



XWCHÍYÒ:M

CHEAM FIRST NATION

STRATEGIC PLANNING

REPORT 2024



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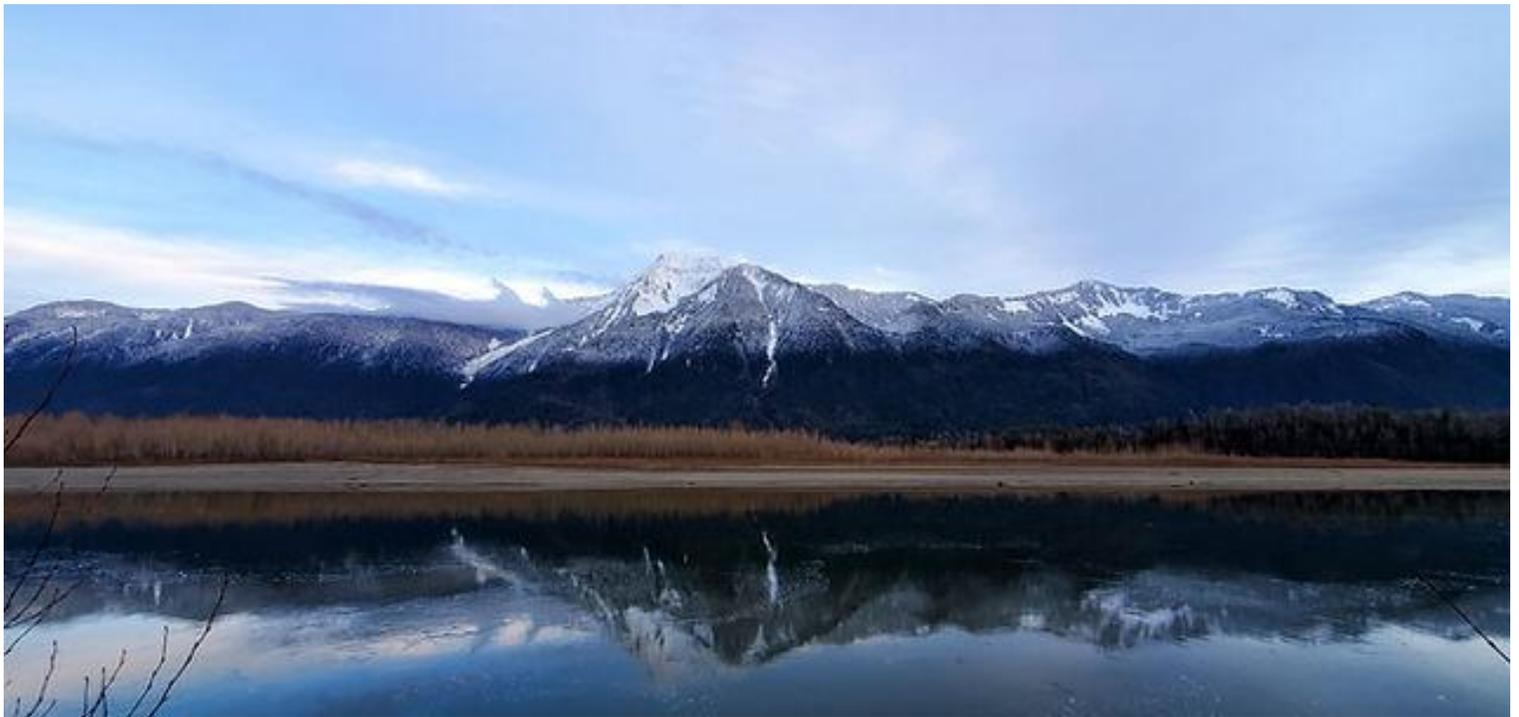
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ACKNOWLEDGEMENTS

The Xwchíyò:m Leadership Strategic Planning Report would not have been possible without input from Xwchíyò:m First Nation Chief, Council and leadership staff.



PURPOSE

On June 13 and 14, 2024, Strategies North Advisory Inc. (SN) had the opportunity to partner with the Xwchíyò:m First Nation (Xwchíyò:m) leadership to reflect on current operations and plan for the years ahead. Through the two-day Strategic Planning session Chief, Council, and leadership participated in a series of activities that allowed for meaningful discussion on where Xwchíyò:m currently is and where it wants to be from various perspectives at the community level.

