

k^wik^wəłəm

**Comprehensive Community Plan
2021**

k^{wi}k^{wə}łəm are a resilient people. We remain true to the core values and teachings of our ancestors to guide future generations.

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Summary

As kwikwəłəm people, we have been planning for our community since time out of mind.

Community planning involves understanding where we have come from, where we are now, and envisioning the future. Comprehensive community planning (CCP) takes input from the community on what is important, and lays out a road map to achieve our vision for the future.

CCP is a plan *by the community, for the community*. This plan is intended to guide community members, Leadership and staff.

A Comprehensive Community Plan is a living document. It looks out far into the future, while identifying actions and pathways we can undertake in the shorter term to help us get there. We can think of the CCP as a 100-year plan. We should check back in on our CCP every 5 years or so to make sure it remains relevant, and make any updates needed.

Kwikwetlem First Nation has been involved in the CCP process since 2008. Our most recent version of the CCP was completed in 2015. This 2021 Update takes into account the changes our community has gone through since then.

hay ce:p ǫə

Acknowledgements

This updated Kwikwetlem Comprehensive Community Plan could not have been completed without the efforts of the CCP Advisory Committee. The CCP Advisory Committee is currently made up by: Nancy Joe, Steph Patterson, Bev Mroczkowski, Terry Myers, Laverne Ketlo, and Marie Hooper. Past members include: Sammi Hall, Clara Mroczowski, and youth member Bri Hall. We have also had many of our youth join our committee meetings and provide their input.

Thank you to all community members who have participated in the CCP process, past and present. This plan would not be the same without you.

Thank you also to the Kwikwetlem staff and managers who participated in this CCP update process, as well as Chief and Councils past and present.

Kwikwetlem people have been planning for our community since time out of mind. Comprehensive Community Planning is a way to organize this planning. We raise our hands to our ancestors who have laid the foundation for us.

Our Nation has been in the CCP process since 2008. This 2021 update of the CCP would not be possible without those who were involved in 2008, and in 2015. Thank you for your hard work.

hay ce:p ǫə!

(thank you all)

Our People, Our Lands

We are kwikwə́łəm, a distinct group of Stó:lō Peoples. Our name means “red fish up the river” in our language of hə́nqəmíñəm, which refers to a unique run of sockeye native that once thrived in the waters of our territory. This name reflects the strong connection between the community and the lands where kwikwə́łəm people have always made our home.

We draw our sovereignty from the Creator, the siʔém̓ x̣́ é·l̓s (transformers), and šxʷʔéyém̓ (deep-time histories), which granted us the responsibility to govern our territory in accordance with our customary laws.

Our traditional lands center on the watershed of skʷə́ləmə:ʔ x̣́ acaʔ (Coquitlam Lake), including the upper and lower skʷə́ləmə:ʔ stáləw̓ (Coquitlam River), and over to the east side of Pitt Lake and either side of the lower Pitt River. To the west, the territory encompasses Mossum Creek and Port Moody Inlet over to Stoney Creek, the lands of Sapperton Heights, and the north arm of the Fraser River. Our southern territory extends from Barnston Island to Annacis Island and the immediate surrounds, including that portion of the Fraser uplands south of the Fraser River.

Our on-reserve community members live on IR1, the ancient village site of slakəya'nc, near where the Coquitlam River meets the Stó:lō (Fraser River). IR2, setłama'kmən, is located 2.5 km upstream.

kwikwə́łəm come from a tradition of Elders who were renowned as canoe and paddle makers, master sturgeon fishers, and skilled spirit dancers. It is from this heritage that we draw the skills, knowledge, and strength to steward kwikwə́łəm culture and lands into the future. As we move forward today, we strive to honour the teachings of our Elders to respect, care for and protect our lands for all past, present and future generations. We honour all lands and beings, sustenance and spiritual, that live within, rely upon, and migrate through our territory. Today, as in the past, we are guided by sniw̓ (teachings) to responsibly use and care for the tэмəxʷ, qáʔ, and all that is cicəʔ and λiλəp (lands, waters, and all that is above and below). We also maintain active involvement in the Coquitlam River Watershed Roundtable to promote the long-term sustainability of the watershed. In addition to environmental stewardship, kwikwə́łəm is committed to cultural revitalization and is bringing traditions and ceremony into community events and the daily lives of our members.

Today Kwikwetlem has a total of 119 members. More than half of our members live off-reserve throughout British Columbia, Alberta, Prince Edward Island, and the United States. Our off-reserve members maintain strong ties to the community and remain actively involved in the Nation's undertakings.

We are proud to have members working in a variety of fields with a diversity of skills and certifications. Our members have training in fields such as heavy equipment operation, nursing, geographic imaging systems, archaeology, business, social work and office administration. The Nation has gone through growth and changes in recent years, increasing our economic strength and capacity in many areas. We are proud to have implemented significant improvements in the community's infrastructure, including new community buildings and housing units, and the administration continues to develop its capacity to serve the needs of community members.

We raise our hands to the ancestors, Elders and community members who guide us, and all those who work in support of the continued success of our Nation.



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kʷikʷəłəm

kʷikʷəłəm Government Declaration of Economic Land Rights

We are kʷikʷəłəm, a distinct group of Stó:lō Peoples. Our name means “red fish up the river” which refers to a unique run of sockeye native that once thrived in the waters of our territory.

We draw our sovereignty from the Creator, the sɪʔém̓ xé-łs (transformers), and šxʷʔóyám (deep-time histories), which granted us the responsibility to govern our territory in accordance with our customary laws.

