planning workshop in the community at the health centre to provide the Chief, Council, and administrative staff the opportunity to review the economic development priorities of the community and to initiate the implementation planning process. (The workshop report is included as Appendix X to this report.)

Community Planning Workshop 2 – March 27, 2012

The project team held a community planning workshop at the health centre in Spuzzum attended by Chief, Council, administrative staff as well as community representatives. The objective of the meeting was to identify and discuss the elements of successful projects and initiatives that have taken place in the community in the past and integrate them into the community's overall implementation planning processes. (The workshop report is included as Appendix X to this report.)

Elder's Workshop – April 7, 2012

The project team held a workshop specifically for elders in the community to solicit their feedback and input into the project and their needs and priorities. (The workshop report is included as Appendix X to this report.)

Community Planning Workshop 3 – May 7, 2012

The project team held a final community planning workshop. The workshop focused on implementation planning for the final comprehensive community development plan.

The Five Seasons

Nlha.kapmhh people lived by the different moon. The moons were grouped in five seasons. Our people were aware of this. Different areas were visited with right timing

sh.EEshdk (winter)

Starts with the first snow that stays on the ground and lasting until it disappears from the valleys. Our people hunted in large groups and they went trapping. Fish were speared through the ice. Buckskin clothing was made, also Cedar root basket. Tools were repaired.

nwuhoo-yt (spring)

Starts with the Chinook winds, and disappearance of snow. If very little food was put away during summer and autumn months, the people went hungry. When the weather improves the spring's plants begin to sprout.

demlheek (summer)

Starts with people going on short hunts. Usually the foods that were stored for winter are used up. Our people picked berries and gathered vegetable plants. They also plant materials that they used for household items. They start to fish for salmon brook and river trout.

Early autumn:

Starts with people drying fish and preparing fish oil for the winter month. Gathering cedar roots for making baskets and preparing sinew for hunting, trapping, and making snaring materials.

Late autumn:

Starts with men hunting large game and woman digging roots. Men go trapping. Buckskins are prepared for clothing, also fur from fur-bearing animals were prepared. Meat was cut in strips to be smoked and dried. Pemmican was made from dried Saskatoon's, mixed with meat and fat. Our people could judge the different times of the year by the shadows cast by the sun on certain trees or other marks on the mountains

PART 3 COMMUNITY VISION & IMPLEMENTATION PLANNING

This section identifies and discusses the community's vision and strategic priorities for planning and development.

3.1 Community Vision

The following vision statements were developed by the Chief and Council, administrative staff, and community members through the community engagement activities. The vision statements provide a broad and inspirational image of the future that the Spuzzum First Nation is aiming to achieve.

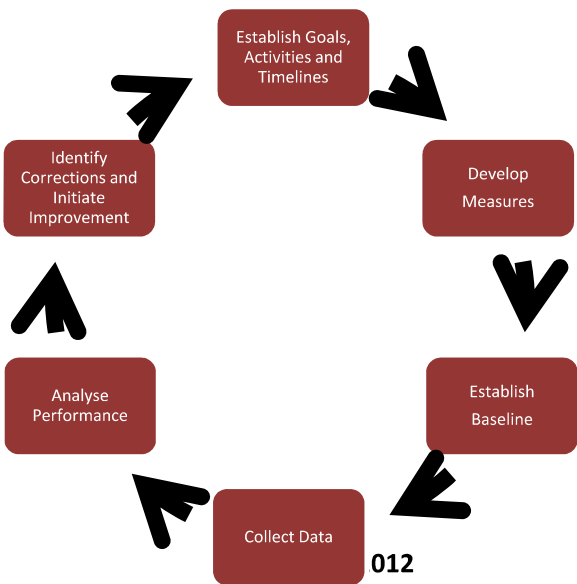
shQUAQUash	sun
mAahhhadn	moon
nquaquOOsh-n	stars
nwuhoo-yt	spring
demlheek	summer
lhewA-ysht	fall
sh.EEshdk	winter

The goal was to create a vision statement for each theme area that has been identified through the Comprehensive Community Planning process. The theme areas include the following:

- Attracting & Retaining Community Members Home
- Communications
- Development Priorities
- Governance
- Culture
- Capital Assets & Infrastructure

Each theme area includes a Vision statement which provides inspirational guidance along with a list of strategic priorities that have been identified by the Spuzzum First Nation as critical towards making their visions a reality.

3.1 Implementation Planning



The Comprehensive Community Plan is supported by a number of broad goals and specific program goals. Meeting the goals will require coordinated effort from the Chief and Council, committees, departmental managers, staff, and the community. Each section of the CCP includes an implementation plan with priority levels identified by the community.

