

T'ÍT'Q'ET COMPREHENSIVE COMMUNITY PLAN

2014



1.0 SUMMARY & NEXT STEPS	3
1.1 Summary	3
1.2 Plan Highlights	4
1.3 Next Steps	6
2.0 DEVELOPMENT OF THE CPP	7
2.1 Project Structure	7
2.2 Project Activities	8
2.3 Acknowledgements	13
3.0 TERMS & DEFINITIONS	13
4.0 RELATIONSHIP OF THE CCP TO OTHER PLANNING DOCUMENTS	14
5.0 COMMUNITY ACCOMPLISHMENTS	15
5.1 Community Accomplishments	15
5.2 How Was the Community Successful?	19
6.0 VISION, VALUES & GOALS	21
6.1 Community Vision	21
6.2 Vision Statement of the P'egp'ig'lha Clan	21
6.3 Sacred Values	21
6.4 Overall Community Goals	23
7.0 IMPLEMENTATION PLAN	24
7.1 Self-Sustaining (Economic Development & Governance)	25
7.2 Language, Culture & Heritage (Human Development)	29
7.3 Healthy & Thriving Community	31
7.4 Healthy Environment (Infrastructure, Lands & Resources)	36
7.5 Governance	40
7.6 Community Service	42
8.0 2014 CCP PLAN AMENDMENTS	45
APPENDIX A: CONSULTATION REPORT 2013-14	46

1.0 SUMMARY & NEXT STEPS

1.1 Summary

The T'it'q'et Comprehensive Community Plan (CCP) 2014 is the culmination of an extensive effort by the community to review and update the CCP that was completed in 2000. Since that time, the community has undergone significant changes and growth and identified the need to review and update the community plan to ensure its relevance and that it properly reflects the current direction and needs of the community.

This document provides a clear vision and profile of where the community is today in terms of demographics, infrastructure and economic development. It is intended to provide leadership, administration and the community with the overall guidelines for how the community would like to develop for the next 5, 10, 15 years and beyond. It provides the guidelines for moving forward as well as the criteria and milestones upon which to measure and evaluate progress.

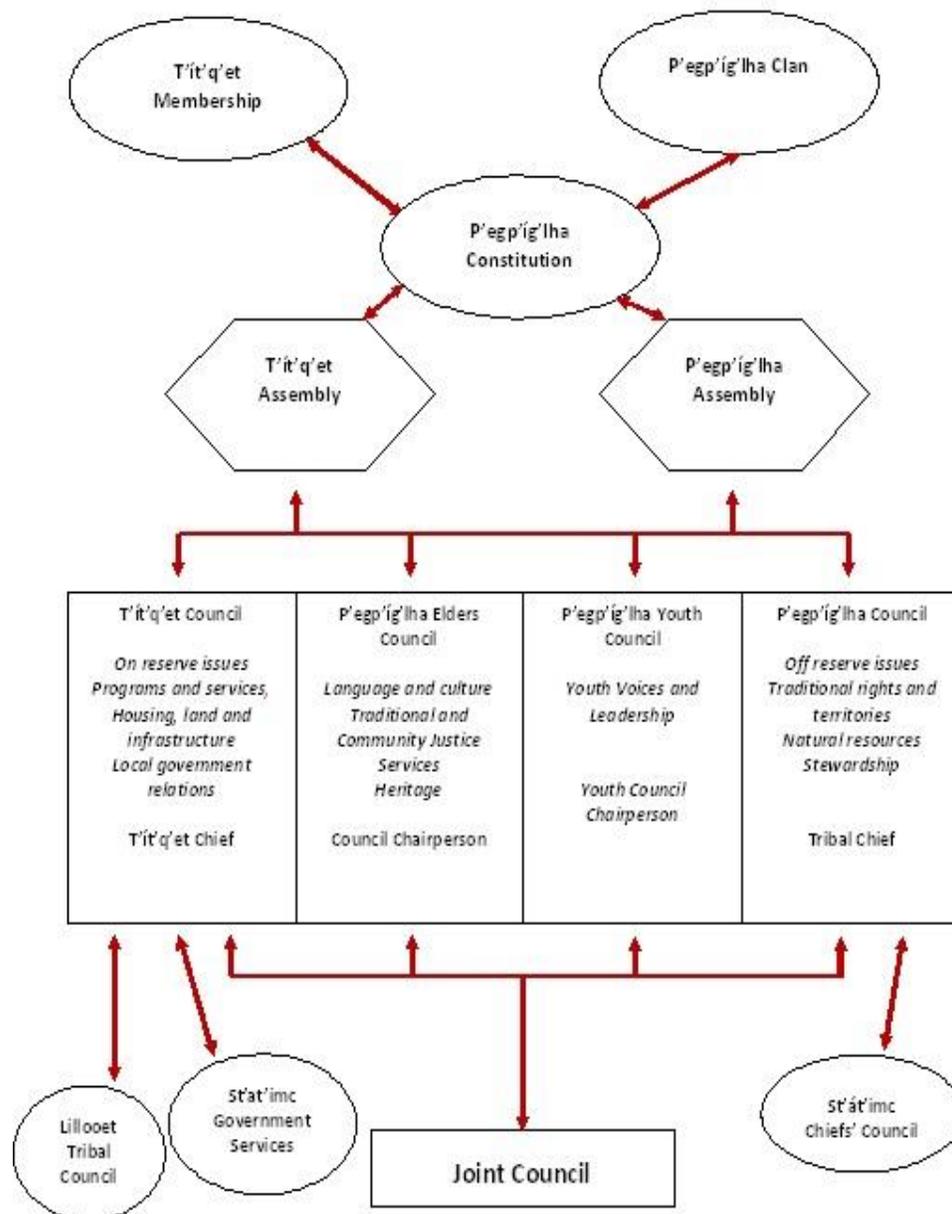
The T'it'q'et community's vision is to be self-sufficient and independent. The community is working together to build a future based on traditional St'át'imc values, principles and language.

Many decisions need to be made and steps taken in a wide-range of areas to make our vision a reality. The Comprehensive Community Plan is intended to guide the decision-making process along the way.

1.2 Plan Highlights

Governance Structure

Figure 2 P'egp'ig'lha Governance Structure



The implementation plans are separated into the following sections:

Self – Sustaining (Economic Development and Governance)

- Education and training
- Maximizing economic development opportunities
- Entrepreneurs and small business
- Governmental capacity and operations
- Commercial development
- Tourism
- Alternative energy
- Natural resources

Language, Culture and Heritage

- Language & Culture
- Shared learning
- Cultural protocols
- Arts and crafts

Healthy and Thriving Community

- Support services
- Youth
- Health and social support
- Elders
- Addiction support
- Healthy lifestyles
- Food security
- Strong families

Healthy Environment (Infrastructure, Lands and Resources)

- Infrastructure
- Emergency and disaster response
- Land Management (Land Use Plan, Land Ownership, Environmental Protection)
- Housing
- Water, sewage and fire protection
- Transportation
- Community facilities

Governance

- Governance structure and operations
- Communications
- Effective governance
- Revenue management

Community Service

- Administrative policy and procedures
- Financial accountability
- Human resources
- Customer service
- Office environment

1.3 Next Steps

Adoption – the most critical next step for the community is to formally adopt the updated T’it’q’et Comprehensive Community Plan 2014. The Plan should be presented to the community. The presentation should be followed by a period of feedback and review and finally by a community vote to ratify the document.

Implementation – once the Plan is adopted, the plan is ready to be implemented. This will involve developing work plans for each of the ‘implementation plans’ highlighted in Part 7 of this report.

Evaluation – in order to ensure the continued relevance and usefulness of the T’it’q’et Comprehensive Community Plan 2014, the leadership and administration of the community will come together on an annual basis to perform a thorough review of the plan in order to evaluate the progress and accomplishments of the CCP and to make adjustments where appropriate.