Our traditional lands center on the watershed of skʷəłəma:l̓ xacaʔ (Coquitlam Lake), including the upper and lower skʷəłəma:l̓ stáləw̓ (Coquitlam River), and over to the east side of Pitt Lake and either side of the lower Pitt River. To the west, the territory encompasses Mossum Creek and Port Moody Inlet over to Stoney Creek, the lands of Sapperton Heights, and the north arm of the Fraser River. Our southern territory extends from Barnston Island to Annacis Island and the immediate surrounds, including that portion of the Fraser uplands south of the Fraser River.

kʷikʷəłəm has never ceded, surrendered, nor abandoned our rights and responsibilities to our territory, and our title has never been relinquished.

We honour all lands and beings, sustenance and spiritual, that live within, rely upon, and migrate through our territory. Today, as in the past, we are guided by sniw̓ (teachings) to responsibly use and care for the tóməxʷ, qáʔ, and all that is cícəl and ɫiləp (lands, waters, and all that is above and below).

We seek to safeguard intergenerational knowledge, to remember, steward and protect our connection to all things living and spirited, and to work responsibly and in good faith with our neighbours.

Our land is central to every aspect of our life. As stewards and caretakers of our lands, we have the right to enjoy, access, revitalize, develop and benefit from the resources of our territory. We have the right to ensure the growth and wellbeing of our community in all ways - including economically, socially, spiritually, and culturally, today and for generations to come. It is kʷəθə sxʷteʔés kʷəθə syəwénéł ct kʷsəwł néms (the way of our ancestors).

The kʷikʷəłəm Government gives formal notice to the Government of Canada, the Government of British Columbia, regional and local governments and government associations, local economic interest associations, the general public, resource developers and users, knowledge-based holders and professional associations and educators, and their agents: *that our inherent rights over our territory include the right to decide how our land will be used; the right to enjoy and occupy the land; the right to possess the land; the right to the economic benefits of the land; and the right to proactively use and manage the land and waters.*

kʷikʷəłəm has the right to determine the conditions under which third parties may access or use our lands and resources. We have the right to grant or withhold free, prior and informed consent on any activity that may affect kʷikʷəłəm resources, rights, or title related to these resources.

Our rights include, but are not limited to, rights reaffirmed by section 35 of the Constitution of Canada, the United Nations Declaration on the Rights of Indigenous Peoples, and provincial and federal laws implementing the Declaration.

kʷikʷəłəm will respectfully enter into good faith dialogue with governments, resource users, developers, and the general public to support them in understanding their duty to give notice, inquire, engage, consult, and where appropriate accommodate, in a manner consistent with the standard of free, prior and informed consent and consultation case law.

kʷikʷəłəm will take appropriate steps to enforce our Indigenous rights, including Indigenous title and economic benefits arising from our all lands, waters, and resources.

This Declaration of Economic Land Rights has been adopted by resolution of the kʷikʷəłəm Council on the date of December 18, 2020

Signed by the kʷikʷəłəm Council in Coquitlam BC on this 18th day of December 2020.


Chief Ed Hall


Councilor George Chaffee


Councilor John Peters

Purpose of the CCP

A comprehensive community plan (CCP) is a community-driven, community-based planning process with meaningful involvement of the members of the community throughout. It is holistic and takes a look at all aspects of the community – from housing, education, health, lands and resources, economic development, culture and beyond. The CCP outlines the community's vision for the future, goals, as well as how to get there.

The Kwikwetlem CCP has been in motion since 2008, with the most recent CCP completed in 2015. The CCP should remain a living document, which means it should continually be evaluated to ensure it is reflecting the needs of the community. The CCP should be reviewed every 5 years and updated as necessary.

Past Planning

Kwikwetlem First Nation is committed to the Comprehensive Community Planning (CCP) process to shape decision-making and program development for the Nation. The Nation first entered into a CCP process in 2008 with the creation of a CCP Outline that was used to create a Chief and Council Five Year Plan in 2009 and a Full Length CCP in 2011. The Nation continued the CCP process and put forth a revised Action Plan in 2012. A completed Comprehensive Community Plan, alongside an Administrative Strategic Plan, were completed in 2015. Council and staff have used these planning documents to address the needs identified by the members and work towards achieving the community's vision for the future.

The Nation has undergone a great deal of growth and change in recent years in line with the visions outlined in previous CCP documents.

Where Are We Now?

The previous CCP was completed in 2015, and as of 2021, the Nation has undergone substantial changes. The community voted in 2016 on a land designation for a portion of IR2, while KFN Enterprises has been preparing the ground for future development once the IR2 Land Use Plan is complete. Economic development on IR2 will generate sustainable revenue for the Nation into the future. Kwikwetlem has also completed a Land Use Plan for IR1. The Nation has been working to complete a land use plan encompassing the traditional territory as well as a cultural revitalization plan. Kwikwetlem launched a Title and *Charter* claim in 2016 for a portion of its traditional territory and has been doing the work to protect its title and rights, including building a Lands and Resources Division to support referrals and consultation, land use planning, resource stewardship, and land management. The Kwikwetlem Land Code was ratified on July 1, 2020.