Implementation plans build on the work completed for the CCP. They are created to strike a balance between what is desired (the vision, strategies and intended results) and what is realistic to achieve with the available resources.

3.3 Elements of an Implementation Plan

Each implementation plan includes Vision Statements in addition to a list of initiatives and programs that have been identified by Spuzzum.

Each Spuzzum Implementation Plan includes the following elements:

1. **Vision Statement:** the vision statements provide a broad and inspirational image of the future that the Spuzzum First Nation is aiming to achieve. As part of the Vision, Spuzzum identified the following sub-elements:
 - **Goals:** the intended purpose of the implementation plan
 - **Objectives:** the intended outcomes of the implementation plan
2. **Foundation:** the necessary components required to initiate or implement the plan. These can include, but may not be limited to, the following:
 - **Existing plans & studies:** information that the community has or requires to inform the planning process
 - **Human resources:** the presence of people in the community with the skills and abilities to carry out the project
 - **Education & Training:** the needs and opportunities of community members in order to successfully pursue and realize their employment and career potential
 - **Capacity:** the ability of the leadership, staff, and membership to initiate and implement the plan
 - **Financing & Funding:** the existence and access to proper funding and financing to support the plan
3. **Driving Force:** throughout the planning process, the planning team and participants explored and discussed what made projects or initiatives in Spuzzum successful or unsuccessful. The process unveiled the following elements:
 - **Champions:** individuals or groups of individuals in the community who were committed to the project and ensured the project continued to move forward
 - **Community Ownership:** successful projects are typically ones that are recognized and supported by the entire community. Projects that are viewed as being proposed or initiated by individuals without community support would most likely not gain any traction and will often fall apart. Building community ownership required soliciting feedback

wEEkna a shQUAQUash
I see the sun.

wEEktwuh-n lh shQUAQUash
Do you see the sun?

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and input into the project and consistent communication and engagement in order to maintain it.

- **Clearly Identified Need:** the successful projects that Spuzzum has undertaken all had met a clearly defined need which aided in implementation.. These ties directly to the need to have a clear vision.

4. Action Steps: the immediate tasks or actions that can be taken to make the Nation's vision a reality. Each action step is assigned a priority ranking that reflects the timeframe in which they should be pursued or implemented by Council and administration. These priority rankings, developed through extensive consultation with Spuzzum members, include:

- **Urgent-** an issue, initiative, or program that should be addressed or pursued within the next 12 to 24 months
- **High-**an issue, initiative, or program that should be addressed or pursued within the next 2 to 5 years
- **Moderate-** an issue, initiative, or program that should be addressed or pursued within the next 5 to 10 years

5. Evaluation & Monitoring: evaluation and monitoring is a critical part of plan implementation. Evaluation and monitoring annually will allow Spuzzum to:

- Prioritize goals each year
- Set specific performance measures and performance targets
- Analyze progress towards meeting targets
- Reconsider goals and timing in light of progress
- Involve the community in evaluating success
- Communicate success and challenges to the community as well as plans for the upcoming year

For each implementation plan, clear targets and direction for measuring and evaluating success should be established with clear timelines for assessment.

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

yee.A a-n nQUantnsh a mAahhahdn
The moon looks really good

ch. Ash tA.a a lhewA-ysht
Fall is coming

PART 4 IMPLEMENTATION PLANS

4.1 Attracting and Retaining Community Members at Home in Spuzzum

A consistent theme throughout was a strong desire for Spuzzum to be a place where members could return home; that Spuzzum communities can function as centres and focal points for the people's culture and identity, as well as a safe and reliable place to call home with housing, jobs, and services for all.

Our Vision:

A community where our members can feel welcome, safe, access quality services, and reconnect with their culture and heritage

Goals & Objectives:

- Create an open and welcoming community
- Enhance community safety
- Create awareness about Spuzzum
- Provide housing opportunities for returning members
- Create economic and employment opportunities in or near the community
- Provide services in the community with a focus on elders and youth

Foundation: A clearly identified desire to return home

Through the Community Vision and Strategic Planning Project, Spuzzum firmly established that there is a strong desire by both on-reserve and off-reserve members to attract and retain members to live and work in the community. Understanding the needs of both those currently living on-reserve and those living off-reserve is required if the Nation is to adequately serve our membership, retain talent and capacity in the community, serve the needs of our vulnerable members such as elders, as well as create a future prosperity and development for our youth.