Celebration – T’it’q’et will celebrate the completion of the CCP review and update as well as the accomplishments and successes that are experienced by the community each year.

2.0 DEVELOPMENT OF THE CPP

The purpose of the Comprehensive Community Plan is to set forth the principles and long-term goals of the T'it'q'et community as they relate to:

- Self – Sustaining (Economic Development and Governance)
- Language, Culture and Heritage
- Healthy and Thriving Community
- Healthy Environment (Infrastructure, Lands and Resources)
- Governance
- Community Service

Through intensive community consultation, the CCP aims to identify the principles, goals and objectives that will guide the future human, physical, cultural and economic development of the T'it'q'et community. It also aims to identify steps the community wishes to pursue in the near future to move us closer towards the realization of our goals. By doing so, the CCP is intended to guide future decision making.

The CCP is not intended to be a 'blueprint' document. By its very nature, the CCP is a 'general' plan. It is intended to guide the future development of more specific plans such as the T'it'q'et Health Plan.

The CCP process has from its beginning been a community effort. The P'egp'ig'lha Council, Elders Council, T'it'q'et Council and Youth Council as well as family and community consultation were instrumental in the development of this document.

The following section outlines and describes the process, methodologies and activities that were employed in the review and update of the T'it'q'et Comprehensive Community Plan

2.1 Project Structure

The Comprehensive Community Plan review and update was overseen by T'it'q'et Administration with input by the Joint Council, with each Council appointing a representative to participate in a working group which functioned as a steering committee for the project. To provide overall project guidance the purpose of the working group was:

- Fairly represent and advocate for community-led planning process for T'it'q'et CCP 2012
- Serve as working group that will advise, liaise and when needed give insights into past and current T'it'q'et projects, programs and aspects of community development.
- Include and invite community involvement to inform the direction of the CCP planning process
- Identify courses of actions to engage community members' input and equal voice and interest of community sectors (ie; elders, youth, families, artists, etc)

- Report to joint council and community – summary and planning and development of 2012 CCP

Working Group

The Working Group's main objectives were to ensure the project was completed in a timely and cost effective manner and to ensure the community was adequately consulted.

The Working Group consisted of the following individuals:

- Marilyn Napoleon, T'it'q'et Chief & Council
- Robert Leech, T'it'q'et Chief & Council
- Shelley Leech, P'egp'ig'lha Council
- Nora Greenway, P'egp'ig'lha Council
- Mildred MacKenzie, P'egp'ig'lha Elders Council
- Harold Pelegrin, P'egp'ig'lha Elders Council

Project Team

Based on the recommendation of the Working Group, T'it'q'et Administration retained David Nairne + Associates Ltd to provide support to the Working Group. The role of the consultant as outlined in the RFP included:

- Evaluate internal strengths and weaknesses
- Evaluate opportunities and threats
- Assist in the development of long-term goals and objectives
- Assist in the development of outcomes to measure establishing goals and objectives.
- Develop key strategies
- Develop key indicators and a set of outcomes that can serve as the basis for performance measures.
- Develop and implement a communication plan and consultation process involving the members of T'it'q'et
- Produce a final CCP document
- Submit and present to T'it'q'et community for ratification

The Project Team also included:

- Susannah Tedesco, Planning Projects Coordinator
- Tamara Napoleon, Administrative Assistant Trainee
- Wendy Phair, Administrator.

2.2 Project Activities

The following outlines the activities that were undertaken as part of the planning process.

Community Celebration (October 13, 2012)

The T'it'q'et CCP Review and Update was initiated by a community gathering which celebrated T'it'q'et's accomplishments since the last CCP was completed. It was also an opportunity to focus on the priorities ahead.

Working Group Meetings

The working group held several meetings throughout the review and update process to provide guidance and direction to the team and input and feedback on project activities. These included:

2012/13			2014		
Date	Schedule	Time	Date	Schedule	Time
Nov 27/12			Jan 15	4:30 pm – 8:30 pm	4
Dec 13/12			Jan 22	4:30 pm – 8:30 pm	4
Jan 7/13			Jan 26	9 am – 3:30 pm	6.5
Apr 25	5 pm – 8 pm	3	Jan 29	4:30 pm – 8:30 pm	4
May 2	5 pm – 8 pm	3	Feb 5	4:30 pm – 8:30 pm	4
May 16	5 pm – 8 pm	3	Feb 20	4:30 pm – 8:30 pm	4
June 24	4:30 – 8:30 pm	4	Mar 4	4:30 pm – 8:30 pm	4
July 25	5 pm – 8 pm	3	Apr 11	9 am – 3:30 pm	6.5
Aug 21	4 pm – 8:30 pm	4.5	May 14	9 am – 3:30 pm	6.5
Sept 11	4 pm – 8:30 pm	4.5	June 26	4:30 pm – 8:30 pm	4
Oct 8	5pm – 8:30 pm	3.5	July 2	9 am – 3:30 pm	6.5
Dec 4	4:30 – 8:30 pm	4	Sept 16	4:30 pm-8:30 pm	4
Dec 18	4:30 – 8:30 pm	4	Oct 21	4:30 pm-8:30 pm	4

Joint Council Workshop (December 14, 2012)

The Joint Council came together to engage in a visioning and planning workshop in support of the Comprehensive Community Plan Review.

The objectives of the workshop were to:

- Review objectives & process for the CCP Review & Update
- Develop Goal Statements of the P'egp'ig'lha Clan & the CCP
- Review T'it'q'et Successes
- Review T'it'q'et Priorities
- Facilitate Community Consultations

The meeting was attended by representatives from:

- Chief & Council
- P'egp'ig'lha Council
- P'egp'ig'lha Elders Council

The Joint Council discussed a number of issues during the workshop including the following:

- Improving communications
- Preparing goal statements for community development
- Providing guidance and input on the community consultation process for the CCP

The results of this workshop were integrated into the Community Vision section of the report (Part 6) as well as within the implementation plan (Part 7). The Joint Council workshop findings are included in the Consultation Report (Appendix A) to this report.

Community Projects Meeting (December 18, 2012)

This meeting brought together representatives of projects that are underway in the community. The intent was to discuss project mandates and how these can support and be supported by the Comprehensive Community Planning process. Participants included:

- The CCP Review & Update Project Team
- Climate Change Adaptation Planning Team
- The Poverty Action Group
- Health Assessment Project Team

Implementation Planning Workshop (March 20, 2013)

This workshop brought together the CCP Review & Update Working Group as well as administrative and project staff from within the community. The intent of the workshop was to identify and develop strategic plans for implementing the updated CCP. A secondary aim of the workshop was to review and refine the organizational structure of T'it'q'et and to determine how it would support the implementation of the Comprehensive Community Plan.

Community Consultation

It was a key objective of the Comprehensive Community Plan Review & Update project that the community be engaged and consulted to the greatest extent possible. The Working Group, with the guidance and input of the Councils, developed a series of consultation activities that included the following:

Family Meetings

Families are a central part of the political and social structure of T'it'q'et. The traditional model of governance, which existed before European contact and the imposition of the Indian Act, was based upon a system of family representation that ensured all families had equal opportunity to participate in the major decisions that affected the community¹.

The P'egp'ig'lha Council family representatives hosted their respective family meetings. In total ten family meetings were facilitated by the T'it'q'et Planning Project Coordinator. These meetings were also used to provide information about the CCP Review and Update Process.

