



SWIXWEYTEC - Our Ancestral Voice

ADAMS LAKE INDIAN BAND - Comprehensive Community Strategic Plan



**Adopted;
March 5th, 2015
Ratified by
BCR # 2015/2016-13**



ADAMS LAKE INDIAN BAND

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BAND COUNCIL RESOLUTION

Chronological No
2015/16 – 13

Quorum of
4

<i>The Council of the:</i>	ADAMS LAKE INDIAN BAND
<i>District:</i>	B.C. REGION - AREA NORTH
<i>Province:</i>	BRITISH COLUMBIA
<i>Place:</i>	CHASE, B.C.

Day: 12th Month: May Year: 2015

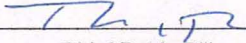
RESOLUTION OF THE COUNCIL OF THE ADAMS LAKE INDIAN BAND
(hereinafter, called the "Council")

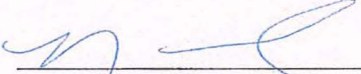
WHEREAS the Comprehensive Community Strategic Plan (CCSP) – Swixweytec – Our Ancestral Voice was presented to the Adams Lake Indian Band community on Saturday, March 7, 2015.


WHEREAS the community has contributed to the CCSP process since 2008,


WHEREAS community input was incorporated throughout the CCSP process, identifying the community priorities with support of ALIB workplans for the short-term and long-term,

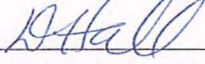
THEREFORE BE IT RESOLVED the Chief and Council of the Adams Lake Indian Band hereby adopt Comprehensive Community Strategic Plan, as presented to the ALIB community on Saturday March 7, 2015.

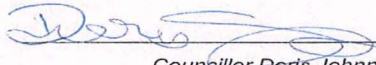

Chief Robin Billy


Councillor Norma Manuel


Councillor Brandy Jules


Councillor Greg Witzky


Councillor Deborah Hall


Councillor Doris Johnny



CONTENTS

1. Introduction

1.1 Preamble	9
1.2 What Does Community Planning Mean to Us?	11
1.3 Our Planning Approach	13
1.4 Our logo	19
1.5 Past Plans and Process Documents	22
1.6 Community Involvement	26

2. Who We Are and Where We Have Been

2.1 Our History	32
2.2 Our Community	36

3. Where Are We going?

3.1 Our Vision	42
3.2 Our Mission	44
3.3 Our Planning Themes	46
3.4 Our Main Community Objectives	48
3.5 Our Priorities	50

4. Getting There

4.1 Areas of Emphasis	57
4.2 Our Six Pillars	59
4.3 Our Six Pillars: Strategic Planning	61
4.4 Implementation	69

5. Being There

5.1 Monitoring and Evaluation	77
5.2 Departmental Gaging	81
5.3 Conclusion	83





Elder Joseph Stanley Michel (D)



ACKNOWLEDGEMENTS

The Adams Lake Indian Band's Comprehensive Community Strategic Plan (CCSP) was created by and for the Adams Lake Indian Band (ALIB) community. Community meetings, committee meetings, community surveys, and Elders and youth have together informed our plan.

The creation of this plan involved a team that worked closely with the consultant and the support afforded by the committee members is indicative of the community's wish to have a clear roadmap for its future. The CCSP team included Debbie Sampson, Iris Jules, Bernice August, Sarina Wood, Beatrice Anthony, Doreen Kenoras, Alex Johnny Jr., George Hat Pooley, Joyce Kenoras, Ken Billy, Diane Anthony, Valerie Michel, Patrick Michel and Brandy Jules (CCSP Coordinator). Excalibur and Wes Shannen, Dwayne Emerson provided advice during the initial stages of the project and Adrian Arnouse, Ada Jules and Michaela Dennis worked with the team as student members. Each department head has also contributed to the plan. With fifteen departments, it has been a challenge to coordinate them into a cohesive planning group, but we feel the results have been well worth the effort. Each department manager has helped in this regard with regular feedback on program and service progress. Iva Jules, Manager of the Lands Department, was particularly helpful with photographs and fact-checking during the drafting of this report. The department managers, led by Albert Quinn (Band Manager), each contributed to the plan with their own individual valuable input. Albert Quinn ensured the project's continuity.

Throughout the process, Chief and Council have supported the plan. Chief Nelson Leon, Councilor Cliff Arnouse, Councilor Henry Anthony, Councilor Ron Jules and especially Councilor Gina Johnny reviewed the report in detail, and Councilor Karen Everard gave constant feedback and encouragement to the team. Our Elders provided, and continue to provide, guidance throughout the process.

This report was prepared by Daniel M. Millette, PhD, RPA, RPP, MCIP, with the support of the CCSP committee and its coordinator, Brandy Jules.





Elder Regina Agnes Arnouse

Photo by Donna Jules



1. INTRODUCTION

This part of our report gives an introduction and summary of our plan. It describes what a community plan does, our approach, our logo and how it came to be, some of the main initiatives that formed part of the process, how capacity building formed part of the plan, and how the ALIB community was involved.