According to the survey that was conducted during the Strategic Planning Project, 60% of members living off-reserve indicated they would return to the community if given the opportunity. This clearly identifies that there is a need among the membership to return home.

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The most significant barriers for returning home included the lack of employment and economic development opportunities, services and programming, as well as negative perceptions of community politics.

Driving Force: a strong desire to be with friends and family and connect with Spuzzum culture & heritage.

82% of off-reserve members indicated they often visit the community to see family and friends, followed by business and recreation. 70% of off-reserve members indicated they would move back to the community to be with friends and families as well as reconnect with their cultural heritage.

This desire among the membership will continue to provide the driving force for leadership, staff and community members to move forward to implement project and initiatives to make this vision a reality.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none">Community clean ups	Immediate	<ul style="list-style-type: none">Reduced garbage & litter in the communityPhotograph community to establish baseline & present before & after pictures
<ul style="list-style-type: none">Host more community events with a cultural focus	Medium-term	<ul style="list-style-type: none">More community eventsDocument attendance volume & solicit feedback on events via questionnaires & comments boxes
<ul style="list-style-type: none">Provide opportunities for children to learn about culture & heritage	Long-term	<ul style="list-style-type: none">Provide at least two youth oriented cultural events each year – one in summer, one in winterDocument number of children & collect feedback
<ul style="list-style-type: none">Community policing & emergency plans	Short-term	<ul style="list-style-type: none">Prepare community policing and emergency plansProvide at least one annual training workshopDocument attendance & understandingInitiate documentation and evaluation of incidences in community & reports on evaluation & recommendations for future response
<ul style="list-style-type: none">Hold community open houses to share information on community activities	Immediate	<ul style="list-style-type: none">Hold at least one to two open houses annuallyDocument attendance and solicit feedback
<ul style="list-style-type: none">Post information to all members about economic and job opportunities	Medium-term	<ul style="list-style-type: none">Establish at least one billboard for posting information, possibly second in appropriate locations

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		<ul style="list-style-type: none"> ○ Provide prizes and awards to members who read the board to encourage regular visits and attention
<ul style="list-style-type: none"> • Ensure housing opportunities are distributed fairly and in a transparent manner 	Long-term	<ul style="list-style-type: none"> ○ Develop housing waiting list and ensure application of guidelines and policies ○ Document changes in housing among membership and solicit and encourage feedback through anonymous questionnaires and suggestion box ○ Educate members about housing processes and guidelines
<ul style="list-style-type: none"> • Develop and implement community code of conduct 	Immediate	<ul style="list-style-type: none"> ○ Continue to implement meeting protocols and means of conduct among membership for meetings and events

<i>Wild Foods</i>	
<i>TSaITSAIa</i>	huckleberry
<i>shchaqum</i>	Saskatoon berry
<i>shQUaQUee-yAp</i>	strawberry
<i>shwuhOOshem</i>	soapberry
<i>sh.A-yachqu</i>	raspberry

4.2 Communications

Communications between Chief, Council, administrative staff and community members was identified as a key issue during project meetings, the community event, as well as through the survey.

Our Vision:

To create an open and transparent community where all voices are respected and heard

Goals & Objectives:

- Enhance civil discourse in the community
- Develop trust & respect between leadership, staff and membership
- Heighten awareness about community events & activities
- Develop & implement communication strategy
- Heighten visibility of Chief & Council in the community

Foundation: a clear need for better, more effective communications

Throughout the planning process, the leadership, staff and members of Spuzzum articulated a need for more civility and better communication. With a clearly identified need, Spuzzum has begun to develop protocols and guidelines for better communication. As a first step, the community developed the following protocol which is to be read out at the start of all community meetings.

Spuzzum First Nation Code of Conduct Protocol

This meeting is here for you to have the chance to hear what is happening in your community and have Chief and Council be accountable to you as your leaders. It is also here for you to ask questions and have your concerns addressed at the appropriate time. Some find it helpful to keep a pen and paper close by to write questions down to avoid interruption of the speaker.

To help the meeting go smoothly, we ask that you do not interrupt, challenge or question the speaker until they are finished.

We will not tolerate loud outbursts, disrespect and especially no bullying or negative physical contact. In the event of an altercation, all parties involved will be

hAchoo nash QU-yA-wim tek TSaITSAla
Let's go (just two) pick some huckleberries

hAchooza na-yeet QUee-yA-wim tek TSaITSAla
Let's go (a bunch) pick some huckleberries

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na.A awsh choowOO a TSaTSAa
Huckleberries grow there

hAchooza nash wuhee.im tek TSaTSAa
Let's go looking for some huckleberries

asked to cool off outside until they can resume the meeting in an orderly respectful manner.

