



**XWCHÍYÒ:M**  
CHEAM FIRST NATION

# **CHEAM NATION STRATEGY PLAN**

June 2021

2021-2026

Facilitated by the Indigenomics Institute

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## 1.0 INTRODUCTION

Our old ways of life followed the rhythm of the land and the seasons. The Cheam people have been a fishing community since time out of mind. With the disruption of our practices, our families and our way of life through colonialism, this was followed by trauma. Over time, addictions became a way to cope but as with all rhythms, the call to bring our culture and ways of life back was strong. With the return of the longhouse to the community, today we are slowly beginning to recover and actively working on healing and changing this story together as individuals, families, leaders and as a community. We have come along way.

We stand up for ourselves with a strong voice- we fought for our fisheries when we needed to and will continue to. While we experience homelessness in our community today, our strong focus on belonging will help us to overcome this. Today, we are working on creating safe community spaces for family and cultural activities. Chief and Council want to ensure there is a strong unified strategy going forward that will support a foundational vision for the nation.

The following strategic plan sets out our vision for our collective future. It serves to outline what we will focus on in the short term and supports the establishment of longer-term goals for the Nation. It also identifies the objectives and actions we will pursue in the next five years to help make our goals a reality, and it commits us to developing measures we can use to know if we are successful. The current council realizes the existing mandate runs until 2026 and wants this strategy to serve as foundational for the Nation unifying Council mandates.

This strategy will help guide the community through these and other important decisions. It will serve to help elected leadership to determine priorities and budgets. Staff can identify activities and develop annual workplans. Annual operational plans will guide the implementation of the plan's objectives. This integration across government and administration and programs will ensure a consistent focus on the vision, goals, and objectives of the community and its members.

This strategy is meant to be the start of an ongoing dialogue involving members, elected leaders, management and staff. Over the next five years, this plan will need to be reviewed on a regular basis. Doing so will allow us to track our progress and identify gaps that need attention. We may need to update specific objectives as necessary to ensure we continue to work in a cohesive and effective way towards our collective goals.

Like the mountain goat, the pathway will not always be easy- steep terrain, and boulders or obstacles may be in our path but moving forward is the goal. It is time to disrupt the story of trauma and focus on our collective story of recovery, resilience, belonging and well -being as a community. This plan begins to serve that collective purpose.

#### A. Planning Objectives:

The objectives of this strategic plan are to-

1. Provide a forward-looking, planning strategy to achieve the vision and goals of Cheam members
2. Create a foundation for strong, member-centered governance that meets our responsibilities to all residents of the nation
3. Protect and celebrate Cheam identity and pride and serves to enable us to work together and move forward as one
4. Articulating realistic and achievable goals to support Council and management direction
5. Identify measures of success to track progress and identify areas of improvement
6. Be relevant to all our Members, including those who live off- reserve
7. Serves as a key tool and reference document for ongoing planning, reporting, and accountability in governance and administration
8. Support operations and management direction

## 2.0 APPROACH

Chief and Council set aside two days on May 27/28<sup>th</sup>, 2021 to come together to focus on the developing Council's plan ensuring Cheam First Nation is able to move forward in a positive way over the term of this current council and provides a foundation direction into the future. This strategic planning centers on:

- Examining governance processes and procedures and identify improvements to the structure and functioning of governance
- Upholding Council's values – the foundation from which we will support every council decision and initiative
- Assessing and acknowledging our internal strengths and weaknesses as well as any external opportunities and threats

- Developing strategic goals that will move us forward and align with each of the portfolio and program areas
- Identifying and prioritize projects or initiatives we will need to accomplish in order to achieve our goals.

Participants reflected on the strategic direction of the nation asking these questions-

- Where have we come from?
- What are we doing well?
- What are we here to do?
- What can we improve?
- What are we building?
- How are we going to get there?
- What are our core values to support our success?