¹ T'it'q'et Community Profile (March 22, 2013) Poverty Action Research Project

Each family was given the same discussion points, which included the following:

What do you like about T'it'q'et? – this question was intended to stimulate discussion on community strengths

Development Goals – the families were asked to discuss and identify their vision and goals for future development and prosperity for T'it'q'et

Successes & Challenges - the families were asked to discuss and identify the challenges and successes T'it'q'et has experienced over the years since the 2000 CCP. They were asked to develop a list of the elements that supported the community to experience these successes as well as those that created challenges

Successful Communication – the families were asked to discuss how the community, leadership and staff could improve communication in the community

P'egp'ig'lha Elders Council Meeting (February 28, 2013)

This workshop was intended to provide the P'egp'ig'lha Elders Council of T'it'q'et with the opportunity to articulate their vision and concerns for the health and well-being of the community. The results of this workshop are integrated into the Comprehensive Community Plan and will also serve as the foundation for the future Community Health Assessment.

The Planning Meeting included the following objectives:

- Introduce the health assessment goals and objectives
- Initiate a dialogue with elders regarding health and wellness
- Identify and explore concerns and issues related to health care and service delivery in the community
- Explore opportunities and strategies to address those concerns and issues identified by the elders
- Gain a greater understanding of elders views and perspectives on health care

The elders discussed a number of topics regarding community development and health including the following:

Vision for a Healthy Community: the workshop participants were asked to articulate their vision for a healthy community. What does a healthy community look like? What is your long term vision for health and wellness in the community?

Health and wellness in T'it'q'et

- What are the key issues for health and wellness in the community?
- For elders?
- For youth?
- What are the issues and needs, gaps related to health and wellness?

Opportunities & Actions

- What can T'it'q'et do to improve health and wellness in the community?
- What services or programs can be provided to address concerns and issues?
- How can T'it'q'et improve communication about health and wellness and available services?
- What are the barriers and challenges to accessing services?
- What can T'it'q'et do to overcome these barriers and challenges?

How can we improve communications?

The workshop participants were asked to discuss how communications in the community between leadership, administration, the Councils, and membership can be improved.

The results of this workshop were integrated into the Community Vision portion of the report (Part 6) as well as within the implementation plan (Part 7). The Consultation Report is included as Appendix A to this report.

Community Survey

A community survey was prepared to gather input and data from the community regarding the community planning process and their visions and goals for the community. The survey also included some questions regarding the climate change adaptation project.

The survey was sent out using email, the project Facebook page, the T'it'q'et Administration website as well as through direct mail to members living off-reserve. The survey was also distributed to each household in the community.

Twenty-six people completed the survey, which represents approximately 6% of the registered membership. The majority of the respondents live on-reserve, in Lillooet, or in the surrounding area. On its own, the number of respondents cannot be considered statistically valid, however bolstered by the information taken from the community consultation process, it still provides insight into the concerns, priorities and needs of the community. The Community Survey Report is included as Appendix B to this report.

Youth Meeting (February 20, 2013)

The T'it'q'et youth participated in a workshop that was intended to gather their input and feedback on the Comprehensive Community Plan and their desires and needs for future development and prosperity.

The youth had a facilitated discussion that examined the following questions:

- What we like about our home community
- What we would like to see

The results of the workshop have been integrated into the implementation plans and the results are included as Appendix A to this report.

2.3 Acknowledgements

T'it'q'et Families that participated in the Family Meetings:

- Barney Family (*Pápcen*: Michael Doctor)
- Billy Family (*Nqtsápalus*: David Billy)
- Bob Family (*Sipá7a*: Francis Bob's Grandmother)
- Bones Family (*Mése*: Susan Bones)
- Brigman Family (*Tsem7áni*: Annie Jim Pocock)
- Hixon Family (*Hiksen*: Paul Hixon)
- Machell Family (*Amíli*: Amelia Saul)
- Napoleon Family (*Tsupipnek*: Susan Napoleon)
- Scotchman Family (*Txwín'ek*: Nancy Scotchman)
- Retasket Family (*Ngításq'et*: James Retasket)

3.0 TERMS & DEFINITIONS

Comprehensive: When applied to a planning process, the word implies that many topics, the wider geographic setting, and a longer time span will be dealt with.

Community Planning: A process whereby a community examines where it is today, decides where it would like to be in the future, and takes the necessary steps in getting there.

Comprehensive Community Plan: A comprehensive, policy statement of a community's aspirations for future physical, human and economic development.

Goal: A statement that describes a general, desirable future with respect to a particular subject.

Issues: The problems and opportunities that a planning process will address.

Land Use Plan: A written document that interprets and applies community principles and aspirations relating to land use and related resource and environment goals.

Land Use Planning System: The 'laws', policies, procedures, and institutional structures that exist within the community to prepare, implement and monitor a land use plan.

Need: A necessity, desire or response to the issues of the day or foreseeable issues.

Objective: A statement of the specific and measurable results sought with respect to a particular goal.

Policy: A course of action to achieve a goal.

Policy Context: Effective policies must reflect the values and traditions of the community.

Principle: A broad and fundamental rule or truth.

Ucwalmicw: Person of the Land

4.0 RELATIONSHIP OF THE CCP TO OTHER PLANNING DOCUMENTS

The T'it'q'et CCP sets forth the principles and broad policy context from which more detailed plans addressing specific topics will be developed and coordinated. The figure below shows the relationship of the CCP to other plans.



5.0 COMMUNITY ACCOMPLISHMENTS

T'it'q'et has made tremendous progress since the completion of the Comprehensive Community Development Plan in 2000. A key part of the CCP Review and Update was to review these accomplishments and successes and to ensure the community continues to move towards attaining their vision for prosperity and development.

5.1 Community Accomplishments

As part of the CCP Review and Update the community was asked to identify the significant accomplishments achieved since 2000. The accomplishments identified are as follows (this list is not exhaustive but only intended to provide an overview of some of the significant accomplishment experienced by T'it'q'et in recent years):

5.1.2 Community Projects & Initiatives

Governance

Completion & Implementation of the P'egp'ig'lha Constitution: in 2007 T'it'q'et ratified the Sxeks Ta Nt'akmensa I P'egp'ig'lh.ha – the traditional laws of the P'egp'ig'lha. The Constitution articulates the values and laws of the P'egp'ig'lha Clan. The Constitution has been translated and transcribed into St'at'imcets by Rose Agnes Whitley.

Building upon the successful completion and implementation of the P'egp'ig'lha Constitution, the community developed and implemented a system of governance that reflects our culture and heritage and thereby providing the guiding principles of the Community Comprehensive Plan.

Economic Development

Wind power & alternative energy: T'it'q'et is pursuing new opportunities and is working to position the community as a leader in alternative and renewable energy development. T'it'q'et has incorporated alternative energy technology in new facilities (geothermal) and retrofit existing facilities to reduce the cost of utilities for heating, cooling and lighting.

Establishment of the P'egp'ig'lha Development Corporation: which is pursuing new economic development opportunities for the economic well-being of the T'it'q'et community and strengthening partnership opportunities and relationships beneficial to the local and regional economy.

Economic Development Property Purchases

- **Retasket Lodge:** the community oversaw the successful purchase of the Retasket Lodge which has become a significant economic operation within the community.

- **Main Street Properties:** Economic venture rental facility

Economic Development Business Establishment

- **GeoMatics Ltd:** GIS, mapping and printing services
- **10 Pack:** Fire Fighting Crew
- **Forestry Agreements:** NRFL

Successful Negotiations

- Successful completion of negotiations with BC Hydro and the return of IR #5
- Specific Land Claims Negotiation with the Federal government resulting in financial compensation.
- Community agreement with Interwest
- Forest revenue sharing agreement with the province
- Signed onto the letter of understanding to the road map fisheries process
- DFO, Fisheries Monitor (2007)

Language, Culture and Traditional Practices

- Repatriation of ancestors from museums
- Greater commitment to learning, preservation and usage of St'át'imcets and traditions

Infrastructure and Physical Development

Land Designation: T'it'q'et members approve the land designation for economic purposes in December 2013.