The collective information gathered from the engagement sessions has informed this report, which aims to summarize and explore the current state of each of the Xwchíyò:m First Nation portfolios, their strategic priority objectives, and overall vision for the future. This report is designed to be a useful reference and guiding document, setting a foundation for further strategic and implementation planning with staff and the wider Xwchíyò:m community. SN is proud to have partnered with Xwchíyò:m in developing this document and looks forward to celebrating the Nation's future successes.

Xwchíyò:m FIRST NATION

A village of the Pilalt tribe of First Nations, The Xwchíyò:m (Xwchíyò:m) have lived in S'ólh Téméxw for thousands of years. We have never ceded or surrendered title to our lands, rights to our resources, or authority to make decisions within our territory. Xwchíyò:m has a membership of approximately 580 people, located east of Rosedale in B.C.'s Lower Mainland. Xwchíyò:m's two reserves — Xwchíyò:m 1 and Tseatah 2 — span across 426 hectares. Xwchíyò:m is one of eight members of the Stó:lō Tribal Council, along with Chawathil, Kwantlen, Kwaw-kwaw-Aplit, Scowlitz, Seabird Island, Shxw'ow'hamel and Soowahlie. Xwchíyò:m's stated purpose and values are to encourage greatness; embody excellence; display professionalism; empathy; courage; valuing culture, tradition and integrity; and delivering a service second to none. The Nation is governed by an elected Chief and five Councillors, who serve in office for two-year terms. Xwchíyò:m offers programs and services through several departments: Education, Finance, Governance, Health, Housing, Lands & Resources, Public Works & Infrastructure, and Social Development.



Xwchíyò:m VISION

The first exercise during the two-day engagement session was to examine the Nation’s vision statement, which was previously established by strategic planning activities in January, 2018. Xwchíyò:m undertook further planning in June, 2021 but did not revisit the vision statement at that time. Xwchíyò:m leadership identified key changes needed to the 2018 vision statement to better reflect the direction it wants the community to move towards. Leadership strongly expressed that any vision statement 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. During the discussion about Xwchíyò:m’s leadership vision, three main themes emerged:



Healing, Health, and Wellness:

- Healing from the **traumas** and intergenerational **effects of colonialism**.
- The vision includes advanced **holistic wellness facilities** (physical, mental, spiritual) for **Xwchíyò members** and their **neighbours**.
- Healing the **people, lands, and waters** together.

Connection and Inclusivity:

- Strengthening bonds** and **fostering collaboration** with Xwchíyò:m’s neighbours, and within the community.
- Leadership should focus on Mestiyexw (‘all of us people’) and promote **inclusivity** and **participation** in Xwchíyò’s future.

Rights and Title:

- Sovereignty, self-determination**, and **reclamation** were tied to any future vision for the community.
- Asserting **Xwchíyò:m’s** inherent **title** and **rights, regaining jurisdiction** over the traditional territory.
- remembering traditional governance concepts of **respect** and **understanding**.



A new vision statement has been drafted based on the information and visions shared by participants:

*'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.'*

ENGAGEMENT RESULTS

In June 2024, Strategies North facilitated a two-day engagement session with senior staff and Xwchíyò:m First Nation's Chief and Council to gain a fulsome understanding of leadership's vision for Xwchíyò:m's ongoing comprehensive strategic planning process. This engagement session saw participation from four (4) senior staff members, the Chief, and five (5) Councillors.