The community's population has grown, and more and more citizens are hoping to return home. To accommodate this, the Nation has built a playground and park on IR1 and is constructing an affordable multifamily housing development for families, elders, and young people on Lot 16. Kwikwetlem has formed a Housing Society to work towards providing more housing for members. The Nation's Health Department has provided increased programming for families and youth in a variety of areas, including culture and life skills. The Health Department has also implemented various other programs including a regular fresh produce market, home care, and driving services for members in need of supports or assistance.

- **Implementation:** staff need a clear path to implementation. The CCP needs to be structured in a way that provides clear direction to leadership as well as staff. Goals and actions need to be clear in terms of which departments are responsible.
- **Communication:** communication is one of the main issues in the community. Improved communication of the CCP is important, including: linking administrative tracking and reporting to the CCP and using this as the framework to communicate progress to the community, ensuring everyone understands the link between the CCP, Chief and Council, staff and the community, and making sure the road maps for staff include community-developed indicators.

Community Engagement Strategy

A community engagement strategy was completed to guide the CCP Update process. A community engagement strategy is intended to identify the best ways to engage the community. Each community is different, and each individual is different. Everyone has different needs and varying ways in which they want to be engaged in a planning process. An engagement strategy takes various needs into account to develop the best plan to engage the entire community in planning.

Community Planning Process

The CCP Reflection included a lot of community engagement and built planning capacity for the CCP Advisory Committee. The data collected during this process helped kickstart the CCP Update process, including an updated vision statement. We held a community visioning session as part of the CCP Reflection celebration, using a “net” that a CCP Advisory Committee member, Marie Hooper, had crocheted. Community members wrote words/phrases to describe how they saw their Nation in the future on paper fish and added them to the net. The CCP Advisory Committee worked with these responses to develop an updated vision statement that better reflected the community’s vision. This vision statement was then checked several times with the community.

Updating the CCP included further engagement with the community, including meeting with the Elders Group, hosting a community “Bannock and BINGO” night, and regular CCP Advisory Committee meetings to discuss the different parts of the plan. We conducted one-on-one interviews with each member of Chief and Council, as well as phone interviews with community members. We hosted a CCP Booth at the 2019 community holiday party to engage with as many community members as possible. We developed workbooks for community members to fill out – separate workbooks were created for youth and adults. The COVID-19 pandemic posed some challenges during this update process, and didn’t allow us to hold some of the meetings and events that we were hoping to. However, we were able to get creative and get the community involved in this CCP update process to make sure as many people’s voices had a chance to be heard as possible.

Kwikwetlem CCP Advisory Committee

The CCP Advisory Committee was formed in January 2019 to support the CCP Reflection and the CCP Update. The Committee is made up of volunteers, and was intended to provide recommendations and guide the CCP update process.

The Committee will remain active going forward to act as stewards of the Comprehensive Community Plan, making sure it remains a living document.

Guide to using the CCP

For community members

This plan is intended to guide everyone – Leadership, staff, as well as everyone in the community. The CCP is a way for us to come together as a community to work towards our common goals. We can all use this plan to help us determine our future.

The CCP is holistic, meaning it covers all aspects of our community. Get familiar with what is in this plan, and see if there is anything that calls out to you. There are many projects that you can support as an individual with the help of friends, family and staff.

For Leadership

The CCP represents the community’s vision for the future and a road map to get there. The CCP, with community support, will act as a guiding framework for decision-making.

For staff

The CCP should provide guidance for staff. The CCP has the support of the community, and should be referred to on a regular basis. Checking in with the CCP can help make sure that staff work plans are lining up with the community’s goals and objectives.

Guiding Values

Our plan is guided by the following values:

Belonging

- We gather together.
- Everyone belongs.

Pride

- We honour our traditions and cultural protocols.
- We take pride in our community.

Resilience

- We are strong and independent.

Respect

- We respect our elders.
- We respect each other and ourselves.

Responsibility

- We set a leading example for the children.
- We remember our history.
- We take care of our lands and waters.
- We pass down teachings and knowledge.

Support

- We make sure everyone is taken care of.
- We support our youth.

Where Do We Want to Go?

Vision

k^{wik}wəʔəm are a resilient people. We remain true to the core values and teachings of our ancestors to guide future generations.

About the Vision Statement

The community's vision statement describes where the community sees itself in the future – it tells us where we want to go to help us make decisions.

Based on feedback as part of the CCP Reflection, the community updated its vision statement in 2020 to make sure the community feels more connected to it. The CCP Advisory Committee brought together all the information the community talked about in the CCP Reflection. We held a community CCP meeting to talk about what our vision for this future is. People at the meeting wrote their dreams on paper salmon, and added them to a fishing net. We talked about what everyone had added to the net, and used this information to help us create our vision.

Goals

1. kwikwəłəm is a self-governing and self-determining Nation
2. kwikwəłəm people are guardians of our lands and waters
3. We are protecting and restoring our traditional heritage and knowledge
4. We are a proud, united and strong community
5. Our people are healthy, supported and realizing their full potential
6. We have strong relationships with our neighbours
7. We are guided by our future generations
8. We are living our culture as kwikwəłəm people

Objectives and Pathways

Governance, Administration & Communications

Governance, Administration & Communications consists of Leadership (Chief and Council), the administration (including administrative management and finance) and communications functions. This section of the CCP deals with decision-making, governance, policy development, communications, and the day-to-day operations of the Nation.