Parents need to be mindful of children and help minimize disruption. Members please realize there may be children attending and small disruptions may happen.

Please keep in mind, what you hear at these meetings may be confidential and to conduct your behavior accordingly.

Driving Force: a strong desire for more effective communications and civility among the membership

Throughout the community planning process, the leaders, staff, as well as the membership all expressed a strong need and desire for better communications and more civility and solidarity. Spuzzum recognizes that the community cannot function and make decisions or undertake actions to create a healthy and prosperous community if the community cannot communicate in a respectful manner. The driving force for better communications is leadership who will take responsibility for providing good role models, staff who will provide professional services to the community and the membership who will be responsible for creating a consistent environment of mutual respect and civility.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Develop protocols and rules for behavior and participation in events 	Immediate	<ul style="list-style-type: none"> Heightened awareness and familiarity with protocols and rules among membership Increased civility among membership at community meetings & events Enhanced willingness of membership to participate in meeting and articulate opinions and provide input
<ul style="list-style-type: none"> Reward and recognize members who contribute to a positive environment 	Long-term	<ul style="list-style-type: none"> Increase in positive role models among the membership
<ul style="list-style-type: none"> Develop community newsletter 	Medium-term	<ul style="list-style-type: none"> Newsletter template developed & distributed throughout the community on a consistent basis Increased interest in the newsletter among membership Create contests and give-aways to encourage membership to visit and read materials
<ul style="list-style-type: none"> Develop community website/blog 	Medium-term	<ul style="list-style-type: none"> Completed community blog with regular contributions from leadership, staff and membership Consistent recording of usage and traffic on the

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		site <ul style="list-style-type: none"> ○ Create contests and give-aways to encourage membership to visit and read materials
<ul style="list-style-type: none"> • Develop community bulletin board(s) 	Medium-term	<ul style="list-style-type: none"> ○ Completed bulletin board with regular posts ○ Increased awareness and interest in posts and community information ○ Create contests and give-aways to encourage membership to visit and read materials
<ul style="list-style-type: none"> • Provide incentives and rewards to members who become involved in the community 	Long-term	<ul style="list-style-type: none"> ○ Increased interest and participation among the community membership in community events and activities ○ Create contests and give-aways to encourage membership to visit and read materials ○ Participation by “both sides” of the TransCanada Highway
<ul style="list-style-type: none"> • Create opportunities for elders to provide knowledge and wisdom regarding traditional practices 	Medium-term	<ul style="list-style-type: none"> ○ Increased interest and pride among the membership in participating in and utilizing traditional practices ○ Document members learning experiences and growing knowledge ○ Celebrate elders and members who enhance their knowledge and skills
<ul style="list-style-type: none"> • Provide opportunities for members to express frustrations and concerns (healing/talking circles, suggestion boxes, etc) 	Short-term	<ul style="list-style-type: none"> ○ Increased activities and opportunities for members to express frustrations & concerns ○ Increased confidence among community in ability to express feelings and opinions
<ul style="list-style-type: none"> • Create & utilize phone & email lists 	Immediate	<ul style="list-style-type: none"> ○ Enhanced communications among membership using various methods of communication ○ Increased attendance at community events and meetings ○ Increased response to communications ○ Document nature and rate of responses to various forms of communication ○ Provide incentives for responses and participation
<ul style="list-style-type: none"> • Encourage Chief & Council to make house visits and spend time with membership 	Long-term	<ul style="list-style-type: none"> ○ Increased visibility of Chief and Council in the community ○ Enhanced confidence among membership in leadership

4.3 Development Priorities

The Spuzzum First Nation is a dynamic community undergoing significant change and developments with a rapidly growing population. Understanding the current needs and wishes of its members is critical for developing a community plan that is effective and practical.

The Vision & Strategic Planning Project revealed a broad diversity of development needs for the Spuzzum First Nation.