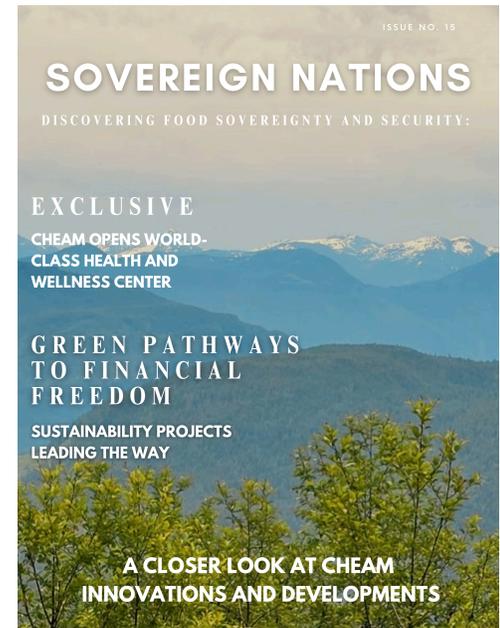
The objective of this engagement session was to reflect on Xwchíyò:m's past successes and challenges in order to look forward towards the significant opportunities that lie ahead for the Nation, and come together to envision a path towards those opportunities. The group collectively and openly discussed the data that was shared, which resulted in meaningful dialogue. The group also discussed the current state of Xwchíyò:m Nation through a cover story activity, SWOT analysis, and current situational analysis for each of the Nation's portfolios. This helped identify the main priority objectives in each portfolio, which were then ranked by level of priority in a 'dotmocracy' exercise. The initial leadership and senior staff engagement will help set the stage for Xwchíyò:m to conduct further engagement with staff and membership to create a robust, adaptable, comprehensive and implementable strategic plan to move forward with.



Cover Story Activity



On the first day of the engagements, the facilitators conducted an envisioning activity with participants split into three groups which allowed them to envision five years into Xwchíyò:m's future. The cover story activity asked participants to imagine the future of Xwchíyò:m and write newspaper headlines to describe their vision. This imaginative activity increases engagement and asks participants to envision an ideal future without limitations that may exist. The cover story activity resulted in numerous headline statements completed by each group, with a lot of common vision narratives emerging. The following are examples of headline statements, which represent the common themes shared by participants.



SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The purpose of a SWOT Analysis is to develop a common understanding of the organization's internal strengths and weaknesses while also looking at external opportunities and threats. Examining these four areas allows an organization to capitalize on their identified strengths and opportunities, while identifying mitigation measures to address the weaknesses and threats. The group was able to collaboratively identify Xwchíyò:m's current Strengths, Weaknesses, Opportunities, and Threats, with many common narratives being shared.

STRENGTHS

Strong Community Leadership: The strong leadership team and community leaders can be leveraged to enhance administration and governance. The leadership team is focused on growth, increasing capacity with strong staff, and fostering inclusivity to support Xwchíyò:m pursuits. When tensions arise, the community works together toward solutions, showing a consistent commitment to caring for one another and for meaningful engagement.



Connection to Culture: Cultural and traditional legacies and teachings that have persisted over time, are actively maintained by community members who continue these threads, ensuring that Xwchíyò:m's roots remain connected to their ancestors. The current generations are diligently working towards the reclamation and revitalization of these cultural traditions, striving to restore the knowledge and practices that were disrupted by colonization. This effort underscores a commitment to preserving and rejuvenating Xwchíyò:m's heritage for future generations.

Youth: Xwchíyò:m youth have an entrepreneurial spirit and strong intergenerational engagement with Elders, demonstrating resilience and positivity. Guided by knowledge keepers, youth are leading the way forward.

Business Development Opportunities: The community has a strong entrepreneurial spirit, with members, including youth, starting businesses that leverage their diverse talents and capacities. The territory's strategic location offers significant business development opportunities, specifically in tourism and transportation, supported by existing infrastructure like the railway and pipelines. Additionally, the financial administration laws and land codes can be leveraged in the pursuit of economic sovereignty.



Strong Spirit: Xwchíyò:m understands themselves as having a strong, fierce, warrior spirit and a willingness to take on battles that are necessary. This translates into a willingness and desire to pursue self governance, sustainability, and sovereignty. Xwchíyò:m is willing to work with neighbours to rebuild relationships and are agentive and active in pursuing their future.



WEAKNESSES

Bureaucratic Challenges: The two-year term for Chief and Council, dictated by the *Indian Act*, is too short to initiate and complete major projects and it reflects the constraints of the colonial election systems. Efforts to create a custom election code is an ongoing priority, but lacks alignment.

Community Challenges: The community experiences safety challenges, with incidents reported to the Royal Canadian Mounted Police (RCMP) often lacking follow-up and enforcement. There are also concerns around the presence of drugs and the cycles of criminal behaviour, as well as the loss of key Elders and other individuals critical to the community. Additionally, sometimes within the community, the fierce spirit can manifest into internal conflicts and aggression.