### 3.0 BUILDING FROM OUR CORE VALUES

Centering Cheam's core values within the strategic plan helps to frame what we are about, highlights our teachings and ways of being into our way forward. Participants identified the following core values-

- Lecs'emoht <Spelling>
- Unity- oneness
- Working together
- Strong leadership
- Self-determination
- Inclusive
- Belonging
- Sovereignty
- Prosperity
- Well-being
- Tomi- yeqw- <Spelling> Critical thinking 7 generations forwards and backwards

### 4.0 CURRENT STRATEGIC CONTEXT

It is important to connect previous Cheam strategy plans to this current one for continuity. The 2016 plan focused on governance assessment – effectiveness, decision making and administrative oversight and relationship building this plan as foundational to building accountability systems within governance and administration processes. This plan highlighted where the nation has come from

in governance and administration and where at today as a way to set a strategic pathway. It is unclear the progress on progression of this plan over time.

The 2018 strategy cycle focused on separate governance and management and program/ services strategic goals based on Council portfolios. It is unclear the action taken on these goals. Today, building mandates for Council portfolios and strategic support to the administration will be key to the success of this current plan.

### A. Key Insights

Participants in this planning process identified the following initial key insights into the immediate planning context for the nation –

1. Leadership must be unified to work on a common vision, values and a road map. We need to start from who we are- our identity- instead of with problems. This plan is about building a foundation of unity- working together across time
2. The starting point is to stand up our administration- Council to provide clear strategic direction. Administration has been operating without a clear direction
3. It is time to really look at how we function with Administration, Rights and Title, Economic Development, and Programs/Services. The integration of all of these is where our success will be
4. It is important that we understand the distinction between politics and leadership. This nation needs leadership to move forward together.
5. It is time to acknowledge and address lateral violence and how that expresses itself throughout the community.
6. It is an important context for this current Council started without a budget in place and has turned that around to have a budget in place and consistent processes to ensure this is ongoing.
7. We are working on changing the story of our community to health and well-being by bringing our cultural ways back. We must acknowledge where we have come from and where we are at today.
8. Today we are working on creating new spaces for our children, families and for culture within the community. It is time to create conditions for well-being and prospering.
9. This plan can ground us- we can use this plan to center where we have come from and who we are instead of always focusing on the problem.

### B. SWOT Analysis

Chief and Council and management conducted an assessment of the strengths, weaknesses, opportunities and threats. This assessment process led to identifying goals within each of the focus areas along with the projects or actions required to achieve them.

### What can we improve? (Weakness)

Participants identified the following weaknesses-

Improve	How
Strengthen relationships/ connections with members	Develop an engagement framework
Reporting- programs	Develop an operational reporting framework
Financial reporting	Develop and confirm updated financial policy
Data management	Develop data framework to support management and governance decision-making
Communication	Build and confirm membership communication framework
Management/operation plan	Connect management/ operational plan to Councils strategy

### What are we doing well? (Strengths)

Participants identified the following strengths-

Strengths	How
Increasing employment opportunities	Focusing on employment strategies and programs
Creating spaces for children/ family/culture	Building playground
Increasing administration capacity and consistency	Clearer job descriptions and budget planning
Created a shelter to care for our members	Accessed shelter funding
Creating support systems for addictions	Increased access to programs and structures
Increased focus on well-being	Connecting well-being plan to health activities. Building a nation based strategy

## What are some immediate opportunities (HOW)

### Participants identified the following opportunities for the Nation-

- Increase Cheam jobs
- Create a positive community
- Celebration- post pandemic
- Increase knowledge and response to drug/ sex trafficking- knowledge of who is coming into the community
- Establish a Tribal Police Force
- Develop a community safety plan