Our Vision:

To develop a sustainable economy that provides revenues for our Nation and jobs for all members;

To create a community with high quality infrastructure and services that ensures the highest quality of life for our members possible;

To provide high quality and sustainable housing for all members;

To create a community where Spuzzum members can return home and feel a sense of pride and belong; and,

To provide opportunities for recreation and active healthy living for our membership with a focus on youth and elders

Goals & Objectives:

Economic Development

- Enhance capacity for business & entrepreneurship
- Develop a Community Tourism Development Plan
- Develop facilities and services to serve the tourism industry
- Develop opportunities for traditional arts & crafts

Energy

- Explore options for developing clean energy
- Encourage energy conservation and reduce consumption in the community lower energy bills

nchEE.a a wEEkim kn ta TSaITSAIa
I saw some huckleberries there

wuhee.kt pA-yim tek TSaITSAIa
We're going to dry some huckleberries

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Natural Resources

- Explore opportunities for utilizing existing forestry licenses
- Pursue partnerships & new markets for forestry and non-timber forest products
- Explore options for developing agricultural resources & community gardens

Employment

- Members have the training & education to pursue & attain meaningful and sustainable employment
- Employment opportunities near or in the community
- Year around employment opportunities

Social Development & Health

- Encourage healthy, active lifestyles
- Provide services for all members with a focus on youth and elders

Housing

- Provide housing for all
- Create a transparent and equitable housing program

Foundation: a growing and vibrant community and clearly identified infrastructure and development requirements

The Spuzzum Comprehensive Community Plan has clearly identified the growing population of Spuzzum and the infrastructure and programming needs of the community. There is a need to continue researching and understanding some of these needs in greater detail including the following:

Recreation Assessment to understand the recreation desires and needs of the community and the infrastructure and programming requirements to support them

Clean Energy Assessment to understand the potential for the community to develop new sources of alternative and environmentally friendly energy

shTSwan dried salmon
Kahh tek shchagum dried Saskatoon
Kahh tek shmeeych dried meat
Ke-mAshayQU cotton-wood mushrooms
Ke-mAsh pine mushrooms

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Market Assessment to better understand economic opportunities available, particularly with regards to commercial developments and tourism

Driving Force: a strong desire to create a better future for Spuzzum

wuhee. Kn kahh lh TSee.

I'm going to dry meat

hAchoo nayeet Ke-mAshm

Let's go gather pine mushrooms

The Spuzzum First Nation, the leaders, staff, as well as community members, have a clear vision of the future they desire for their children. This vision will be the driving force to keep the community moving forward. The Chief and Council will be responsible for ensuring the focus remains on this vision and that the staff and members have the opportunities and resources necessary to make the vision a reality. Staff are responsible for providing the services and programming the membership requires to realize their potential, and the membership are responsible for making positive contributions to the community.

Economic Development		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Provide capacity building & training opportunities 	Long-term	<ul style="list-style-type: none"> Members have capacity & training to pursue economic development opportunities Document members who pursue education and training and their successes in attaining employment
<ul style="list-style-type: none"> Provide small business planning & support 	Long-term	<ul style="list-style-type: none"> Increased number of members have capacity and skills to plan and operate small businesses Document # of small businesses in community and success rates
<ul style="list-style-type: none"> Assist members in accessing capital & financing support 	Long-term	<ul style="list-style-type: none"> Members have the financing and capital necessary to initiate or expand businesses Document capital and financing support, launch and growth rate and success stories
<ul style="list-style-type: none"> Research funding & grant opportunities 	Immediate	<ul style="list-style-type: none"> Increased information available regarding funding and grant opportunities
<ul style="list-style-type: none"> Undertake market assessment of local economic opportunities, including tourism & traditional arts and crafts 	Short-term	<ul style="list-style-type: none"> Enhanced knowledge of local market and economic opportunities
<ul style="list-style-type: none"> Approach Aboriginal Business Development for support 	Medium-	<ul style="list-style-type: none"> Increased support from Aboriginal business and financial agencies for small businesses

Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

	term	<ul style="list-style-type: none"> Document support and success stories
<ul style="list-style-type: none"> Support new business initiatives by Band members, including the following opportunities: <ul style="list-style-type: none"> Gas station Kiosk or store for traditional crafts and arts Greenhouse for local food production Bed & Breakfast Campground/RV campground Tourism operation for aboriginal culture experiences 		<ul style="list-style-type: none"> Undertake feasibility studies for each business Prepare business plans for each venture that is feasible Approach financial agencies for funding and support

Energy		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Undertake baseline energy profile of community 	Short-term	<ul style="list-style-type: none"> Develop a profile of energy consumption and use within the community Enhanced awareness and understanding of energy consumption among households in the community Undertake survey in the community to determine understanding before and after the project
<ul style="list-style-type: none"> Develop Community Energy Plan 	Medium-term	<ul style="list-style-type: none"> Develop a community energy plan that will guide energy use, conservation and development for Spuzzum
<ul style="list-style-type: none"> Improve energy efficiency of homes & buildings 	Short-term	<ul style="list-style-type: none"> Install smart kits and energy efficiency measures in homes and buildings throughout the community Reduce energy costs and bills Document energy costs before and during the project
<ul style="list-style-type: none"> Pursue funding for solar hot water heaters in homes & community buildings 	Medium-term	<ul style="list-style-type: none"> Install Solar hot water panels on homes and buildings Further reductions in energy costs in the community
<ul style="list-style-type: none"> Pursue funding for geothermal and district energy systems 	Long term	<ul style="list-style-type: none"> Install geothermal and district energy systems in any new developments within the community (new subdivision)