Infrastructure and Economic Development: Xwchíyò:m currently faces challenges related to insufficient infrastructure such as wastewater, cell phone coverage, and access to health services. Xwchíyò:m, much like many Nations, are overly dependent on short-term funding from government bodies such as Indigenous Services Canada (ISC), which provides funding that is limited in nature; there is a need for diversified, self-sustaining economic development.

OPPORTUNITIES

Economic Development: There are several large scale economic development projects on the horizon. Xwchíyò:m is exploring a variety of opportunities in the tourism sector, such as Indigenous, ecotourism and health & wellness tourism. Additionally, the Nation is in the process of starting agricultural operations on both reserve and fee simple lands.



Reconciliation/Political and Social Climate: An increased focus on reconciliation among the Canadian public and levels of government provide opportunities. First Nations are increasing their leverage when dealing with the provincial and federal governments, and members of the public are increasingly seeking out Indigenous partnerships, products, experiences and stories. The legislative and political environment is conducive to new precedents being set, and Indigenous economic and political advancement.

Culture and Demographics: Xwchíyò:m has a young and growing population, with a strong spirit and a willingness to seize opportunities. Further, Xwchíyò:m's cultural values of sustainability and environmental stewardship are consistent in alignment with planned projects and national popular opinion.

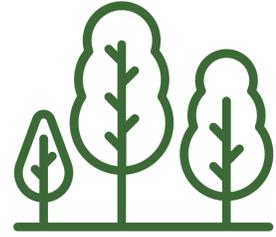


Territorial Expansion: Xwchíyò:m possesses high quality land, and is taking advantage of properties coming up for sale in the area. The Nation has acquired two farms and is in the process of purchasing the Fraser River Lodge.



THREATS

Environment and Climate: Climate change and extreme weather conditions such as fires and floods pose a significant threat to the community. Climate and extreme weather events have the potential to damage infrastructure, hinder economic growth, and lead to long-term environmental degradation. Climate change is a risk to food security and Xwchíyò:m’s planned agriculture and tourism opportunities.



Governance and Political Instability: Changes in government at the federal and provincial level, amongst neighbouring municipalities, or Xwchíyò:m itself can lead to policy shifts that pose threats to planned and in-process work. Xwchíyò:m’s two-year election cycle makes long-term planning more challenging and can disrupt leadership and staffing continuity. Recruitment and retention of key staff is a challenge, which can result in high turnover rates and instability.



Social/Health Barriers: The processes and policies associated with colonization have contributed to intergenerational trauma, systemic racism, lateral violence, crime, and mental health and addictions crises. Social issues tied to those factors are a threat to the community’s growth and development, and can contribute to a failure to align internally.



Economic/Resource Threats: Economic challenges such as inflation, supply chain pressures and funding instability are a threat. The community faces competition for resources from other First Nations, municipalities and corporations, which can lead to conflicts and further strain on available supplies. Mismanagement of natural resources at all levels – including international mismanagement– exacerbates these issues.



Current Situational Analysis and Priority Objectives by Portfolio

As part of the engagement sessions, participants were asked to reflect on the current situation (i.e. Where are we? How did we get here? What are our wins? Where are we challenged?) that each portfolio is currently experiencing; participants were then asked to identify and rank the key priority objectives for each portfolio, outlined below. The priorities are organized into three categories: **Critical** objectives received four or more votes, **Important** objectives received one to three votes, and **Desirable** objectives were identified, but did not receive votes. **Housing, water treatment and infrastructure** were overarching thematic priorities, however because the scope of those priorities touches all departments and could not be contained in one individual portfolio, they were not captured in the voting exercise.

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ADMINISTRATION

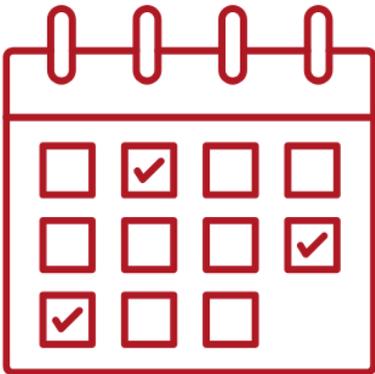
Current Situational Analysis: Xwchíyò:m’s administration has consistently improved its internal communications, but needs a comprehensive dashboard for Council, members, and internal departments. The finance department is in good standing and now handles membership in-house. There is a disconnect between administration and the broader organization, with Chief and Council occasionally taking on administrative roles, which necessitates a separation of politics from day-to-day operations. Many policies are outdated and the administration faces challenges with recruitment, retention, and maintaining financial planning processes. Strengthening accountability, creating clear departmental work plans, and encouraging employee engagement are key priority objectives.