Objective 1: Ensure transparency and accountability

Pathways:

- Establish tracking and reporting system to report on CCP progress to members on an annual basis
- Ensure staff are working to involve and engage all members in projects
- Apply Heads of Family system to ensure communication and accountability
- Provide regular updates to the community from Leadership on decision-making and finance
- Ensure strong budgeting process is in place
- Manage staff transition and turnover to ensure consistency

Objective 2: Build governance capacity to support self-governance

Pathways:

- Update and ratify administrative policies
- Update and establish effective codes, laws and bylaws
- Build governance capacity of those elected to Kwikwetlem leadership
- Strengthen information and records management
- Support and engage with the Kwikwetlem Youth Council
- Pursue avenues to self-governance according to the community's direction

Objective 3: Actively build relationships with external governments and organizations

Pathways:

- Establish regular Council-to-Council meetings with neighbouring municipalities
- Develop relationship protocols with neighbouring First Nations
- Regularly engage with local MPs and MLAs
- Identify ways to share information about Kwikwetlem to external organizations, governments, and the general public

Objective 4: Support positive relationships within the community

Pathways:

- Coordinate with Health & Wellness and Culture & Language to prioritize community healing and conflict resolution processes
- Promote regular opportunities for members to gather together
- Provide supports for members to organize gatherings

Objective 5: Establish clear and regular communications with the community

Pathways:

- Improve communications process and methods to regularly provide information and updates to members
- Increase engagement between members, staff and leadership
- Engage both on- and off-reserve members in community programs and decision-making

Lands & Taxation

Lands & Taxation is the area of the CCP dealing with kwikwəłəm Lands (kwikwəłəm Lands mean reserve lands and any additional lands which fall under Land Code). The kwikwəłəm Land Code came into effect on July 1, 2020.

Objective 1: Ensure strong governance of kwikwəłəm lands

Pathways:

- Maintain and implement Land Use Plans for kwikwəłəm lands
- Implement and enforce Kwikwetlem Land Code
- Strengthen jurisdiction of kwikwəłəm lands through signage, agreements and enforcement

Objective 2: Establish places for gathering as a community

Pathways:

- Build a central community hub for hosting gatherings and accessing services
- Increase access to the Coquitlam River from kwikwəłəm lands
- Ensure there are multiple spaces available, indoors and outdoors, for the community to gather and host various types of activities and events

Objective 3: Ensure clear roles and responsibilities for economic development

Pathways:

- Establish relationship and formal structure between KFN and KFNE

Housing & Public Works

The Housing & Public Works section deals with housing for members, as well as the physical infrastructure and public works on kwikwəłəm Lands. This section also includes emergency management.

Objective 1: Increase housing supply so that kwikwəłəm people can come home

Pathways:

- Ensure land use planning includes space for enough housing units for all Kwikwetlem members who would like to come home
- Ensure population projections include future generations in housing planning
- Regularly engage with on- and off-reserve members to identify their housing needs

Objective 2: Ensure kwikwəłəm people have access to supports

Pathways:

- Coordinate with Health & Wellness to provide housing supports to members that need it, including Elder care and supportive housing
- Support those who need it to maintain their homes
- Support members towards home ownership
- Ensure accessible housing is available
- Coordinate with Health & Wellness to provide access to a safe house and/or temporary emergency housing

Objective 3: Strengthen emergency preparedness and safety

Pathways:

- Coordinate with external agencies to establish emergency response plans and evacuation routes for a range of emergencies
- Ensure Kwikwetlem Emergency Response Plan is up to date
- Coordinate with Traditional Territory & Resources to ensure the community is protected from floods
- Incorporate the impacts of climate change in emergency response planning
- Ensure debriefs are held after emergencies to apply lessons learned
- Ensure communications protocol is in place to quickly communicate threats to community members
- Establish a long-term program/body to protect community safety and security, such as a community safety unit

Objective 4: Promote community pride and responsibility

Pathways:

- Hold annual community clean-ups
- Host annual Shoreline Cleanup
- Ensure ongoing community maintenance, upkeep and asset management
- Ensure garbage, recycling and compost programs and facilities are available
- Incorporate cultural art, design, and language into the community

Objective 5: Pursue efficient and affordable energy

Pathways:

- Identify feasible options for sustainable energy projects in community
- Coordinate with organizations and utilities to improve energy efficiency in the community

Traditional Territory & Resources

Traditional Territory & Resources includes Lands & Resources, Referrals, and special projects within kwikwəłəm lands, including Riverview. This section of the CCP deals with téməxʷ, qáʔ, and all that is cicəʔ and λiləp (lands, waters, and all that is above and below).

Objective 1: Ensure recognition of kwikwəłəm presence and rights in the Traditional Territory

Pathways:

- Implement Stewardship Policy to guide referrals and consultation
- Ensure strong engagement in referrals and consultation
- Engage regularly with regional and municipal planning to ensure early and consistent participation in planning and development
- Protect Kwikwetlem rights and interests throughout the Traditional Territory
- Establish Kwikwetlem Guardians program to steward traditional territory
- Engage with development projects to reflect Kwikwetlem presence through art, place names, informational signage
- Ensure Traditional Knowledge is respected and applied appropriately

Objective 2: Ensure salmon are protected for future generations

Pathways:

- Strengthen fish stock through hatchery program
- Promote salmon-friendly urban development
- Promote habitat restoration
- Continue to lead the Kwikwetlem Sockeye Restoration Program

Objective 3: Establish kwikwəłəm co-management of the Coquitlam Watershed

Pathways:

- Support implementation of the Coquitlam River Watershed Strategy
- Develop a co-management agreement with Metro Vancouver
- Ensure tripartite resource management planning is conducted in partnership with Metro Vancouver and BC Hydro
- Coordinate with Education, Training & Employment to identify and train members in key roles relating to management of the Upper Watershed
- Enable regular access for members to the Upper Watershed