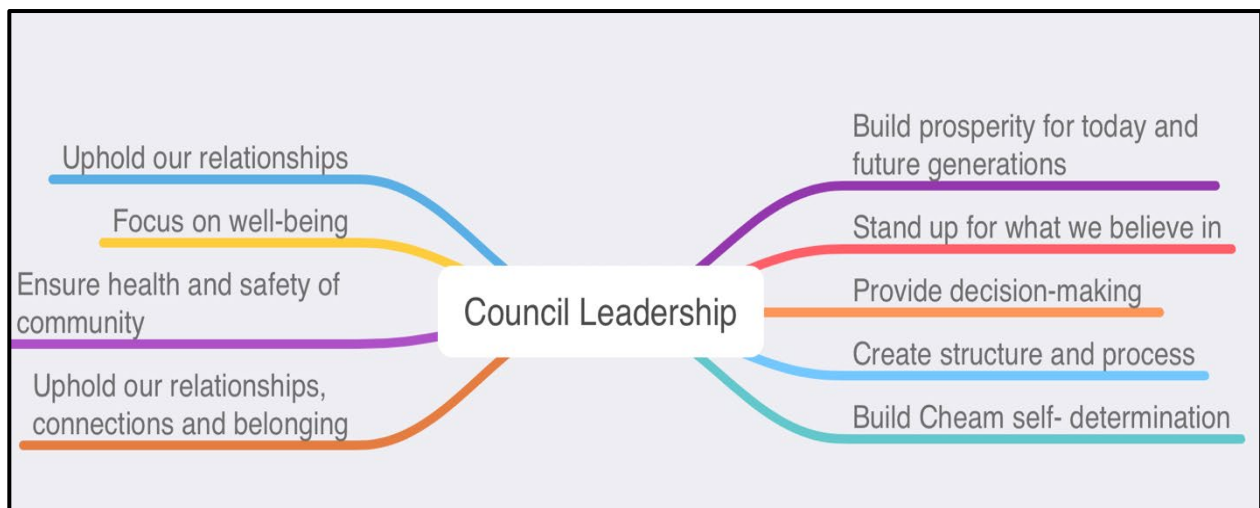
## What are some current threats?

Participants identified the following immediate threat to the Nation-

- Administration capacity/ consistency
- Violence
- Safety of the community
- Safety of the playground
- Funding sources
- Drug/sex trafficking
- Governance and management consistency
- Lack of information about the membership to make informed decisions

### C. Key components of a Cheam leadership model

As leaders, Council reflected on the question- What are we here to do as leaders? These core components reflect the leadership focus of the Nation-