Vision: The vision shared for the administration portfolio during engagement is to achieve full capacity, develop and utilize comprehensive work plans, clear policies and procedures, as well as ongoing training for staff. Emphasis will be placed on reporting accountability and encouraging collaboration to avoid working in silos. Xwchíyò:m envisions a state-of-the-art administrative building that will support a healthy work environment and culture. Staff will be trained to effectively serve and connect with members, ensuring high-quality service and engagement.

ADMINISTRATION: PRIORITY OBJECTIVES RANKED

CRITICAL

- Policy review, including roll out and implementation
- Calendar for coordination and collaboration
- Move forward/complete CCP



IMPORTANT

- Update branding for consistency, conveying message and reflecting culture
- Long term asset management planning
- Adopt technology
- Communications strategy and policies
- Clarify roles and responsibilities
- Restructure department for efficiency/HR assessment
- Implement dashboards for data management

DESIRABLE

- Ensure adequate staffing coverage
- Implement standardized service standards
- Create relationship between admin and development corporation
- PHS - clarity, structure and responsibilities



CULTURE, RIGHTS & TITLE

Current Situational Analysis: Xwchíyò:m First Nation has a long history of protecting its rights and title, but there is a need to formally assert these rights and document the Nation's history through a strength of claim report, including anthropological information. Enhancing cultural revitalization in areas such as hunting, ceremonies, dance groups, and sports is a key priority. Xwchíyò:m can build a strong cultural community by building on its retained cultural teachings and traditions. There is a need to continue to focus on family, responsibility, and knowledge transfer, which has diminished over time due to the impacts of colonization and a general decline in volunteerism.

Vision: Leadership shared a vision to foster a deep connection to heritage by revitalizing language and cultural practices, ensuring every member of the community understands the history, spirituality, and the respectful stewardship of the land. Leadership aims to support diverse paths to cultural and language revitalization, recognizing that it will look different for everyone. By educating the community on rights and title, Xwchíyò:m can lay a strong cultural foundation for future generations.

CULTURE, RIGHTS AND TITLE: PRIORITY OBJECTIVES RANKED

CRITICAL

- Halq'eméylem language revival
- Hold monthly presentations on culture/rights and title topics
- Create cultural and language revitalization plan

IMPORTANT

- Employ in-house culture and language coordinators
- Reclaim place names
- Honouring/first berry ceremony
- Plan/gather cultural knowledge and inventory – digitization
- Build cultural interpretive centre
- Establish cultural infrastructure at cultural sites

DESIRABLE

- Establish rights and title toolkit
- Assisting/facilitating culture for families
- Facilitate storytelling – early years program
- Establish markers and trail identification
- Incorporate more art and culture in Xwchíyò:m buildings



ECONOMIC DEVELOPMENT

Current Situational Analysis: Xwchíyò:m’s economic development currently involves ten limited partnerships and several other revenue-generating partners, overseen by Xwchíyò:m Enterprises Incorporated (CEI). However, there has recently been limited activity and some missed opportunities — partly due to a long-term strategy misalignment between Xwchíyò:m leadership and CEI. While there are forestry agreements with the province, there is a pressing need for land development to create a tax base. Additionally, the current land code limits leases to 15 years, which limits long-term planning. Despite challenges, The Nation has successfully taken back farmland with the aim of restoring soil health, and a vision for future development is starting to take shape. Addressing **housing needs** is an important priority theme for the department, however it is not ranked below due to its wide scope and relation to other departments.

Vision: Xwchíyò:m leadership envisioned building a self-sustaining economy that fosters intergenerational wealth within the community. By prioritizing local businesses, offering capacity support and reducing economic leakage, Xwchíyò:m will create an environment for member-owned businesses to thrive. Chief and Council expressed the goal of cultivating a culture that values and supports community-driven economic growth, enabling all members to contribute and benefit.