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<ul style="list-style-type: none"> • Conduct resource assessment of potential clean energy resources 	Medium-term	<ul style="list-style-type: none"> ○ Community has a clear profile of clean energy sources and viable opportunities for development
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Natural Resources		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> • Assess opportunities for natural resource development 	Medium-term	<ul style="list-style-type: none"> ○ Firmly establish opportunities for forestry or minerals within the traditional territories ○ Develop partnerships with local forestry or extraction firms ○ Develop a Nation owned forestry operation ○ Develop a saw mill on reserve land

Employment		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> • Develop education, training & employment strategies 	Long-term	<ul style="list-style-type: none"> ○ Community has a clear strategy and plans for fostering education, training and employment in the community ○ Increased number of members receive education and training ○ Document number of members who receive education and training and their successes and accomplishments in their employment and career development
<ul style="list-style-type: none"> • Develop a training & education resource centre with counselor 	Long-term	<ul style="list-style-type: none"> ○ Community has a resource centre and personnel available to provide assistance

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Social Development & Health		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Recreational needs assessment & feasibility study 	Medium-term	<ul style="list-style-type: none"> Develop a profile of the recreational needs and current activities undertaken by the membership Document changes or increases in participation over time
<ul style="list-style-type: none"> Pursue funding for recreational facilities 	Long-term	<ul style="list-style-type: none"> Secure funding for recreational facilities Document development of facilities over existing baseline
<ul style="list-style-type: none"> Host cultural and sporting events with a focus on outdoor activities 	Immediate	<ul style="list-style-type: none"> Host 1 to 2 activities each year in both winter and summer Increase number of members participating in recreational activities Document attendance and participation
<ul style="list-style-type: none"> Continue to provide drugs and alcohol counseling 	Long-term	<ul style="list-style-type: none"> Continue to heighten awareness in community regarding drug and alcohol use Decrease drug and alcohol issues on the community Document issues and incidences where appropriate with a focus on maintaining privacy
<ul style="list-style-type: none"> Hold daily or weekly recreational or exercise activities 	Immediate	<ul style="list-style-type: none"> Daily walks for elders in the community

Housing		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Develop housing strategy 	Short-term	<ul style="list-style-type: none"> Develop clear housing strategy for reducing overcrowding and providing housing for all members
<ul style="list-style-type: none"> Develop & implement housing waiting list policies & guidelines 	Short-term	<ul style="list-style-type: none"> Clarify and disseminate rules and policies regarding housing waiting lists throughout the community Enhance awareness among membership
<ul style="list-style-type: none"> Pursue funding for new housing 	Long-term	<ul style="list-style-type: none"> Secure new funding for housing

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<ul style="list-style-type: none"> Pursue development of new subdivision 	Long-term	<ul style="list-style-type: none"> Develop new subdivision
<ul style="list-style-type: none"> Pursue funding for housing renovations & repairs 	Long-term	<ul style="list-style-type: none"> Secure funding for renovations and repairs
<ul style="list-style-type: none"> Provide education to home owners on proper care and maintenance 	Long-term	<ul style="list-style-type: none"> Heightened awareness regarding proper care and maintenance Reduced incidences and demand for major repairs and maintenance Document all repairs and maintenance for annual comparative analysis

4.4 Governance

Good governance is critical to the development and future prosperity of the Spuzzum First Nation. The community identified a clear vision for how their Nation should function.