Objective 4: Protect and reclaim kwikwəłəm heritage

Pathways:

- Continue to enforce Kwikwetlem heritage and archaeological protocols
- Increase awareness of Kwikwetlem heritage and archaeological protocols
- Develop strategy to bring archaeological materials home
- Protect ancestral remains
- Bring archaeological and historical knowledge to members

Objective 5: Realize co-governance of kwikwəłəm lands and waters

Pathways:

- Pursue recognition of aboriginal rights and title through all possible avenues
- Develop strategy to lobby all levels of government (First Nations, federal, provincial, municipal)
- Build and implement effective records management system
- Apply kwikwəłəm Government Declaration of Economic Land Rights in all consultation

Culture & Language

Revitalizing culture and language is an important priority for the Nation. This section will guide staff and community members to strengthen culture and language.

Objective 1: Increase hə́ŋdəmiŋəm being spoken in the community

Pathways:

- Support members to attend language classes and programs
- Work with SD43 to provide hə́ŋdəmiŋəm content in schools
- Incorporate language into all events (external and internal)
- Include hə́ŋdəmiŋəm in all new signage
- Support parents and elders to speak hə́ŋdəmiŋəm to children
- Learn from neighbouring First Nations for ways to build language-learning

Objective 2: Re-establish culture into everyday life

Pathways:

- Build connections with neighbouring First Nations to share cultural knowledge
- Support members to become teachers in the community to share culture
- Showcase Kwikwetlem culture through events, performances, carving, art
- Coordinate with Health & Wellness to incorporate culture into wellness
- Incorporate cultural protocols into all events (external and internal)
- Ensure childcare is provided to support cultural learning
- Establish and regularly practice ceremonies
- Create opportunities for elders to share stories and pass along teachings

Objective 3: Return Big House culture

Pathways:

- Develop protocols for cultural sharing with neighbouring First Nations
- Build readiness for big house in the long-term, recognizing the importance of spiritual understanding and respect
- Conduct ongoing research and documentation
- Build cultural pride and respect in children and youth

Objective 4: Increase awareness of kwikwə́łəm culture throughout Traditional Territory

Pathways:

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- Collaborate with Communications and Education, Training & Employment to build capacity of members to represent the community externally (e.g. through traditional welcomes)
- Collaborate with Traditional Territory & Resources to develop materials (e.g. a book) showcasing Kwikwetlem culture, past and present
- Collaborate with Traditional Territory & Resources to identify opportunities to establish landmarks, art etc. throughout the traditional territory

Education, Training & Employment

This section deals with all aspects of members' learning and career development. It also includes youth engagement in things like sports and leadership.

Objective 1: Ensure everyone has access to opportunities and supports

Pathways:

- Strengthen tutoring program
- Develop programs to promote literacy, reading and writing, and math skills
- Incorporate games and fun to promote learning
- Include art and culture in learning and programs
- Work with members to identify career plans and goals
- Identify education and training strategies to help members achieve career goals
- Provide resources and supports to help members succeed

Objective 2: Increase supports and programming for youth

Pathways:

- Provide programs and services for youth in the community, including mentorship
- Support the transition from high school to postsecondary and/or job training
- Support youth to build leadership and life skills

Objective 3: Build community partnerships to expand services and programs

Pathways:

- Identify and build relationships with key partners to support education, including SD 43
- Explore partnerships with other First Nations to provide culturally-specific education and training
- Identify partnerships to increase training opportunities

Objective 4: Establish consistent long-term programs

Pathways:

- Obtain long-term funding through grants and partnerships to support programs
- Ensure programs and events follow predictable schedules
- Maintain supports as students progress through school

Health & Wellness

Health & Wellness is an important focus for the Nation. This includes all aspects of individual health and wellness, as well as the wellbeing of the community as a whole.

Objective 1: Foster community healing

Pathways:

- Coordinate with Culture & Language to ensure cultural revitalization is linked to community and individual healing
- Ensure a trauma-informed approach to community healing that acknowledges the impacts of colonization and residential schools
- Provide training and programs to raise awareness of lateral violence and promote lateral kindness
- Organize regular outings and events to promote community relationship-building
- Establish community conflict resolution process

Objective 2: Ensure mental health and wellness is supported

Pathways:

- Ensure counselling is available in the community
- Ensure cultural supports are available
- Provide community training to raise awareness of the impacts of colonization and residential schools, the community's history

Objective 3: Ensure childcare is available to the community

Pathways:

- Establish a community childcare centre
- Support babysitting training for youth

Objective 4: Promote cultivation and use of traditional medicines

Pathways:

- Coordinate with Culture & Language to promote learning about traditional medicines (cultivation, use and gathering)
- Coordinate with Traditional Territory & Resources to support members to cultivate and gather traditional medicines in the Kwikwetlem Territory
- Incorporate traditional medicines into health practices provided to Kwikwetlem members

Objective 5: Support life-long health and fitness

Pathways:

- Provide access to fitness facilities to all members
- Provide supports for expecting and new mothers and parents
- Support and create spaces, programs and services for children and youth
- Provide programs to build capacity around nutrition and life-long healthy lifestyles
- Ensure all members have access to healthcare supports and services
- Ensure all members regularly have access to fresh, healthy foods
- Provide regular transportation services to connect members to healthcare and other supports and programs
- Ensure application of Jordan's Principle
- Promote early childhood development

Economic Development

Economic development is a major way for the community to achieve its goals. Economic development initiatives can provide revenue to fund the projects and initiatives identified in this CCP.