ECONOMIC DEVELOPMENT: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create an economic development strategy
- Ongoing support and training for member businesses and entrepreneurs
- Build a cohesive brand and define identity



IMPORTANT

- Define/determine land base for different purposes
- Create industrial park
- Establish agreement for sharing resources and capacity
- Leverage existing land and asset value
- Create office/storage space for member-owned businesses

DESIRABLE

- Supply chain analysis
- Increase number of employers in community - Nation businesses as #1 employer
- World class ecotourism
- Training in environment, health, wellness and tourism



EDUCATION, HEALTH & SOCIAL

Current Situational Analysis: Xwchíyò:m offers K-12 education on-reserve and postsecondary education per ISC guidelines; there is also a program funded by BC Aboriginal Child Care, however, that program lacks language immersion and does not cater to older children. There is also a program funded by the Chilliwack School District to encourage attendance, which can be affected by a student’s home life and transportation challenges. Xwchíyò:m is recruiting a Health Director, but there is a need for more collaboration among HR, economic development, and education to support capacity building and cross-training. Some community challenges with health include high social assistance rates, COVID-19 impacts, mental health issues, and service reductions under the Seabird agreement; in response, Xwchíyò:m plans to open a 20-bed transitional housing facility. Xwchíyò:m requires a safety plan, maintenance plans, and better use of wellness advocates to support members’ health. Addressing **housing needs** is an important priority theme for the department, however it is not ranked below due to its wide scope and relation to other departments.

Vision: Leadership desires to cultivate a thriving community where every member has access to strong educational foundations, comprehensive health and wellness services, and robust social support systems. Xwchíyò:m aims to remove barriers to academic achievement, provide holistic health care, and integrate traditional practices into social programs. By promoting financial literacy, long-term career planning, and life skills, Xwchíyò:m will work to ensure that all members can sustain themselves and contribute to a prosperous, healthy, and culturally rich community.

HEALTH & WELLNESS: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create community health plan
- Construct culturally grounded and spiritual health building
- Support off-reserve membership’s education goals

IMPORTANT

- School in community (K-12) with alternative programming
- Attract health care professionals
- Provide Elders with health visits – create health plan for each person with needs
- Trades funding and support
- Health advocacy – hire health navigators to assist members with the system

DESIRABLE

- Establish fisheries systems –social enterprise economy and review existing models
- Post secondary partnerships focused on Xwchíyò:m needs
- Create model for holistic health
- Integrate wellness in all Xwchíyò:m does and is
- Create individual plans for at risk/vulnerable members
- Establish health circle with speakers and education



CHILDREN, YOUTH & FAMILIES/SOCIAL ASSISTANCE: PRIORITY OBJECTIVES RANKED

CRITICAL

- Build capacity – children and families committee/advisory group
- Build capacity, hire social worker
- Review SA policy



IMPORTANT

- Map out family trees
- Planning for CFS prevention dollars
- Workshops
- Develop plan based on the assessment
- Establish young parenting program
- Plan for youth transitioning out of care

DESIRABLE

- Inventory SA clients
- Build file inventory for CFS



ELDERS, YOUTH & RECREATION

Current Situational Analysis: Xwchíyò:m First Nation has an Elder’s program funded with its own source revenue, but the group is not heavily involved in language preservation or cultural and ceremonial activities. Chief and Council indicated that younger generations are more active in these areas. There is a need for more in-home and technology support for Elders, including assistance with appointments and taxes through an Elders advocate. Youth programming is challenged, with limited interest in volunteering and a general lack of activities for youth. The community has built a park and playground but needs to rebuild other recreation facilities; both youth and Elders require dedicated gathering spaces — renovating the old hall could result in a suitable venue. There is a significant number of youth in care and a need to shift focus from protection to prevention and reunification, but there is a lack of clear vision for pursuing this. Finally, drugs and street culture remain major concerns, potentially requiring restorative actions and family circles.

Vision: Xwchíyò:m leadership envisions secure, stable, and happy lives for Elders, free from stress and full of respect and care. For youth, Xwchíyò:m aims to provide traditional, cultural, and historical teachings that foster a deep connection to their territory and community, building confidence and pride. Xwchíyò:m envisions creating opportunities for youth engagement through committees, a youth council and mentorship programs, empowering them to become the leaders of tomorrow.