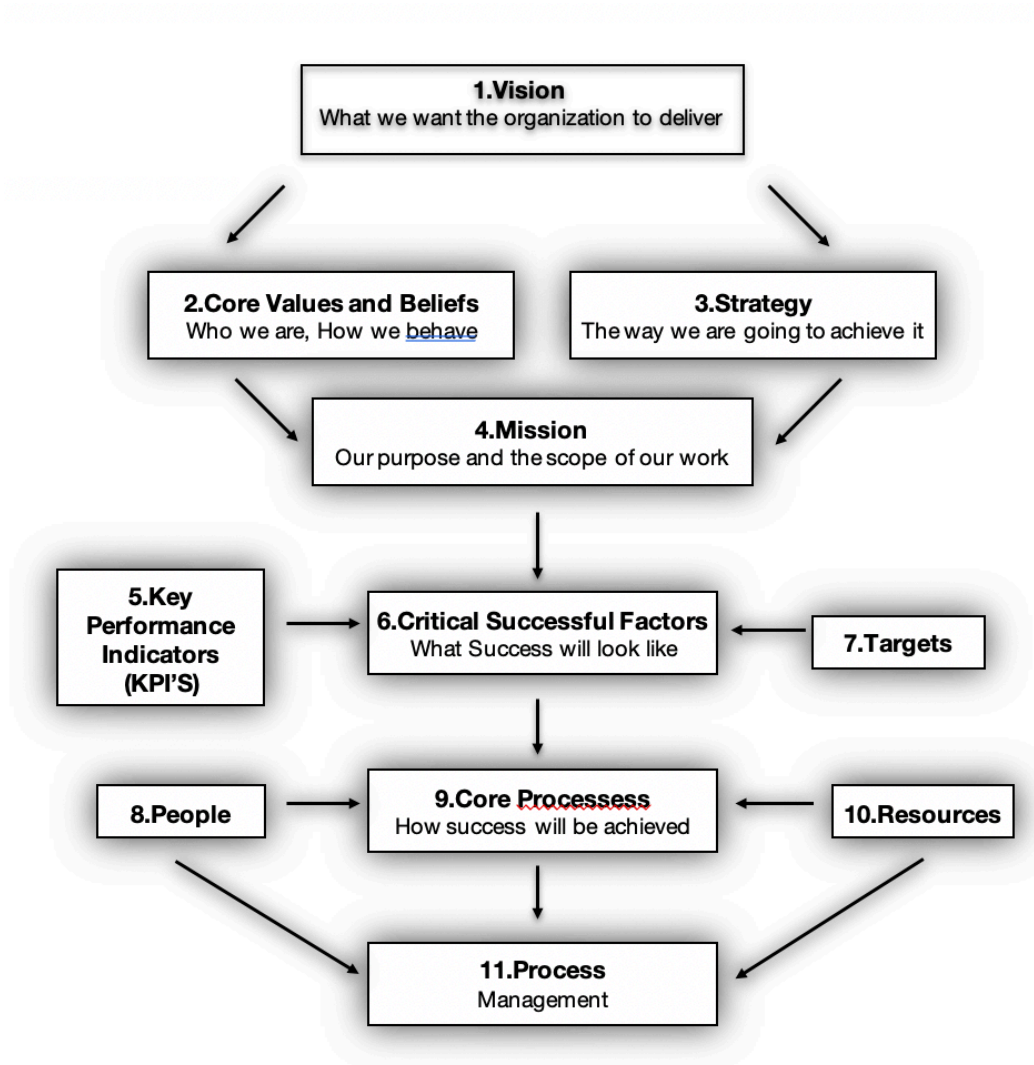


Making strategic decisions based on these core leadership components will serve the Council to focus on reporting on responsibility and outcomes overall.

## 5.0 EXCELLENCE FRAMEWORK

The following excellence framework allows insight into core focus areas of development. By focusing on the core elements of excellence it allows insight away from just a problem area towards concrete structures, processes and actions.

Each of these focus areas allow strategic insight and actions to be developed that support governance and operational management of the nation.

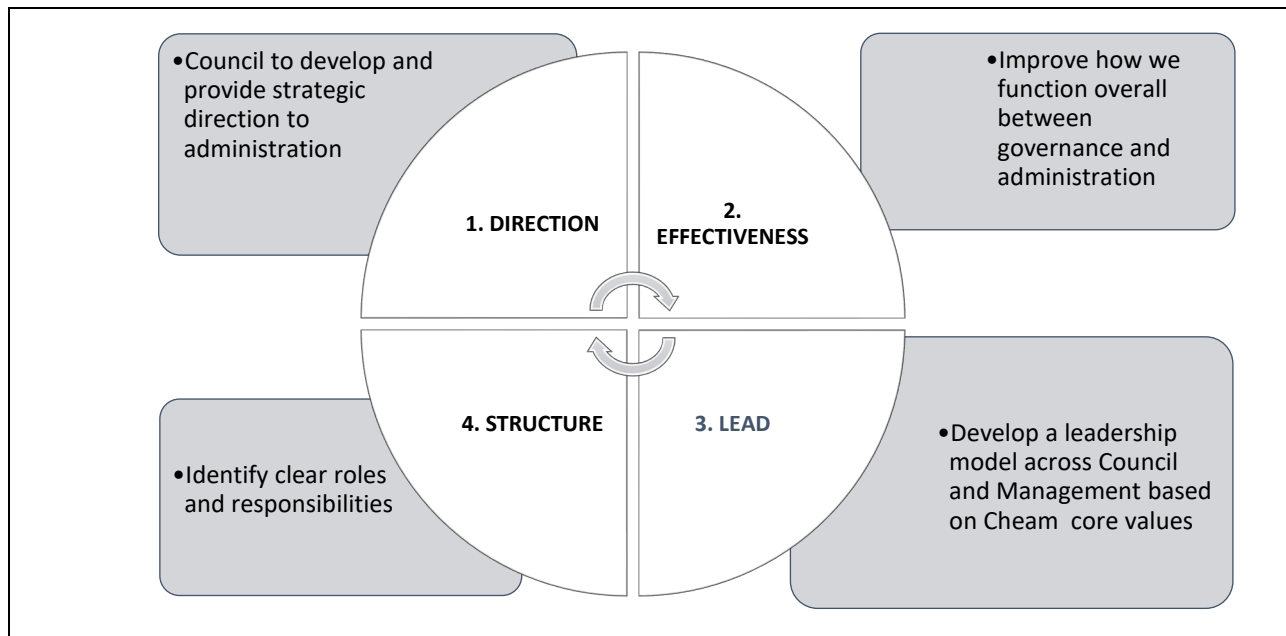


To be better able to align the strategic framework to these eleven areas of focus will allow a demonstratable pathway towards organizational excellence, effectiveness and efficiency in decision-making for Council and administration.