Objective 1: Establish supports for kwikwəłəm small businesses

Pathways:

- Coordinate with land use planning and development processes to identify spaces on kwikwəłəm lands for member small businesses
- Coordinate with Education, Training & Employment to identify needs and provide training supports
- Promote awareness of tax exemption for on-reserve businesses that are 100% owned by members

Objective 2: Ensure kwikwəłəm people are financially secure

Pathways:

- Continue to employ Kwikwetlem members through Saskay Land Development
- Coordinate with Education, Training & Employment to link training and career planning with opportunities linked to the Nation's economic development
- Strive for full employment of all members who are able to work
- Coordinate with other departments to identify potential job and training opportunities
- Build financial literacy of members through workshops

Objective 3: Achieve financial independence through sustainable revenue

Pathways:

- Coordinate with Lands & Taxation to ensure development of kwikwəłəm Lands promotes opportunities to generate sustainable revenue as part of IR2 Land Use Plan
- Coordinate with Traditional Territory & Resources to identify economic development opportunities that promote the Nation's stewardship Objectives and provide revenue generation opportunities, including a procurement strategy
- Coordinate with Traditional Territory & Resources and Culture & Language to connect economic development with cultural revitalization
- Ensure profits from economic development endeavours are directed to the KFN administration to fund programs and supports for members

How Will We Get There?

Suggested Actions

The following section identifies suggested actions for each category of the CCP. Many of these actions and projects have been suggested by community members. These actions are not an exhaustive list; they are intended to give ideas and direction to staff and community.

Actions have been identified as either Quick Start (can be achieved in 6 months or less), Short Term (1-2 years), Medium Term (3-10 years), or Long Term (longer than 10 years). This is with the understanding that we can get some projects underway to build momentum, but some things are going to take us longer to work towards. Actions may be completed faster than expected.

Governance, Administration & Communication

Quick Start (0-6 months)

- Use CCP to guide Yewal Siya:m and administrative strategic planning, annual budgeting
- Adopt CCP tracking and reporting tools to guide all staff and ensure consistent tracking and monitoring on a quarterly and annual basis
- Implement the Governance Policy:
 - Establish and follow regular Council meetings
 - Adopt templates for consistent staff updates, meeting agendas and decision-making

Short Term (1-2 years)

- Establish annual CCP feast to celebrate accomplishments and report back on the CCP
- Establish annual budgeting and quarterly reporting process
- Finalize and ratify previous draft policies
- Identify policies that are missing or require revision and develop a timeline to complete them based on priority and budget
- Develop a work plan to complete Governance Capacity Development Plan based on priority, current context and budget
- Develop and implement a communications and engagement strategy to facilitate communications and engagement among staff, leadership and community members
- Improve communications through tools such as social media, newsletters, the website, and events, and evaluate the effectiveness of these tools in providing information that meets the needs of community members
- Redevelop the Kwikwetlem First Nation website and use it more effectively as a tool to share information, and improve communications, to the public and community membership

Medium Term (3-10 years)

- Update Election Code
- Finalize Membership Code
- Develop k'w'k'w'x'əm Constitution
- Develop and update policies and laws as identified in work plan
- Develop a policy to guide storing information and data, and provide training to staff to ensure consistency in usage
- Research and implement relationship management software to gather data on external relationships in government, industry, the community and other First Nations that can be shared among leadership and staff (e.g. Salesforce)

Lands & Taxation

Quick Start (0-6 months)

- Adopt land use plans for IR1 and IR2 and ensure they are in alignment with Land Code, including the Zoning Law

Short Term (1-2 years)

- Develop and implement laws as required by Land Code
- Review Trespassing Bylaw and determine if updates are needed to ensure respect of KFN lands by visitors/outsideers; ensure enforcement mechanism in place
- Develop agreements with neighbouring organizations, including Metro Vancouver and the Forensic Psychiatric Hospital, to ensure protocols are in place to respect KFN lands according to the Nation's laws and policies (e.g. trespassing or access)
- Ensure structure of KFNE is updated and clarified, including:
 - Review examples and best practices of First Nations with successful economic development corporations
 - Ensure legal and accounting framework is in place
 - Clarify reporting structure to Leadership
 - Ensure KFNE is guided by a Nation-led economic development plan

Medium Term (3-10 years)

- Coordinate with Culture & Language and Housing & Public Works to commission and install carved welcome figures and/or other relevant cultural fixtures at the entrances to KFN lands to communicate to visitors where they are in a positive way
- Coordinate with Housing & Public Works to ensure the community centre and other community spaces are developed according to the Land Use Plans
- Coordinate with Housing & Public works to ensure access to the river is prioritized (e.g. development of community dock on Coquitlam River)

Housing & Public Works

Quick Start (0-6 months)

- Coordinate with Lands & Taxation to ensure land use planning aligns with housing priorities
- Update population projections based on current Census

Short Term (1-2 years)

- Finalize Emergency Response Plan and regularly ensure it remains up to date
- Establish tools to effectively communicate threats to community such as bears, trespassers (e.g. automated texting/phone calls)
- Determine feasibility and potential structure of Community Safety Unit and coordinate with Education, Employment & Training to identify training needs
- Develop education program and signage to discourage littering and encourage members to use garbage, recycling and compost bins
- Coordinate with Coquitlam River Watershed Roundtable to establish and co-host Shoreline Cleanup as annual event

Priority Action: develop a permanent community building

The community identified the need to develop a permanent community building in the 2015 CCP. The community also developed a vision for this community centre in the IR1 Land Use Plan.