ELDERS, YOUTH AND RECREATION: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create membership benefits policy and process
- Establish designated spaces for youth and Elders

IMPORTANT

- Build sports facilities – hockey box
- Enhance youth and Elder programming – IT program
- Expand use of current facilities for staff and equipment storage
- Address gap in benefits and services for members off reserve

DESIRABLE

- Provide a pension for Elders
- Hire youth/Elder champion
- Xwchíyò:m individual youth assessments



GOVERNANCE

Current Situational Analysis: Xwchíyò:m’s leadership is currently significantly constrained by the 2-year electoral term as dictated by the Indian Act and Indian Band Election Regulations under which Xwchíyò:m currently selects their leadership. All other portfolios can be negatively impacted by the short electoral terms as there is a high turnover, the loss of key Council members due to election, and a lack of transition planning; all of which impacts the consistency in governance.

Vision: Chief and Council stressed a desire to establish a governance structure that harmonizes the colonial elected band council structure and traditional Indigenous systems, incorporating hereditary positions, matriarchs, Elders, and knowledge holders. Leadership recognizes its responsibility to members and the land and the need to commit to learning and implementing cultural and traditional ways of governance, emphasizing accountability and proactive leadership. Part of that vision is to do the hard work to thoroughly understand situations and issues and to make informed decisions.

GOVERNANCE: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create custom election code
- Create effective communications
- Develop educational resources for community – community roadmap



IMPORTANT

- Generate and budget OSR – member benefits
- Review onboarding and offboarding policy
- Create data governance policy and process
- Stay on track with planning
- Establish youth council
- Create portfolio terms of reference

DESIRABLE

- Council member toolkit
- Set up reporting mechanisms
- Develop terms of reference for council



GOVERNMENT RELATIONS

Current Situational Analysis: Xwchíyò:m currently engages with the S’ólh Téméxw Stewardship Alliance, Stó:lō Tribal Council, City of Chilliwack, Fraser Valley Regional District, and District of Kent. However, there is a general lack of leverage in relations with other Nations and governments. The legacy of colonization has resulted in insufficient alignment, resulting in a "divide and conquer" situation both within and outside the community. Despite these challenges, there have been notable wins; neighbouring communities are beginning to recognize Xwchíyò:m’s leadership, particularly within the Stó:lō Tribal Council. Xwchíyò:m is also gaining some leverage with the provincial government on the eco-cultural tourism project and has made significant progress on acquisitions such as farmland. However, administrative challenges, two-year electoral terms, and significant turnover have hindered long-term strategies for engaging other governments, leading to a lack of consistency.

Vision Xwchíyò:m leadership expressed a vision to create a governance structure that incorporates traditional ways and engages in meaningful reconciliation with all levels of government, recognizing and honouring the past while looking to the future. Leadership stressed the importance of executing a framework agreement with the province to secure the resources needed to bring the entire community forward together and heal traumas.

GOVERNMENT RELATIONS: PRIORITY OBJECTIVES RANKED

CRITICAL

- Acquire funding for capacity and sustainability
- Create declarations of inherent rights for the federal and provincial governments, file writs
- Execute framework agreement with province



IMPORTANT

- Enter nation to nation agreements with neighbours
- Create HR Plan
- Investigate partnerships with regional Nations and tribes etc.
- Revenue sharing, decision making and reconciliation with government and crown corporations
- Education for staff
- Actively participate in Sto:lo Tribal Council governance review
- Workshop on government policies and their context and impact on Xwchíyò:m

DESIRABLE

- Letter of intent to province
- Form team of government relations advisors



JUSTICE

Current Situational Analysis: Xwchíyò:m has approximately ten laws with inconsistent implementation and there is a need to integrate more cultural functionality into these laws. Committees are part of the Nation’s governance structure, but progress on the justice portfolio has been limited. There is a significant need for more localized justice initiatives and the development of a comprehensive community safety plan. Additionally, Xwchíyò:m is in the process of developing a Watchmen program to enhance community safety and justice. Addressing **housing needs** is an important priority theme for the department, however it is not ranked below due to its wide scope and relation to other departments.

Vision: Chief, Council, and staff shared a vision to establish a better relationship with the RCMP while asserting jurisdiction over community safety and justice. They aim to implement effective dispute resolution and restorative justice practices, along with policies to address everyday community issues. This includes creating justice processes for incidents like dog bites, ensuring a fair and culturally respectful approach to community safety and well-being.