## 6.0 STRATEGIC FRAMEWORK

### A. Priorities

The following four core strategic priorities were identified by participants-



### B. Strategic Goals - Intentions

Participants identified the following strategic goals-

1. **Goal 1.** Increase Cheam areas of jurisdiction and authority
2. **Goal 2.** Implement Cheam rights and title
3. **Goal 3.** Build Cheam prosperity
4. **Goal 4.** Facilitate Cheam independence
5. **Goal 5.** Increase Cheam stewardship and responsibility areas
6. **Goal 6.** Facilitate health, wellness and belonging in our community

C. Cheam Strategic Framework

STRATEGIC ACTION	HOW WILL WE GET THERE	WHO	Timeline			Status - % Complete			
			Year 1-2	Year 3-4	Year 5	25	50	75	100
1. Develop a housing strategy-	Look at options for development not just current housing program/ policy limitations. Build a structure with business focus not just program-shift away problem solving towards driving development	Management/ Housing portfolio							
2. Alignment of Lands/ Ec Dev and Admin and Governance	Strengthen structure for processes, development and rights and title	Management/ Lands portfolio							
3. Develop a data strategy	Track membership information to better inform decision-making	Management			Ongoing				
4. Develop a management operational plan with risk management	Develop an annual operational plan-report on at Council meetings. Create Council agenda's that reflect strategic goals and priorities and actions	Management/ Council		Ongoing					

<p>5. Increase functioning of the land code</p>	<p>Work with Lands staff and Council portfolio- identify key areas to address</p> <ul style="list-style-type: none"> <li>- Address appeals process</li> <li>- Activate land code clauses/ sections</li> <li>- Review Law making and develop new laws as required through direction of staff/ management input</li> </ul>	<p>Staff/ Lands portfolio</p>		<p>Ongoing</p>					
<p>6. Council to provide departmental strategic direction- provide portfolio mandates</p>	<p>Outline mandates of individual portfolios and develop a work plan outline for each</p>	<p>Management work with Council</p>							
<p>7. Align governance strategy to operational plan</p>	<p>Develop an annual Governance work plan- align goals with Management and report on key</p>	<p>Management/ Council</p>		<p>Ongoing</p>					

	outcomes								
8. Address delegated authority-structure and oversight built into organizational chart. Include Council and portfolios on the org chart. Build/define Cheam consent and authority process-restart Cheam rights and title strategy	Review authority and jurisdiction areas with Council. Develop Rights and title strategy. Align with Land Use planning process and CCP plan	Management with insight from Portfolio lead							
9. Complete community on wellness plan-link to health clinic certification	Build wellness plan, resources and connect -review certification process			Ongoing					
10. Build a membership communication and engagement framework	Work with communications role to build a communication framework. See section 7 A	Management/ staff- Council to confirm framework							

11. Alignment of relationship with the Cheam Enterprises	Build collaboration and decision- making mechanisms between Council and CEI	Management							
12. Create a governance manual for Council	Develop Cheam governance manual as well as orientation package for new council	Management							
13. Work with Administration to identify resources to achieve the key outcomes in the plan- align budget		Management- work with Council							
14. Develop Council workplan and mandates for portfolios		Council							
15. Develop a community safety plan –		Management- staff							
16. Explore a Tribal Policy Force									
17. Update organization	Expand structure of chart to include-	Management							

chart	alignment of lands/ ec dev and other core Cheam organizations <ul style="list-style-type: none"> <li>- Highlight Cheam obligations</li> <li>- Describe roles and responsibilities</li> <li>- Describe financial relationships and policies</li> </ul>								
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**D. Governance Portfolios**

Organizing strategic actions around existing Council Governance portfolio's

PORTFOLIO	FOCUS	STRATEGIC DEVELOPMENT AREA
<b>Governance:</b>	Policy Development; External Interactions; Title and Rights (fishing, hunting, land claims traditional, culture); Financial Planning	1. Ensure clear governance and operational policies 2. Develop a title and rights strategy 3. Connect land use plan 4. Ensure there is an annual operating financial plan
<b>Education:</b>	Training; Professional Development; Language	
<b>Health &amp; Social:</b>	Child & Family Services (Xyolhemeylh); Drugs & Alcohol Addiction; Health Care; Justice	
<b>Administration:</b>	Personnel; Hiring, Evaluations & Progressive Discipline; Communications; Finance & Taxation; System Development	
<b>Land Use &amp; Community Development</b>	Housing; Public Works; Land Use; Economic Development; Capital Projects	