Housing Finance: T'it'q'et has entered into an arrangement with the New Market Housing Fund. The New on Reserve Housing Arrangement provides loans to members for home improvements & upgrades.

Seton Lake Cabins: the debt has been fully paid.

New subdivisions & housing: T'it'q'et is in the process of developing new subdivisions to meet the emerging and future housing needs, as well as opportunities for members to return home and live in the community; Community growth has been strong – of the 3 subdivisions designed and constructed only 3 remaining buildable lots remain.

Community Facilities

- **New Community Buildings:** T'it'q'et has constructed a number of new buildings in the community including a Youth Centre, Resource Centre, Community Centre and Health Centre.
- Community Infrastructure and Assets.
- Service Agreement for water and sewer (MTSA) dated February 6, 2003.

Major investments in capital equipment for community servicing of grounds, roads, water, community facilities providing financial and human resources to ensure asset longevity and safety.

- **Infrastructure Investments:** Water and sewer projects in partnership with the DOL. Mt. View Road redevelopment and repair, and alternate access road to IR1.
- **MTSA:** Agreement with DOL include, water, sewer, garbage and fire protection
- **Kwékwa7 Centre:** Loan paid off in 2012
- **Reconstruction of S7ístken:** The successful reconstruction of the S7ístken in 2007 providing an important connection to our ancestral roots and a venue for Traditional and contemporary events celebration.
- Illuminated message board for improved communication
- O&M Equipment

Health and Social Development

Development of emergency response capacity within the community: the community has made significant progress in developing the human resources and emergency response capabilities within the community including the training of fire fighters and first responders.

Ucwalmicw Centre has made substantial contributions in numerous areas such as: youth job readiness and life skills programs have been provided regularly.

Community organic garden, orchard & root cellar: Ucwalmicw Centre has developed the community garden, an orchard and a root cellar that is making significant contributions to the community's food security and has encouraged individual involvement with home-grown produce.

Community food security is in the developmental stages: Successful capacity building of community members and ongoing expansion and investment. This will include sharing with our community ways to utilise traditional goods as well as gather, harvest and hunt on our lands. Additional work is required to explore the impact of fish and wild game effected by diseases.

Health Services:

- The new health transfer process is in the development stages, it is expected that the new health transfer will provide greater opportunity for involvement of T'it'q'et in the delivery of health services.
- New Health Facility will provide additional health professional services, indoor and outdoor fitness equipment to support and encourage physical fitness promoting good health.

Poverty Action Research Project: PARP is an action research project funded by the Canadian Institutes of Health Research, responding to a proposal submitted by a Research Team in cooperation with the Assembly of First Nations. T'it'q'et is one of five communities participating in this 5 year study. The agreement was signed in March 2012.

Green Gym: The Green Gym is intended to increase physical activities of all ages, providing free access and easy access including specialize fitness equipment suitable for individuals with limited mobility.

Human Resource Development

- **Education & Training**
- **Resource Centre Upgrades**
- **Education Partnership Agreement:** 6 Northern St'át'imc Communities partnered with Thompson Rivers University to provide accredited training in 3 areas of study, Horticulture, Aboriginal Tourism, Adult Dogwood.
- **Nicola Valley Institute of Technology:** Community Economic Development Certificate Training Program hosted at T'ít'q'et was sponsored by Poverty Action Research Program.

T'ít'q'et Preschool/Daycare provides: Advanced child development; language and culture program; cultural and cross cultural awareness and enhanced school readiness of the children transitioning from preschool to K; encouragement and support for parental involvement; healthy nutrition and physical activities; and technology enhanced learning.

5.1.2 Policies & Planning Initiatives

T'ít'q'et has implemented a broad range of policies and initiatives, which include the following:

- Cultural Heritage Policy (initiated)
- Referral Plan and Process
- T'ít'q'et Education Policy Manual
- T'ít'q'et Housing Policy
- P'egp'íg'lha Council Resource Management Plan
- P'egp'íg'lha Governance Structure
- P'egp'íg'lha Strategic Plan
- 2011 Strategic Economic Action Plan
- T'ít'q'et Land Use Plan
- Poverty Action Research Project
- Health Plan

5.2 How Was the Community Successful?

As part of the exercise of identifying and discussing the accomplishments since 2000, the community leadership and members were asked to identify the elements that contributed to that success and could potentially contribute to further success in the future.

These include the following:

Commitment: the community membership, particularly elders, remained committed to the issues and worked consistently for many years to see projects and initiatives through to completion

Belief in the community: T'it'q'et is a proud community that has a powerful belief in its own ability to grow and change without the direction of outside governments

Desire to see improvement: T'it'q'et has a powerful and clear vision of where they would like to go and how they see themselves develop and the community has remained committed to that vision

Good leadership: T'it'q'et is fortunate to have a leadership structure that is committed and has the capacity to pursue and achieve the successful and sustainable development of the community

Strategic planning: T'it'q'et has placed a strong focus on undertaking sound strategic planning processes and then working to implement these plans

Financial resources & sound fiscal management: T'it'q'et has experienced success in bringing together the financial resources required to support plans and initiatives. T'it'q'et has worked hard to implement sound financial management policies that have ensured the effective management of available resources

Motivated to achieve justice: the T'it'q'et membership believes in and is committed to achieving justice for their community and the St'át'imc

Knowledge of rights: the T'it'q'et membership has a clear understanding and knowledge of Aboriginal, human and legal rights and has consistently stood up for and worked to preserve and protect them for future generations

Willing to take risks: an essential element to T'it'q'et's success has been willingness within the community to rise up to challenges, push boundaries and take risks

Volunteerism: there is a strong sense of civic responsibility among the T'it'q'et membership that has motivated people to get involved and give their time and energy to seeing projects and initiatives move forward

Educational opportunities: education is a key to building capacity and the community has worked diligently to ensure the T'it'q'et members have the skills and capacity necessary to pursue and successfully attain their visions and dreams

Community pride & solidarity: T'it'q'et members have faith in each other and provide each other with the support required to overcome difficult challenges and achieve success

Resilience: the T'it'q'et people are strong and have the ability to not only withstand significant adversity but to thrive and flourish

Accountability & Transparency of Leadership: the T'it'q'et people have set high standards for their leadership and leadership has exhibited a capacity to meet these expectations

6.0 VISION, VALUES & GOALS

6.1 Community Vision

The community vision comes from the P'egp'íg'lha Constitution. Translation for this P'egp'íg'lha Constitution was provided by Rose Agnes Whitley.

Skw7ikwlacwkálha

Nilh ts7a skw7ikwlacws i P'egp'íg'lhha úcwalmicw. Ts7as lhélta scwakwekwkálha i sqwal'útkalha. S7ats'xstsútkalh kelh múta7 s7ats'xstwál'. Cuz' hal'acitem ku tí7texw nt'ákmen i stsmal'tkálha. Xekantsútkalh kelh. Cuz' nkálstúm' ta tsuwa7lhkálha nt'ákmen xílem nelh skelkla7lhkálha múta7 cuz' xílem i ts7ása úcwalmicw.

Our Dream

This is the dream of the P'egp'íg'lha clan. Our words come from our hearts. We will look after ourselves and each other. We will make our own laws. We will follow our own way of life as did our ancestors and as will our future generations.

6.2 Vision Statement of the P'egp'íg'lha Clan²

We are the P'egp'íg'lha of the St'át'imc Nation. The Creator placed us here and that connection to our land can never be broken. The traditional ways, values and laws of our ancestors are held in the St'át'imc language and are written on the land. Our Elders have passed them down in the stories to the children and grandchildren since the beginning. We are committed to working together to build our community in a good way that is based on the teachings of our ancestors.