Ideas for this space include a gym, fitness centre, services and amenities for community members, a green roof/solar panels and an outdoor rooftop space. There should be space for gathering, and for cultural activities such as dancing and carving. Cultural and archaeological materials could be stored and displayed here. There should be office space for essential health services. The building could include Kwikwetlem administrative offices, or these offices could be located elsewhere. The community has identified that IR1 has limited space, so additional administrative office space should be considered on IR2. This building could also potentially include studio housing units.

It is important that the community is involved in the process to design and develop this new community centre.

Traditional Territory & Resources

Quick Start (0-6 months)

- Develop an MOU with Metro Vancouver to guide discussions surrounding the Upper Coquitlam Watershed

Short Term (1-2 years)

- Develop a Stewardship Policy that outlines the Nation's expectations for engagement and consultation to all actors in the Traditional Territory
- Implement a records management system to guide referrals, consultation and records management
- Update Heritage Policy
- Undertake mapping and studies to understand impacts of major developments (e.g. TMX) to heritage and resources

Medium Term (3-10 years)

- Establish a smokehouse/cultural building in the Upper Watershed to provide access to members and ensure security and stewardship

Culture & Language

Quick Start (0-6 months)

- Establish annual seasonal ceremonies that celebrate all life stages:
 - Spring – children
 - Summer – youth
 - Fall – elders
 - Winter – adults
- Identify meaningful gifts to provide as honouraria (e.g. medicines, gifts)

Short Term (1-2 years)

- Establish a Kwikwetlem radio station/podcast to share həŋqəmiŋəm and cultural stories
- Establish a cultural liaison to provide guidance to staff and support understanding of cultural protocols
- Develop harvesting programs with neighbouring First Nations including hunting, medicine gathering and knowledge
- Develop programs with neighbouring First Nations to teach drumming, dancing, singing to members who are interested
- Identify how to support fishers to bring others out to learn fishing and netmending
- Establish annual youth naming ceremony
- Create a small video project that involves children and youth interviewing elders
- Train members of Leadership and Elders to provide an introduction and traditional welcome in həŋqəmiŋəm
- Host regular həŋqəmiŋəm nights – e.g. həŋqəmiŋəm BINGO
- Coordinate with Health & Wellness to organize outings on the land, including camping, harvesting, ceremony
- Coordinate with Housing & Public Works to ensure cultural considerations are incorporated into the community, including cultural spaces and design of the new community centre
- Organize gatherings to visit/host neighbouring First Nations

Medium Term (3-10 years)

- Provide language classes to any interested community members
- Develop protocol agreement with First Nations that currently hold Kwikwetlem cultural knowledge, including Sts'ailes, to build relationships and identify process to responsibly return knowledge to Kwikwetlem

Long Term (>10 years)

- Build a community Big House

Education & Training

Quick Start (0-6 months)

- Establish a resource centre for members to access computers and support to prepare resumes and submit job applications
- Provide education services including tutoring within the community

Short Term (1-2 years)

- Ensure members have access to a trained career counselor
- Coordinate with Health & Wellness to provide life skills training including personal finance and budgeting, stress management and self care, cooking, cleaning and home basics

Long Term (>10 years)

- Explore establishing a community K-12 school with Indigenous teachers

Health & Wellness

Quick Start (0-6 months)

- Host annual community Health Fair
- Hold camping and day outings to get members out on the land in coordination with Culture & Language

Short Term (1-2 years)

- Provide training and workshops to build awareness and skills in lateral kindness and discussing historical impacts
- Hold community healing circles
- Investigate feasibility of childcare centre and develop business plan
- Access community garden plot in Colony Farm and identify members interested in and committed to gardening
- Maintain the community medicine garden in the community park on IR1 to provide access to traditional medicines
- Develop a community pamphlet on traditional medicines in collaboration with Culture & Language
- Develop a community cookbook with recipes submitted by community members
- Facilitate regular Moms Group meetings
- Coordinate with Housing & Public Works to ensure new community centre includes fitness facilities and space for programs

Economic Development

Short Term (1-2 years)

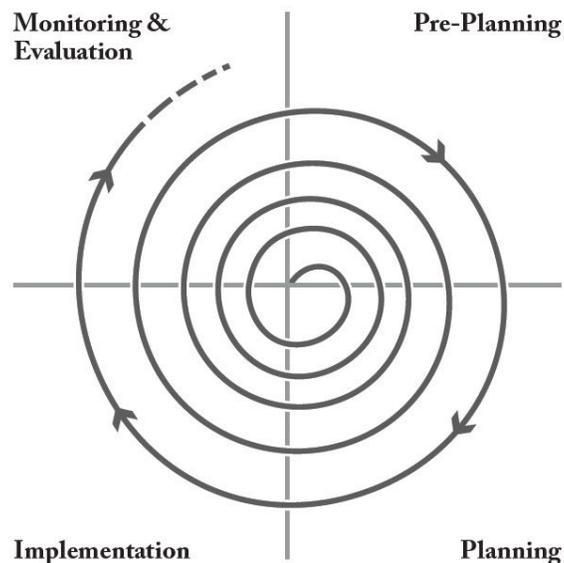
- Develop a community economic development plan

Implementation

The Seasonal Cycle

As *kʷikʷəłəm* people, we have always been guided by the cycle of the seasons. The changing seasons have told us what foods to eat, which medicines to gather, and where to travel.