<b>Culture, Social &amp; Recreation:</b>	Longhouse; Funerals & Memorials; Celebrations; Recreation	
<b>Fisheries:</b>	Resource management	



## 7.0 OTHER

### A. Communication/ Engagement Action

Developing a membership communications strategy and engagement strategy was seen as a foundational focus area going forward. Strengthening process through the communications role will support the approach. Confirming different intentions of communication and engagement is important to identify for members-

#### **Type of engagement-**

The following types of engagement were identified to support community engagement. By confirming these types of engagement, membership can grow to expect a Cheam engagement approach that supports their input over time-

- New information
- Decision needed
- Issue management
- Status update
- Strategy update
- Feedback/planning

### B. Lateral Violence Specific Actions

Council is acknowledging and wanting to address lateral violence in the community and begin to address this starting with the leadership of Council and management and staff. Some specific actions relating to addressing lateral violence include-

1. Create standards process and culture of addressing through leadership-
2. Social media boundaries
3. Cheam building/property rules and process
4. Lateral violence training for Council/ Admin, staff and community
5. Trauma informed education training for Council, admin and staff

## 8.0 CONCLUSION

### A. Desired outcomes of the strategy

The following five outcomes of this strategy plan were identified-



Each strategic action is intended to create the above positive outcome for the Nation. Each of these outcomes creates stronger alignment between governance, administration and the community members.

## Appendix A- Strategic Insight Profile

As part of the pre-planning for the strategy session, a series of interviews was undertaken with Council and Management to gain initial insight into the current context. The following section outlines the responses-

### 1. What are some areas this strategy should focus on?

- Roles/ responsibilities- developing consistency and management capacity- understaffed
- Staff turnover-addressing retaining staff in key roles
- Education – program funding for student support
- Balancing economic dev side with culture and history
- Divide in council- some want to focus on rights and title and some want to focus on economic development
- Need to improve governance – need more community involvement and direction
- Operational and governance policy- We need to be following and building accountability. We have lots of policy that is not tracked nor approved over the years
- Overall health of community
- Infrastructure for the community – water, connectivity

- Accountabilities- For council, administration and staff – we need to build an accountability of results and strategic vision
- Strategy planning – building a clear approach and goals
- Housing/ Land development- Look at revenue streams
- Additional housing and infrastructure to support housing- sewer, water
- We need to create clearer approach and goals – achievable workplan with goals and deadlines
- Communications - Community has a Facebook group.
- Lots of misunderstanding. Our people don't know what's happening
- Council needs to achieve buy in from the community
- Increased opportunity for engagement and feedback
- Strengthen communication process- keep building this
- Recent changes in admin – build consistency
- Need to work on Cheam laws- we have proposed laws but never signed off on
- Building trusting environment in the administration staff

## **2. What have been some recent 'wins' for Cheam?**

- Developing a stronger financial structure- roles and responsibilities
- Hired qualified managers
- Approval to build multi- phase playground
- Council is supporting administration- trust in team to get things done
- Hiring of CAO
- Wellness role
- Building internal administration capacity
- Hired a new health/wellness director -housing, trauma, strong families- building 5 year plan and vision for health and wellness
- Increased transparency
- New staff/ management consistency and strong - Less reliance on contract roles

## **3. How effective is the organization in delivering its strategic vision?**

- We are just getting started now
- Zero, don't even have a clear one
- Administration has never been given strategic direction
- Currently not clear on our direction
- Not very effective
- Don't know what the vision is
- Need clear goals and then how to communicate these
- We have improved in the short term
- Consistent leadership approach
- Getting better at communicating with membership and staff better

- We are on time, we are at a tipping point of bigger things happening
- This strategy will reinforce the overall vision
- Alignment of staff to this vision- build commitment to the vision