We will:

- *Show respect for the Creator and all of creation including ourselves*
- *Live in harmony with all things*
- *Learn and speak our St'át'imc language*
- *Maintain, practice and teach our traditional ways to our children*
- *Govern according to our traditional values and principles*
- *Strive for and maintain self sufficiency and independence for our community*
- *These ideals will guide us on our journey*

6.3 Sacred Values³

We, the P'egp'íg'lha of the St'át'imc Nation, have, together with other St'át'imc, used and occupied our homeland since time immemorial. The Creator placed us on our lands as a blessing and a responsibility, in order that we take care of this place and thrive as a people. We have

² Sxeks Ta Nt'akmensa I P'egp'íg'lha Constitution – Traditional Laws of the P'egp'íg'lha (July 14, 2007)

³ Sxeks Ta Nt'akmensa I P'egp'íg'lha Constitution – Traditional Laws of the P'egp'íg'lha (July 14, 2007)

never left this place or ceded the land to others. Having received this land from our ancestors, we are charged with the inherent responsibility and right to use and care for the land on behalf of the next seven generations. We have a sacred relationship with the land based on stewardship rather than ownership. We care for and hold our lands in a sacred trust for our future generations.

We will, to the best of our ability, adhere to and obey the seven sacred values provided to us by the Creator:

- *Health*
- *Happiness*
- *Generations*
- *Generosity*
- *Pity/Compassion*
- *Power*
- *Quietness*

These sacred values are the fundamental basis for all other laws, policies, and actions. They are our guide to maintaining balance on our land, and in our community, allowing us to live in harmony with all other nations and creation as relatives.

T'it'q'et will use the land and resources respectfully and efficiently in the best interests of seven future generations

We shall teach our children by way of example, these principles. That we:

- Are only a part of the Natural Environment
- Are caretakers but not managers of the Natural Environment
- Strive for the respectful use of resources without damaging but protecting them for seven generations.

6.4 Overall Community Goals

Through the consultation process, the following goals were identified to address community priorities:

Self-Sustaining: To have a diversified economy and fulfilling employment for members.

Language, Culture & Heritage: To strengthen our language and culture with the wisdom of our elders and the energy of our youth.

Healthy & Thriving Community: To be a strong, healthy, unified community with services that support economic independence and healthy individuals and families.

Healthy Environment: To provide a clean, safe, healthy place to live for all our members.

Governance: To have a strong stable government, guided by our traditions and supported by responsive administration and staff.

Community Service: To ensure that services provided to the community are of the highest standard

The goal statements are integrated into the Implementation Plan in the next section.

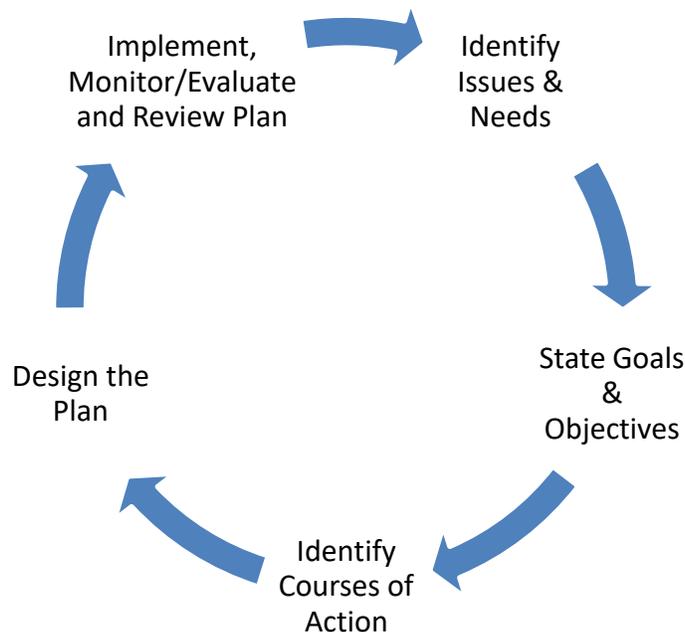
7.0 IMPLEMENTATION PLAN

Through the community engagement process, goals, strategies and actions for a wide range of community priorities were developed and are presented in this section. The plan is a reflection of the intensive work undertaken by members of the community and their planning committees.

The draft plan will be reviewed by Chief and Council and the CCP Working Group. It will be made available to the community for review.

Adoption of the plan will occur by a resolution of Chief and Council. Implementation, monitoring and review of the plan will occur over the next few years. The CCP will be reviewed annually to determine if amendments are required. Amendments of the plan will occur by resolution of Chief and Council and filed in Section 8.0 of the CCP.

The graphic below shows the process that was used to develop the CCP as well as the process that will be used to implement and renew it.



7.1 Self-Sustaining (Economic Development & Governance)

GOAL: To have a diversified economy and fulfilling employment for members.

(7.1) STRATEGY 1: Ensure that all members have access to education and training opportunities that lead to employment.

Actions:

- Review Education Policy – enhance accountability and transparency in decision making
- Seek out additional financial resources and provide this information to students
- Develop a strategic education and training plan; seek alternate funding sources to support trades training
- Develop a skills and inventory directory and update it annually
- Identify and provide opportunities for on-the-job and trades training
- Review labour market studies and community profile to identify current and future trends in training requirements
- Continue to provide training subsidies and support for membership
- Undertake yearly skills and training review to evaluate and assess success of training and support programs
- Provide assistance to students in preparing educational goals and plans
- Continue Head Start and tutoring programs
- Adult education in the community
- Partner with post-secondary institutions to deliver courses in the community
- Ensure transparency in funding processes
- Create an education trust fund
- Create partnerships with local companies and businesses to provide students the opportunity to learn on the job
- Provide Workshops on how to write grant application
- Provide Business training opportunities
- Provide self-help classes
 - Self esteem
 - Anger management
 - Alcoholics Anonymous and Narcotics Anonymous
- Provide Peer Support Training

(7.1) STRATEGY 2: Maximize economic development opportunities.

Actions:

- Create the conditions for economic success by branding T'it'q'et as a community that is open and ready for business development and investment
- Ensure the community has strong marketing tools, guidelines and regulations to manage and ensure the timely actions to support the economic development
- Monitor the implementation of the economic action plan
- Determine and define the relationship between the PDC and the Chief & Councils and the PC
- Explore opportunities for tourism
- Purchase land for economic development
- Conduct a feasibility study of assisted living facilities as a socioeconomic venture
- Develop a website that promotes an "open for business brand"
- Support the development of a land use plan that supports zoning for development
- Support the development of a land code that will allow for effective land development for economic opportunities, leasing, etc
- Implement the 2011 Strategic Economic Action Plan

(7.1) STRATEGY 3: Support small businesses and entrepreneurs.

Actions:

- Develop appropriate supports for small business such as the business incubator model that provides book keeping, business training, meeting space, internet, tax advisory services. The services will be based on expressed needs of community entrepreneurs and small business owners
- Identify opportunities and provide information related to small business development, financing, and management
- Review restricted funds loan guarantee (assist loan applicants – community futures used to provide assistance and guidance)
- Develop capacity development opportunities for future entrepreneurs
- Develop a revolving interest free loan program to support small business start-up through available sources. (i.e. PDC, TEDA Non-profit society)
- Review and revise roles and responsibilities, terms of reference of TEDA by T'it'q'et Council and PDC

(7.1) STRATEGY 4: Strengthen the role of the P'egp'íg'lha Development Corporation (PDC).

Actions:

- Ensure the PDC is independent from politics
- Maintain ongoing communications with the community by reporting annually at a general meeting and by including monthly reports in the newsletter

Formalize the PDC relationship with the T'ít'q'et Council and P'egp'íg'lha Council

(7.1) STRATEGY 6: Ensure that T'ít'q'et has a diversity of commercial developments in the community to support the services required by the community.