Our Vision:

An open, transparent, and competent band administration with Chief and Council that is accessible and visible in the community;

Open opportunities for the entire community;

Unity and solidarity among the membership for future generations;

A government that is founded on and based upon the traditional values and teachings of the Spuzzum people; and

A Nation that has strong and healthy relationship with our neighbours and fellow Nlaka'pamux Nation Tribal Council communities

Goals & Objectives:

nA.a. awsh choowoo a Ke-mAshayQU
Cottonwood mushrooms grow there

hAchoo nash wuhee.m tek ke-mAshayQU
Let's go looking for some cottonwood mushrooms

Open & transparent government

- Create an open and welcome atmosphere in the band office
- Develop & enforce behavior protocols for both members & staff
- Develop & implement communications strategy
- Ensure membership are aware of Band activities
- Ensure transparency & accountability in

decision making processes

- Ensure membership is consulted and engaged in decision making processes
- Ensure elections are understood & viewed as legitimate
- Opportunities open to all members

***Sound
community
planning***

- Ensure community plans reflect membership needs and aspiration
- Planning projects are implemented in a timely and effective manner
- Initiatives have clear goals and objectives & criteria for measuring success
- Ensure open and transparent planning processes

Foundation: clearly identified need for improved and strengthened governance structures

Recent experiences have highlighted the need for Spuzzum to improve their governance structures and policies, particularly regarding financial accountability and elections. Spuzzum has initiated this process reviewing and drafting a new election code as well as financial accountability protocols and guidelines.

Driving Force: a strong desire for effective and accountable governance

The Spuzzum First Nation has a strong desire and recognizes the need for good governance that is fully accountable and open to the membership. The driving force for this vision will be leadership taking responsibility to create good policies and governmental structures and ensure they are implemented and followed. Staff will play an integral role by ensuring policies are implemented in a consistent, transparent and equitable manner, and members will need to follow policies and provide constructive feedback.

Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

Open & Transparent Government		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> • Provide training & capacity building in personal relations & communications among staff 	Medium-term	<ul style="list-style-type: none"> ○ Enhanced capacity among leadership and staff for personal relations and communications ○ Increased civility between leadership, staff and membership
<ul style="list-style-type: none"> • Develop and enforce behavior protocols for both members and staff 	Immediate	<ul style="list-style-type: none"> ○ Protocols implemented and used on a consistent bases at community events and meetings
<ul style="list-style-type: none"> • Develop & implement communications strategy 	Short-term	<ul style="list-style-type: none"> ○ Enhanced communication between leadership, staff and membership
<ul style="list-style-type: none"> • Develop & implement community consultation policies & strategies 	Short-term	<ul style="list-style-type: none"> ○ Leadership, staff, and membership have understanding of how consultations will be undertaken and when ○ Documentation of practices undertaken on a regular basis
<ul style="list-style-type: none"> • Host Band Office Open House and community events 	Short-term	<ul style="list-style-type: none"> ○ Host one open house each year ○ Increased attendance and participation by membership ○ Document and compare attendance and participation
<ul style="list-style-type: none"> • Post specific times and places for Chief & Council to be accessible to membership 	Immediate	<ul style="list-style-type: none"> ○ Increased accessibility of leadership to membership ○ Increased interactions and civility between leadership and membership ○ Document open office hours, attendance and outcomes
<ul style="list-style-type: none"> • Explore opportunities for developing a custom election code 	Medium-term	<ul style="list-style-type: none"> ○ Election code is completed and ratified by membership ○ Elections proceed in orderly and straightforward fashion ○ Increased voter turnout and participation in elections by membership ○ Document voter turnout in each election

Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

<ul style="list-style-type: none"> Develop & implement policies & protocols for ensuring transparency & openness for employment opportunities in the community 	Short-term	<ul style="list-style-type: none"> Policies and protocols for financial accountability and human resources management are developed and implemented
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Sound Community Planning		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> Ensure community plans include processes and criteria for evaluating & monitoring progress 	Short-term	<ul style="list-style-type: none"> Report to community on progress of implementation of the comprehensive community plan
<ul style="list-style-type: none"> Ensure plans have strategies & timelines for reporting back to the community on progress and results 	Short-term	<ul style="list-style-type: none"> Set timelines for reporting to community, preferably at AGM or community open house
<ul style="list-style-type: none"> Develop & implement community consultation policies & processes 	Short-term	<ul style="list-style-type: none"> Community consultations occur on an ongoing basis Increased participation by membership

4.5 Culture

Reviving the traditional language, celebrating culture, and traditional practices were all seen as a high priority in the community, especially in regards to documenting knowledge of the elders and passing wisdom on to younger generations. Other traditional practices that were identified for revitalization included dancing, singing and drum-making.

