



Executive Summary

Strategies North Advisory Inc. (SN) partnered with Xwchíyò:m First Nation (Xwchíyò:m) leadership to reflect on current operations and to plan for the years ahead. Results from the engagement sessions included a new vision statement, key themes, and priority objectives, which form the foundations of a comprehensive strategic plan which will guide the work that Xwchíyò:m undertakes over the course of the next several years. This report, combined with future work to identify actionable steps to achieve priority objectives, are meant to be parts of a living process and document that can be adapted to best serve Xwchíyò:m First Nation.

The first exercise was to develop a new vision statement for Xwchíyò:m. Leadership strongly expressed that any vision needs to focus on “us” and “we” as a Nation, to reinforce the entire community moving forwards together, rather than progress being spearheaded by Chief & Council — an inherently colonial and hierarchical body. Three main themes emerged:

Healing, Health and Wellness: The community needs to continue on the path of healing from the traumas and intergenerational effects of colonialism, including healing the people, lands, and waters together. This would include the creation of advanced facilities in the community focused on holistic wellness (physical, mental, emotional and spiritual) for the benefit of Xwchíyò:m members and Xwchíyò:m’s neighbours.



Connectedness and Inclusivity: Leadership expressed the need to strengthen bonds and foster collaboration with Xwchíyò:m’s neighbours and within the community. Likewise, there was a desire for leadership to remain focused on **Mestiyexw**, meaning ‘all of us people,’ and actively engage with membership, promoting inclusivity and participation in Xwchíyò:m’s future.



Rights and Title: Topics of sovereignty, self-determination and reclamation were tied to any future vision for the community. That includes asserting Xwchíyò:m’s inherent title and rights, regaining jurisdiction over the traditional territory, and remembering traditional governance concepts of respect and understanding.



Vision Statement

*‘As a sovereign Nation, we collectively honour our past. We work today towards a thriving, prosperous future gathered around our **Xwexwilmex teachings**. Xwchíyò:m Mestiyexw will use **letsemot** and our guiding principles to create community health and wellness, multigenerational education, housing and land stewardship. By healing our people and our lands together, Xwchíyò:m Mestiyexw will collaboratively work towards achieving self-determination, cultural preservation, sustainable development, holistic well-being, and delivering unparalleled service.’*



Through a series of other engagement activities such as a cover story activity, an analysis of Xwchíyò:m’s Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis), and a current situational analysis for each portfolio, key priorities emerged. Leadership was asked to rank each priority based on level of importance by individual portfolio.

The overall top priorities are as follows:



OVERALL TOP PRIORITIES

PRIORITY OBJECTIVES	PORTFOLIO
Create housing strategy, develop housing and related infrastructure (water treatment, etc.)	Lands & Infrastructure
Formally assert inherent rights and title	Culture, Rights & Title
Revitalize Xwchíyò:m culture and Halq'eméylem language	Culture, Rights & Title
Build Capacity – Children and families committee/advisory group	Education, Health & Social
Create a Community Health Plan	Education, Health & Social
Create community safety plan and enforcement plan	Justice
Create Custom Election Code	Governance
Create an Economic Development Strategy	Economic Development
Construct a culturally grounded and spiritual health building	Health & Wellness
Acquire funding for capacity and sustainability	Government Relations
Establish watchmen program	Justice
Policy Review, including roll out and implementation	Administration
Ongoing support and training for member businesses and entrepreneurs	Economic Development
Create service delivery plan	Justice
Create water infrastructure plan with lot identification	Lands & Infrastructure

Conclusion

Overall, participants envisioned a future for Xwchíyò:m that is characterized by state of the art, modernized infrastructure, programs, and services, that also deeply entwines traditional cultural ways of knowing, doing, and being. Xwchíyò:m's leadership values engagement from its entire community and membership in pursuing economic, political, and social development for the Xwchíyò:m nation. There is a significant commitment to pursue development of health and wellness infrastructure, programs, and services; the development of a housing strategy that focuses on various life stages of Xwchíyò:m's members; as well as the pursuit of ecocultural tourism projects to generate revenue for the nation.