JUSTICE: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create community safety plan and enforcement plan
- Establish watchmen program
- Create service delivery plan
- Establish justice committee



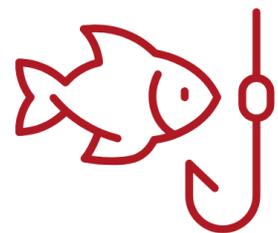
IMPORTANT

- Bylaw review – Align policies
- Hold RCMP accountable



DESIRABLE

- Apply pressure to problem areas
- Engage with RCMP and other organizations
- Establish Xwchíyò:m guidelines for fishing/hunting etc.



LANDS & INFRASTRUCTURE

Current Situational Analysis: Xwchíyò:m has engaged a contractor for lands work but needs a dedicated committee and comprehensive land use plan, with a new lands manager to play a key role. The community faces significant infrastructure challenges, including outdated septic systems, inadequate office space, and no current housing strategy since the last housing construction in 2007. Previously, the focus has been on single-home housing, with a lack of planning for different life stages and multi-purpose buildings. A recent housing needs survey could inform future planning which includes addressing the inaccessibility of the BMO program for individual mortgages, with about 15% accessibility and defaults remaining a major concern. There is also a lack of local waste disposal, health services, and inadequate road and sidewalk infrastructure for safety and accessibility. The east side of Xwchíyò:m land lacks natural gas, forcing residents to rely on propane, as well as weak satellite internet. Additionally, the community needs to address issues with accessibility, CN rail’s impact on the cemetery, and the poor quality of drinking water.

Vision: Xwchíyò:m envisions a future with comprehensive land use planning and dedicated leadership to address infrastructure challenges and enhance community safety and accessibility. By improving access to housing, office space, waste disposal, and health services, Xwchíyò:m aims to create a supportive environment for cultural revitalization and sustainable growth. Xwchíyò:m’s focus on modern infrastructure, efficient resource management, and community well-being will ensure a thriving and resilient community for generations.

LANDS & INFRASTRUCTURE: PRIORITY OBJECTIVES RANKED

CRITICAL

- Create housing strategy
- Create infrastructure plan with lot identification
- Water treatment feasibility study
- Supportive, and transitional housing
- Connectivity infrastructure
- Lay out 100 lots/create plan and lot inventory
- Create processes and procedures for department, improve growth capacity

IMPORTANT

- Establish inventory of band-owned units
- Financial education and youth programming to help members get mortgage-ready
- Elders supportive housing at multiple points on the spectrum
- Housing assessments
- Additions to reserve lands – strategies
- Estate planning process

DESIRABLE

- Standardized rates and fees matching or exceeding neighboring regions/province
- Redefine relationships with the Crown, Crown corporations, and industry
- Establish Xwchíyò:m-based plan to assert rights and title over trespasses – taxes, levies, rent/lease
- Utilize CP law to refine criteria and procedure
- Education and training for members on home care, management and upkeep



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 distinct eagerness to pursue development of health and wellness infrastructure, programs, and services; the development of housing for various life stages of Xwchíyò:m’s members; as well as the pursuit of ecocultural tourism projects to generate revenue for the nation.

NEXT STEPS

With a recognition that Xwchíyò:m’s leadership is eager to move forward into the next steps, while incorporating significant community involvement and input, Strategies North Advisory Inc. recommends further engagement activities towards a comprehensive, actionable strategic plan for and with the community. Utilizing a variety of methods to ensure all Xwchíyò:m members’ voices are heard, regardless of where they call home, Xwchíyò:m should host community engagement events such as town halls, online community surveys, Elders gatherings, workshops, and focus groups in order to bring together Elders, youth, and all members to collectively build upon the work already undertaken. Lastly, SN recommends two additional phases once the current engagement phase is complete. These include a design and drafting of a Community Strategic Plan phase and an implementation phase. Deliverables that come from the plan and implementation phases should draw upon the priority objectives in this foundational document and contain tangible actions, including granular outlining of step by step tasks to be undertaken, in order to support staff in executing the community’s vision. It is also important to consider that implementation is an ongoing process which requires leadership, administration, and each department to work in conjunction with one another. Overall, Xwchíyò:m’s leadership thus far has established a strong foundation in this living document which can be brought back to the community for input and adjustment, based on the needs and desires of all Xwchíyò:m members.