Actions:

- Promote T'ít'q'et as a location for commercial developments
- Undertake a market analysis and feasibility study for developing retail and commercial spaces
- Investigate possibilities for designating lands for commercial development and the establishment of leasing possibilities
- Assist community members seeking small commercial retail businesses opportunities

(7.1) STRATEGY 7: Position T'ít'q'et as a significant stakeholder in the local and regional tourism market; sharing the communities' natural and cultural heritage with the world.

Actions:

- Prepare and implement a tourism strategy supported by a comprehensive market analysis (PDC)
- Expand services and products including eco-and cultural tourism products (pictographs), fishing rock, marriage mountain
- Expand amenities: campground, pool, adventure tourism (mountain biking, etc)

(7.1) STRATEGY 8: Diversifying energy resources including wind, solar, hydro, biomass and geothermal to reduce costs.

Actions:

- Pursue funding and financing for alternative energy options identified in the Community Energy Plan
- Work with BC Hydro to provide homeowners with energy smart kits for homes and buildings
- Pursue opportunities to purchase or invest in alternative and renewable resource development projects in St'át'imc traditional territories

(7.1) STRATEGY 9: T'ít'q'et utilizes natural heritage and natural resources in a environmentally sound and sustainable manner.

Actions:

- Provide Lands & Resources department the mandate to ensure resource management plan is implemented and respected in all community development and natural resource based activities
- Reference economic development strategies outlined in 2011 Strategic Economic Action Plan to sustainably utilize natural resources for the economic development of T'ít'q'et
- Annually evaluate and assess strategic plans and its success in attaining T'ít'q'et's goals for management and development

7.2 Language, Culture & Heritage (Human Development)

GOAL: To strengthen our language and culture through the wisdom of our elders and the energy of our youth.

(7.2) STRATEGY 1: Preservation and usage of St'át'imc language & culture.

Actions:

- Encourage T'ít'q'et members to reach functional level of St'át'imcets proficiency
- Support and provide opportunities for community language classes, cultural arts and traditional practices
- Support/implement language and culture classes/camps
- Encourage Elders teaching
- Work with elders to provide lessons and to document and record our language
- Provide an environment in which our members are able to utilize St'át'imcets
- Digitize language materials for availability for all members
- Explore ways to maintain the integrity and ownership of cultural and intellectual property

(7.2) STRATEGY 2: Provide opportunities for shared learning with elders and youth.

Actions:

- Coordinate opportunities for elders to learn and to teach cultural practices and traditional lifestyles
- Provide members with the knowledge and skills to support elders (e.g. firewood, fishing, hunting and food gathering.)
- Provide opportunities and support community members to participate in and practice traditional living and culture within the community
- Provide training and opportunities for members, particularly youth to develop and learn traditional and cultural practices
- Ensure St'át'imc culture remains a vibrant and vital part of T'ít'q'et
- Initiate cultural activities in the community such as potlucks and culture nights
- Provide cultural classes and camps in traditional arts and crafts
- Provide workshops on drum-making and dream catchers, basket weaving, leather work, rock carving, etc
- Document and celebrate the cultural and artistic achievements of members in the community
- Initiate potlatch ceremonies for name giving and other important cultural and community events
- Provide space for community members to gather and practice cultural arts and

traditions and to showcase artworks to the community and the general public

- Develop a kids section for the monthly newsletter that features children's activities

(7.2) STRATEGY 3: Ensure cultural practices are part of community events and life.

Actions:

- Ensure the community elders and disabled are provided for (wood/food/housing/transportation etc.)
- Continue to provide social functions that promote interaction amongst the members
- Continue to provide opportunities to support the teaching of traditional values, practices and beliefs
- Weave traditional practices into community events, e.g., drumming, dancing, singing, storytelling etc.
- Promote and recognize volunteerism
- Promote seasonal cultural fair where members can demonstrate their cultural knowledge and skills (story-telling, dance etc.)

(7.2) STRATEGY 4: Support member artists.

Actions:

- Provide artist with facilities to display, create and demonstrate techniques
- Support artists with training and business plan development to market and sell their art
- Utilize the expertise of community and P'egp'ig'lha members as teachers of the arts
- Examine ways to assist artists to access financial resources and meet funding criteria and reporting
- Develop a database of T'it'q'et artists who are interested in marketing and selling their products
- Develop a website featuring products
- Develop a space for selling arts and crafts open and marketed to the public
 - Artist's eco-village
 - Studios/ Earthbag/strawbale/s7isken buildings
 - Culinary arts café
 - Music and sound recording studio
 - Pottery/ceramics studio
 - Traditional carving, basketry and regalia studio-space
 - Permaculture design aspects

7.3 Healthy & Thriving Community

GOAL: To be a strong, healthy, unified community with services that support individuals and families.

(7.3) STRATEGY 1: Provide social and health support services that meet the needs of all of our members (on and off reserve).

Actions:

- Carry out a health needs assessment and develop service delivery strategies in consultation with community
- Incorporate the principles of the First Nations Health Authority into the P'egp'ig'lha health plan.
- Meet the needs of elders and people with disabilities
- Deliver health care workshops
- Incorporate alternative health and traditional healing practices
- Integrate traditional and contemporary approaches to health care
- Promote healthy lifestyles (ie encourage healthy diets and proper nutrition)
- Provide appropriate and specialized counselling services to community members
- Ensure health care is responsive to members' needs
- Align Health Department job descriptions to ensure that service delivery is responsive to the needs of the community
- Develop and Implement an Advocacy Plan
(ie. ensure clients have access to necessary health services.)
- Establish health board for community involvement in keeping with the P'egp'ig'lha Governance structure
- Work with external agencies and the First Nations Health Authority to ensure programming and service delivery to the community remains consistent or is enhanced
- Establish professional Health services at new Health Centre open 7 days a week with access to medical services(emergency and clinic)
- Workshops
- Weight loss
- Healthy eating
- Health Staff needs to be available to community members and elders
- Address transportation needs to the extent possible for participation in community events
- Support members with mobility issues by seeking out funding sources for the purchase of medical equipment e.g., wheelchairs, crutches to enable those with mobility problems opportunities to engage in exercise
- Work toward a holistic approach to healing and self-reliance through inter-program coordination of services and facilities

(7.3) STRATEGY 2: Provide support, guidance and opportunities for youth to ensure they possess the skills, self esteem and capacity to live as powerful members of the community.

Actions:

- Provide youth the resources to build self-esteem and confidence
- Encourage and support positive role models and mentors for/by youth
- Provide opportunities for youth to participate in community events and activities in a leadership capacity
- Provide opportunities for youth to socialize and strengthen relationships with elders
- Support the youth strategic plan for addressing youth needs in the community including key issues and challenges
- Provide training and mentoring opportunities
- Provide youth council with the mandate and support necessary to initiate youth specific programming
- Promote programs and services that increase reading competencies

(7.3) STRATEGY 3: Build a strong, unified, safe community.

Actions:

- Holistically and comprehensively address health and social issues such as drug and alcohol abuse, violence, sexual abuse and suicide.
- Foster physical spiritual mental wellbeing
- Support treatment services for substance abuse
- Provide support services and programs to resolve and mediate conflict
- Celebrate success and accomplishments that builds self esteem and self worth (recognition)
- Promote respect and care for each other
- Support antiviolence programs and services in the community and workplace
- Address abuse issues (physical, mental, emotional, financial)
- More sharing /generosity/helping each other in the community
- Encourage and support members who feel isolated
- Support the community justice initiatives

(7.3) STRATEGY 4: Ensure that Elders' needs are being identified and met on an on-going basis.