#### **4. WHAT DO YOU SEE AS SOME EXISTING CHALLENGES?**

- Finding funding to pay for changes for the rapid growth of the nation
- Lack of community involvement
- Divided council - Different political agendas
- Covid- delays
- High staff turnover- lack of direction and leadership
- Lack of communication to community
- Lack of engagement
- Lack of focus or any expectations- what are deliverables, milestones- there are none so causes chaos
- High turnover of staff
- Small team
- Not a lot of deep knowledge, how historically done, what has or hasn't worked
- Lots of questions and no clear answers on where to turn to get answers
- No operating plan
- High addictions rate and support
- Attitudes of majority of membership- feel hopeless
- Well-being and self esteem
- Caring for where we live- physical environment- building pride
- Balance social well- being in the community

#### **5. WHAT DOES 'SUCCESS' LOOK LIKE AT THE END OF A TWO YEAR STRATEGY PLAN?**

- Employees feel like they have contributed and can see results of their contribution to the goals and plans
- We have accomplished goals or can report on where at with them
- Connect to the next phase of strategy started
- Comprehensive community plan provides a road map
- Ongoing communication plan for the community
- Effective health and wellness plan
- Achievable benchmarks set with detailed workplans and budgets
- To have additional housing with proper infrastructure
- To have clear understanding of how the CEI supports the nation- how CEI part of growth and financial sovereignty of the community
- Have financial reporting and community engagement with CEI.

- Community park/recreation – completed. Children have a safe place.
- Having a clear picture of where we are going and steps
- Clearly articulated goals and milestones
- Measurable outcomes
- Buy in from community- everyone feels confidence the nation is going in the right direction
- Developing and implementing Cheam laws as required
- Will provide support to the peacekeepers- back up bylaws
- Visually seeing/witness what is being approved turned into a finished project – project completion
- Have the land use plan fully implemented- allow development of specific lands that will pay return to members- members start seeing benefits
- Involved with local nations on Bridal Falls Gondola project – long term project. Project development
- We are hitting our milestones and targets
- Success means involving the membership

#### **6. WHAT SHOULD BE SOME IMMEDIATE PRIORITIES FOR THE NATION?**

- Building a healthy community, address addictions.
- Getting members ready for employment through wellness programs
- Staff/management here for the members- main focus is service to members
- Communication – what's happening, who is who, structure, results
- Health and wellness directive- putting together a comprehensive health plan
- Community engagement is low- committee functioning
- Comprehensive community plan is moved forward
- Health and wellness plan – reduce addictions and poverty. Aligned services with wrap around support. Meet clients where at.
- Regular communication from council
- Housing developed for members
- Land development- CEI is looking at developing a number of acres- with land leases and taxation- revenue planning.
- Getting a Council document together- what has happened in 2 years. Inform community
- Determining goals and sharing with the community
- Project development plan is clear and a working document between Council and administration
- Unity of leadership- clear unified goals and vision
- Whole term spent on dealing with covid and crisis context- difficult to move priorities forward
- Potential of longer term to get priorities done

- Unity of membership- strategic vision
- Continuity of staff
- Gaining confidence of membership

**7. WHAT IS MOST NEEDED RIGHT NOW FROM YOUR PERSPECTIVE TO SUPPORT THE FUNCTIONING OF THE NATION?**

- Funding approach is needed
- Identifying and understanding what members want and need
- Council to be putting forth one voice, one vision – the community feels this
- Council unity and direction
- Hold CEI more accountable- community and administration to understand around funds and revenue etc
- Strategy plans aligned or integrated and reflect each
- Build comfort level between administration, council and community- al working for greater good or common purpose.
- Process- communicate results and accountability
- Council unity is a struggle- one vision and commitment to that
- What areas can council agree on have agendas heard- can we do both?
- Staff capacity and consistency of roles and responsibilities
- More guidance from leadership
- Consistent funding streams
- Internal communications across departments- what each department is doing
- lands and offer increased options for senior and elders
- On north side of river- poor water quality. Needs upgrading
- Attract developers to cheam- build foundation
- Balance in management and economic structures
- Pick up on immediate opportunities- balance infrastructure development with economic or housing priorities
- CP's process in order- (Example- 10-12 listed on a CP lot- need strategy to manage this somehow.)
- Committee membership and mandates- manage Terms of Reference and participation– increase functioning. Increase membership interest in participating.
- Efficiency of decision-making