Our Vision
<p><i>The Spuzzum First Nation will have a strong sense of pride and identity based on a deep knowledge and understanding of our culture & Heritage</i></p> <p><i>Our children and community members will know and live their language and culture everyday</i></p>

Goals & Objectives:

- Increase level of language proficiency in the community
- Incorporate use of language in community meetings and operations

Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

wEEkim kn ta Ke-mAshm
I saw some pine mushrooms

wuhee.kt pA-yim tek shchaqum
We're going to dry some Saskatoon's

- Spuzzum members, particularly children know their language, history and culture
- 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
- Create awareness of traditional practices
- Create pride & identify among the Spuzzum membership of our traditional culture and heritage

Foundation: a vibrant and strong culture in the community with a significant number of practicing members

One of Spuzzum's greatest strengths is that the membership has retained a strong sense of identity and culture. There are a significant number of members who possess well refined and highly capable skills and knowledge of cultural practices, arts, and crafts. This will provide a strong foundation upon which the Nation can continue to develop a new generation of members practicing their arts and culture.

Driving Force: a strong desire among the membership to protect, preserve and enhance Spuzzum culture

The desire to reconnect with and utilize traditional arts, crafts and practices is prevalent among the entire membership of the Spuzzum First Nation. This will provide the driving force to move forward and initiate the cultural implementation plans. It will be the responsibility of all members to foster an environment in the community that recognizes and celebrates individual and group achievements in traditional arts and crafts, and to utilize and respect traditional practices within their daily lives.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> • Continue to hold and encourage participation in language classes and training 	Short-term	<ul style="list-style-type: none"> ○ Increase number of members with higher levels of proficiency in traditional language ○ Document number of members and their levels of proficiency
<ul style="list-style-type: none"> • Document language and create dictionary and educational materials 	Long-term	<ul style="list-style-type: none"> ○ Community has documentation of traditional language available for all members
<ul style="list-style-type: none"> • Encourage use of language at the start of meetings through introductions & prayers 	Immediate	<ul style="list-style-type: none"> ○ Provide opportunities and encourage members to utilize their language at community events ○ Document & celebrate accomplishments of members in learning their traditional language

Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

<ul style="list-style-type: none"> Incorporate written language in band documents & publications 	Short-term	<ul style="list-style-type: none"> Traditional language becomes more visible with higher levels of use
<ul style="list-style-type: none"> Encourage families to celebrate and foster use of traditional language at home 	Medium-term	<ul style="list-style-type: none"> Provide families with materials for use at home Families utilize traditional language on a common day to day basis
<ul style="list-style-type: none"> Provide opportunities for children to interact and learn language from elders 	Medium-term	<ul style="list-style-type: none"> Hold events and community meetings where children interact with and learn language from elders
<ul style="list-style-type: none"> Document traditional practices and knowledge in the community 	Medium-term	<ul style="list-style-type: none"> Community has documentation of traditional practices
<ul style="list-style-type: none"> Promote and celebrate individuals in the community with skills in traditional practices and arts 	Medium-term	<ul style="list-style-type: none"> Community can readily identify members with skills in traditional practices and arts
<ul style="list-style-type: none"> Hold community arts fairs and forums 	Medium-term	<ul style="list-style-type: none"> Community has the opportunity to come together and share art and traditional crafts
<ul style="list-style-type: none"> Organize classes and learning opportunities, particularly for youth 	Medium-term	<ul style="list-style-type: none"> Community has opportunities to learn traditional arts and crafts

4.6 Capital Assets & Infrastructure

Ensuring the provision of services and providing for the health and well-being of Spuzzum First Nation members is dependent upon the development of critical community infrastructure. Through the planning process, the Spuzzum First Nation has identified the following infrastructure projects along with their level of priority.

meshtAhhchima tan shTSwan
Try my dried salmon

wuhee. nAshna an shkeeyAydn wa nTSwantn
I'm going to carry my fish to the cellar

QUOOyemna nooqu a shTSwan
I'm hungry for some dried salmon

Our Vision

The Spuzzum First Nation has the infrastructure and facilities necessary to provide for the needs of our membership and ensure their health, well-being and high quality of life

Our infrastructure is designed for the future and in an economically, financially, socially, and environmentally sustainable manner

Goals & Objectives:

- Upgrade our roads & drainage to protect our lands and infrastructure assets from flooding and land slides
- Secure adequate fire and emergency facilities and equipment in the community for disaster response and to protect lives and assets
- Develop recreational facilities to meet our community's needs

Capital Assets & Infrastructure	
Infrastructure	Priority Ranking
Upgrade Roads & Drainage	Immediate
Bridge repairs	Short-term
Fire hall, truck and firefighting equipment	Immediate
Emergency shelter	Short-term
New Subdivision (45 lots & homes)	Medium -term
Flood protection	Immediate
Gymnasium	Medium-term
Gas Station	Medium-term
Soccer field/baseball diamond	Long-term
Outdoor Skating Rink	Low Priority