Actions:

- Elders have proper care and the ability to live with health and dignity within the community. The wisdom and voice of the elders is protected and supported with the community and articulated within the governance of the community
- Involve Elders Council in health service planning
- Ensure Elders have a voice and role in the governance and social life of the community
- Ensure Elder's needs are understood and addressed within the community
- Ensure that Elders have the opportunity to express and pass their knowledge, wisdom and experience onto the younger generations
- Provide health care in keeping with Elders needs
- Support social activities and inclusion
- Implement specialized housing and assisted living to remain within the community and family
- Provide respite care to support families providing elder care and other families requiring this service

(7.3) STRATEGY 5: Promote and support a drug and alcohol free community.

Actions:

- Develop and Implement a community based detox program
- Provide support systems for people detoxing or transitioning from drug and alcohol treatment back into community
- Welcoming and honoring back community members that have returned from treatment
- Support programs for organizing sober activities
- Incorporate culturally appropriate treatment services
- Conduct a feasibility of a treatment facility (ie Regional Cooperative FNHA to spear-head)
- Provide transitional programs, services & activities
- Support families to attend treatment
- Encourage and support youth initiatives in addressing chemical dependencies
- Provide education programs on issues such as co-dependency and drug use amongst youth,
- Develop strategies by and for youth addressing the problem of drug abuse within the community

(7.3) STRATEGY 6: Promote and provide opportunities to pursue healthy lifestyles.

Actions:

- Develop a recreation plan that clearly identifies recreational needs and a strategic plan for pursuing the development of appropriate programming and infrastructure
- Educate community membership regarding the importance of living healthy active lives
- Encourage the development and implementation of traditional cultural activities and sports
- Provide support and encouragement for community members, particularly youth to participate in sports and activities, including team and individual sports Identify and pursue funding opportunities to support athletic interests of community members
- Provide opportunities in the community for activities and transportation such as trails interconnecting homes and facilities with lighting
- Recognize and celebrate community members who experience accomplishments in sports and active living
- Organize and support youth sports tournaments and competitions in the community
- Organize age appropriate exercise and fitness classes with tailored programs to match the physical abilities of the individual
- Support youth led opportunities for recreation such as outdoor playing fields, and Basketball courts (develop outdoor sports facilities)
- Search funding sources for the purchase of additional Fitness equipment, e.g. fitness equipment & weight

(7.3) STRATEGY 7: Build T'it'q'et's food security.

Actions:

- Consult with community for the development of plans for T'it'q'et agricultural production for local food consumption as well as local agricultural markets
- Enhance T'it'q'et capacity for food production
- Position T'it'q'et as a stakeholder in the local agricultural market
- Undertake an agricultural resources assessment to determine the viability and options food and produce production in the community
- Develop and implement an agriculture and food security strategy for the community
- Provide opportunities for training community members in gardening, horticulture and agriculture
- Undertake a feasibility assessment for providing produce and niche agricultural products to the local and regional market
- Examine options for the development of food co-ops for local community members
- Explore options for developing greenhouses to extend the growing production season and the products available to the community
- Continue to enhance the use and production of existing community gardens

(7.3) STRATEGY 8: Support Family Unity.

Action:

- Continue to strengthen the participation of families within the community
- Support community events to build camaraderie and understanding between families and strengthen community relationships
- Engage parents/caregivers in discussions and plans to keep children with their families
- Focus on parenting (providing programs for parenting skills and support services or develop programs to support parents)
- Ensure financial support for families/children -to keep families together – and ensure that a financial burden does not fall on those with limited or fixed income ie grand-parents
- Ensure availability of appropriate counselling services for children and families in the reunification process
- Seek political alliances for improved child and families services

(7.3) STRATEGY 9: To build a healthy, united community that values personal responsibility and contribution.

Actions:

- Work with other communities to build a Wellness Centre for the benefit of the Upper St'át'imc.
- Explore ways to integrate the proposed Wellness Centre with other/future developments (e.g. an apartment development).
- Develop and maintain Terms of Reference, Policy and Guidelines for all T'it'q'et human development programs and services.
- Provide policy development training for members.
- Provide support services for those returning to the community.
- Acknowledge new members and those returning to the community by potlatching or ceremony.
- Explore opportunities to partner with other communities to build a Transition House.
- Take control of Child Welfare Services
- Promote and support greater parent and community participation in the education school age children

7.4 Healthy Environment (Infrastructure, Lands & Resources)

GOAL: To provide a clean, safe, healthy place to live for all our members.

(7.4) STRATEGY 1: Provide safe and reliable infrastructure.

Actions:

- Assess the capacity of our water system and ensure it is sufficient for agriculture and safe for consumption
- Ensure potable water for present and future residential needs in the community
- Pursue alternative energy options and opportunities
- Improve community signage
- Restore and maintain existing community facilities, e.g., ice rinks, community buildings, roads, playgrounds, etc.
- Complete and implement a water and waste management strategy for the community
- Implement community wide recycling and composting program
- Continue to work with the District of Lillooet to ensure the provision of sewage management to the community
- Pursue funding to undertake an upgrade to the existing water system
- Continue to monitor and investigate community water sources for contamination (there is a concern the town's water supply is contaminated with arsenic)
- Explore options for alternative waste management that are environmentally responsible
- Work toward providing the six communities with adequate water to support agriculture, commercial and industrial enterprises

(7.4) STRATEGY 2: Ensure that plans, strategies and responses are in place for a safe community.

Actions:

- Update emergency plan
- Strengthen fire and emergency response
- Build forest fire fighting response capability
- Promote pedestrian and bike safety (sidewalks, lighting and lighted trails)
- Procure proper equipment and infrastructure
- Schedule annual training for the emergency response team
- community training for quick response to emergency
- Develop partnerships and protocols for response and coordinate these with neighbouring jurisdictions and emergency response services

- Provide training and emergency response drills to educate community regarding proper procedures

(7.4) STRATEGY 3: Manage T'it'qet's lands through sustainable practices.

Actions:

- Schedule regular updates to the Land Use Plan
- Provide support to the PC to access funding and resources to undertake the Traditional Use and Occupancy Study (TUOS)
- Pursue opportunities to purchase lands of economic or cultural value to T'it'q'et
- Pursue the opportunity to develop a land code for the community under the First Nations Land Management
- Create a database of interests and land ownership on T'it'q'et reserve lands
- Survey all reserve lands and boundaries
- Update the land survey to confirm family land holdings and tenure
- Practice environmental management, e.g., remediation of burn areas
- Explore the viability of establishing a Native Animal Observatory/Nature Education Centre
- Educate and encourage youth to become re-acquainted with natural environment within the traditional territories
- Develop and implement environmental guidelines and regulations for protecting and preserving environmentally sensitive areas
- To protect our culturally significant sites, agricultural and forest lands we shall consult Elders, and people knowledgeable of our cultural sites prior to planning and development"
- Seek funds to provide training for monitoring and protection of the environment
- Partner with non-profit environmental agencies to further goals of environmental protection within St'at'imc traditional territories
- Coordinate a Community clean up program
- Provide support for community landscaping

(7.4) STRATEGY 4: Ensure the housing needs of our members are met.

Actions:

- Schedule regular reviews and updates of the housing policy
- Develop and implement the housing strategy providing a greater diversity of housing types in the community including townhouses, duplexes, elders housing, etc.
- Promote and utilize the full range of First Nation Market Housing Fund initiatives
- Consider options for different types of ownership including cooperatives
- Ensure availability of rental and affordable housing
- Ensure implementation of a housing maintenance management plan for all rental and subsidized housing in the communities
- work with residents and home owners in the implementation of smart power kits to improve energy efficiency
- Promote, support, and integrate alternative energy options including photovoltaic and thermal solar hot water panels
- Conduct a feasibility study for the development of an assisted living, care complex, intermediate care facility and independent living
- Provide assistance to members with home maintenance options (ie. Information for services and support, best deal community wide for common services (duct cleaning, chimney sweep etc.))
- Assist in providing proven and affordable energy modification to existing homes
- Research and obtain lands suitable for extending residential development with adequate facilities and services
- Promote settlement patterns that minimize the risks of natural disasters

(7.4) Strategy 5: Ensure waste materials are treated and managed in the most environmentally sustainable manner possible.