Community planning is also a cycle. Our plan is a living document, and we will check back in to make sure it is working for us, updating as needed. The diagram below illustrates the ongoing community planning cycle.



Carrying out our comprehensive community plan will follow a seasonal cycle.

Winter

Winter is smokehouse season in our culture. Smokehouse season begins at the first snow on the mountains, and ends the first day of Spring. This season of the CCP will be for reflection and celebration. In our community, we celebrate adults.

Each winter, staff will report on progress towards the CCP. We will hold a community feast to celebrate the accomplishments of the past year, and to provide an update on progress towards the CCP to the community. Staff will use the results of these reports to create work plans and budgets for the upcoming year. Leadership will use the CCP to approve these work plans and budgets.

Spring

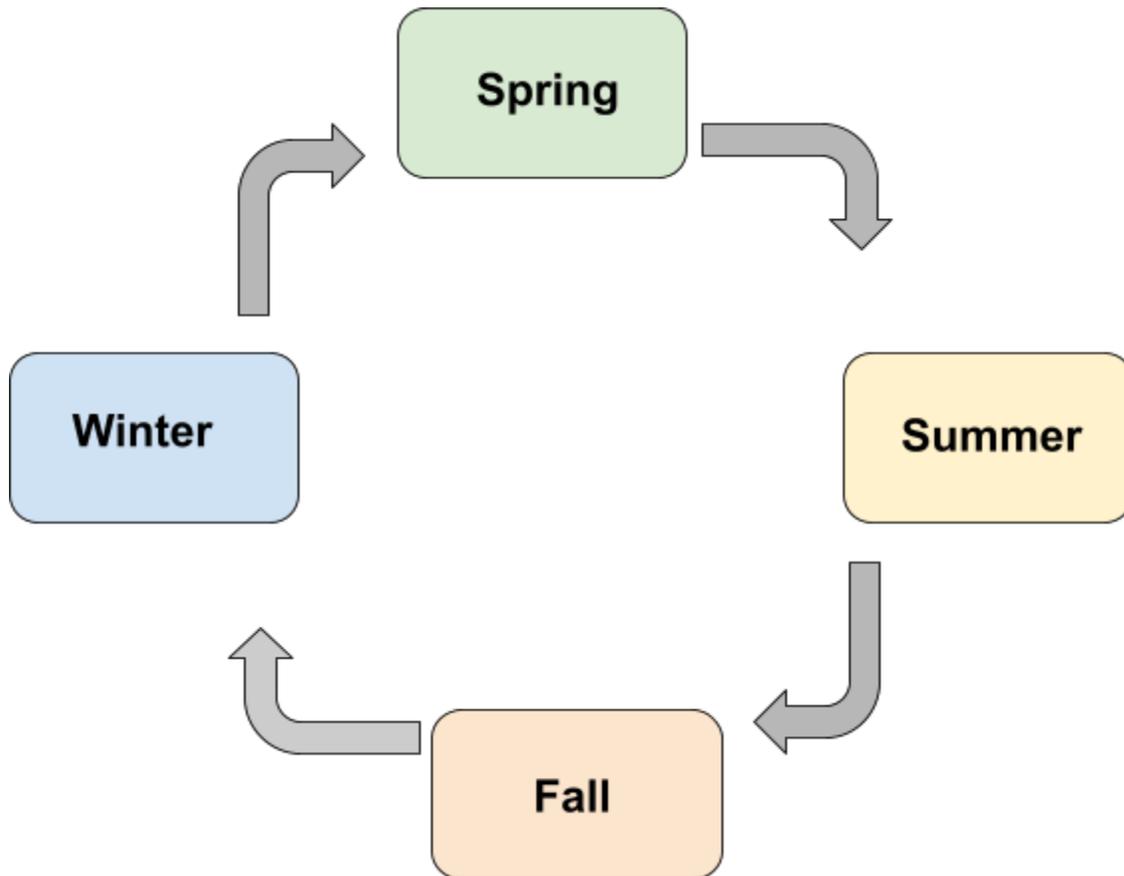
Spring is when things awaken, and first foods like the oolichans appear. This season of the CCP will be for getting to work. Staff will follow their work plans for the year, checking in regularly to track progress. In our community, we celebrate children.

Summer

Summer is when people are out and about, we harvest berries and the first salmon come. This season of the CCP will be for continuing the work. Staff will check in on progress and keep carrying out work plans. In our community, we celebrate youth.

Fall

Fall is when we start to ground ourselves. We fish for chum and coho to feed our community and prepare for the winter. This season of the CCP will be for continuing our work and starting to prepare for next year. Staff will continue programs and start to wrap up work plans for the year. In our community, we celebrate elders.



Have We Arrived?

Monitoring and Evaluating our Plan

While we carry out our plan, we will check in regularly on our progress to make sure we are on track. Every year, we will host a CCP Feast to discuss what has been worked on and celebrate what we have accomplished. Celebration is important – it helps us remember where we have been and carry on our momentum to get us where we want to go.

We will continue to monitor how the plan is working, adding updates as needed. Every 5 years or so, we will reflect on our CCP to make sure it is still working for us.

Moving Forward

This CCP is a living document. We will continue to use our CCP as a road map to guide us going forward.

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