Actions:

- Complete and implement a water and waste management strategy for the community
- Implement community wide recycling and composting program
- Continue to work with the District of Lillooet to ensure the provision of sewage management to the community
- Pursue funding to undertake an upgrade to the existing water system
- Continue to monitor and investigate community water sources for contamination (there is a concern the town's water supply is contaminated with arsenic)
- Explore options for alternative waste management that are environmentally responsible including solar aquatics

(7.4) Strategy 6: Increase access to transportation options for community members.

Actions:

- Work with District of Lillooet and Northern St'át'imc communities to explore options for extending transportation services to the communities
- Set up community ride program to encourage members to provide transportation options, particularly for those with mobility issues
- Work with First Nations Health Authority to explore funding opportunities to improve transportation

(7.4) Strategy 7: Promote a high quality of life for members supported by sustainable infrastructure and community facilities.

Actions:

- Develop and implement a recreational facilities and infrastructure plan for members in the community
- Pursue funding to support development of community facilities

7.5 Governance

GOAL: To have a strong stable government, guided by our cultural traditions, supported by staff.

(7.5) STRATEGY 1: Enhance awareness and understanding of governance structures & operations.

Actions:

- Develop and distribute educational materials throughout the communities about the four council's structure.
- Develop a governance orientation package for all four councillors and respective staff
- Highlight each councils activities, decisions and accomplishments through the community website, electronic sign and during community meetings
- Develop, maintain and digitize a data base of meeting decisions, motions, policies, procedures, protocols that is accessible to all members
- Councils assure meeting protocols are followed

(7.5) STRATEGY 2: Clarify communication protocols between and amongst the four Councils

Actions:

- Develop and implement communications strategies and protocols for the implementation of decisions
- Implement processes and protocols for the distribution of communications to staff and the membership
- Promote and support ongoing identification and actions for and addressing overlapping responsibilities and establishing protocols and procedures to deal with these
- Provide regular reporting on status of strategic plans by each of the four councils (each council)
- Complete and implement the 2014 strategic plans of the inter/intra-councils

(7.5) STRATEGY 3: T'it'q'et has the capacity and tools in place to effectively govern.

Actions:

- Support ongoing Capacity Building for all councils, staff and membership
- Identify policies and procedures to support good governance, including accountability
- Laws, by-laws and code development, implementation and enforcement
 - Children & Family Protection
 - Justice
 - Membership (code)
 - Residency
 - Banishment
 - Noise
 - Safety
 - Animal control
 - Zoning
- Code of Conduct (Members): Review, Update, Ratify and implement T'it'q'et's members Code of Conduct
- Election Code Review and revise election code with membership
- Digitize T'it'q'et documents and audio/visual materials. Secure off site back up of records.
- Support the Youth Council by incorporating elements as defined within the 4 council strategic planning session March 25, 2014

(7.5) STRATEGY 4: Manage community resources and revenues

Actions:

- Develop process with membership to determine how to distribute T'it'q'et's own source revenues
- Develop, review and revise investment policies
- review and revise Finance management policies
- Review and incorporate the Gavin Perryman governance recommendation re:
 - T'it'q'et Own source revenues
 - Economic Development
 - Rancheree Enterprises
 - TEDA
 - Community Development Fund

(7.5) STRATEGY 5: communicate effectively with all of our members.

Actions:

- Develop and implement effective communication strategies for:
 - T’it’q’et Administrator staff from each of the councils
 - Council Chairs
 - Council and Administration Committees
 - Boards (Pre-school, Ucwalmicw Center, PDC etc.)
- Establish an effective communication process that will engage off-Reserve members
- Find ways to promote more community and specifically youth involvement, e.g., at community meeting

7.6 Community Service

GOAL: To provide high quality services to the community

(7.6) STRATEGY 1: Ensure T’it’q’et administration has current policies, procedures and protocols in place to meet the needs of the community.

Actions:

- Review, revise and update Administration HR policy to ensure accountable and transparent HR practices, including job descriptions, fair hiring processes and employee benefits
- Direct programs and services to create and implement annual work plans based on the CCP
- Communicate activities, decisions and accomplishments through the community website and during community meetings

(7.6) STRATEGY 2: Sound financial management, transparency & accountability.

Actions:

- Implement financial management practices and accountability policies and standards
- Assure that all staff and councillors receive annual training in financial management and accountability
- Meet and exceed Federal reporting and accountability standards
- Works to ensure that members have access to T’it’q’et’s financial records upon request

(7.6) STRATEGY 3: Increase human resource development within the administration.

Actions:

- Create and implement human resources management strategy with a focus on increasing staff capacity to keep abreast of new developments
- Develop a retention strategy for the community members working for the Administration
- Ensure hiring practices are fair, objective, and provide all membership employment opportunities based on their merits, experience and qualifications
- Provide a personnel committee with a strong mandate to focus on attracting and retaining high quality personnel periodic reviews and positive feedback for staff to improve skills and competencies

(7.6) STRATEGY 4 : Ensure a customer service environment – here to serve the people

Actions:

- Develop and implement protocols based on high quality interpersonal skills and excellence among staff, particularly when dealing with community members
- Work to ensure community members behave respectfully towards staff and staff towards other community members (ie. Nsnek'wnuk'wa7 everyone has a responsibility to create a civil environment)
- Read out meeting guidelines, e.g., respectful behaviour, no cellphones, etc. at the beginning of all meetings
- Have staff Code of Conduct posted clearly in all offices and facilities
- Educate staff and community members about the meeting guidelines and staff Code of Conduct.
- Ensure that administrative staff have the qualifications, experience and interpersonal skills required to effectively carry out their administrative roles and responsibilities
-

(7.6) STRATEGY 5: Reinforce a positive work environment.

Actions:

- Provide opportunities for staff and departments to intermingle and discuss ongoing projects on an informal basis (during coffee & refreshment breaks), etc
- Support monthly or bi-weekly all staff and department meetings so that people can see what other staff are doing and to identify issues and concerns about programs and services
- Have a staff newsletter or bulletins discussing programming and projects ongoing within the administration for staff
- Work towards annual retreats for capacity building for staff and departments to keep abreast of current issues and practices

(7.6) STRATEGY 7: *enhance communications with membership.*

Actions:

- Develop, ratify & implement an effective communications plan that clearly outlines staff and administration communication requirements with the community through:
 - Door to Door (Face to Face) – the community puts a high premium on communications that involve personal dialogue. This could include the following:
 - Annual open house hosted by leadership and staff
 - House visits by program/service staff and leadership
 - Community meetings and celebrations
 - Notices of community events delivered by hand to homes
 - Family meetings
 - Signs around the community with creative and fun messages
 - Posters & bulletin boards in high traffic areas
 - Notices for meeting issues at least a week in advance
 - Website received positive feedback, use should continue and/or be enhanced
 - Email & Social media (Facebook)
 - Community Newsletter
 - P'egp'ig'lha family representatives report to families
 - Meetings for off-Reserve members
- Develop and adopt a Communication plan
- Improve communication so that the membership express greater understanding and awareness of ongoing activities and initiatives in the community
- Develop and implement a communication strategy so that leadership and staff are communicating regularly with the community and membership

8.0 2014 CCP PLAN AMENDMENTS

APPENDIX A: CONSULTATION REPORT 2013-14