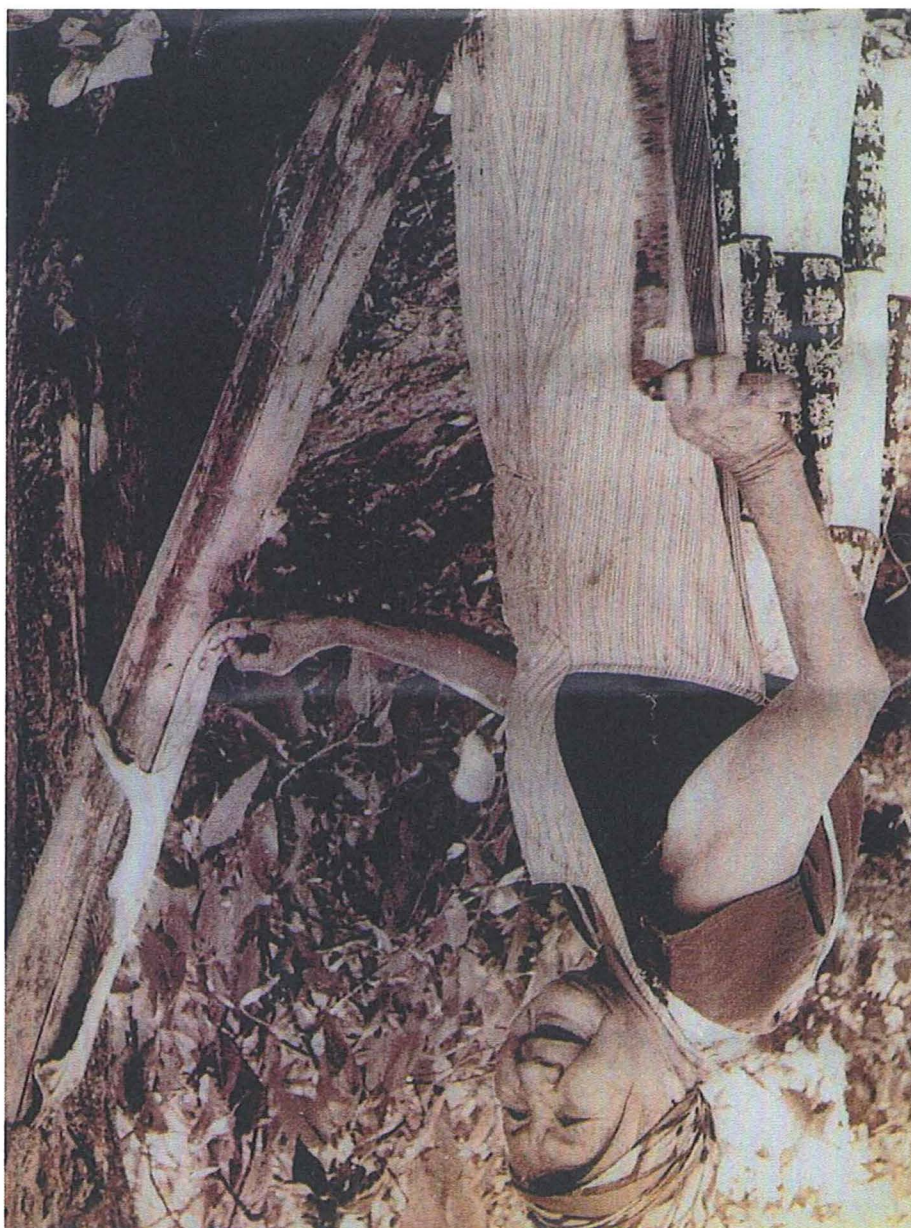


1.1	Preamble	9
1.2	What Does Community Planning Mean to Us?	11
1.3	Our Planning Approach	13
1.4	Our logo	19
1.5	Past Plans and Process Documents	22
1.6	Community Involvement	26





Elder Annie Anthony



1.1 Preamble – Our Past, Our Present, and our Desired Future

Our lands are rich with culture, resources and endless potential; we intend on maintaining its wealth all-the-while growing and prospering in a sustainable manner.

This document is set out as another tool to enable community discussion and further decision making.

This report outlines our community vision, mission, priorities (goals) and strategic actions for achieving the same goals. Our vision is the most important part of our plan; its premises are summarized within the four principles of our logo: Pride, Unity, Strength and

Healing. We continue to thrive on our lands in spite of a century of challenges imposed upon us. We intend on remaining and thriving in a sustainable way and this plan is an affirmation of our intents.



ALIB IR #4 – looking from Starr Lake

Photo by Karen Everard





Elders Gathering – Terrace, BC - 2010

community photo

Front (left to right): Grace Narcisse, Annette Jensen, Laura Billy, Caroline Johnny, Mary Anthony, Regina Arnouse, Vivian Williams. Middle (left to right): Gladys Arnouse, Minnie Kenoras, Ethel Billy, Joyce Labris, Lorraine Arnouse, Sadie Phelps, Donna Jules. Back (left to right): Cliff Arnouse, Lloyd Arnouse, Pete Williams, Joseph Johnny, Mike Arnouse



1.2 What Does Community Planning Mean to Us?

From the beginning of our planning process, we decided that, for us, a comprehensive community strategic plan would be a guiding tool to help us as our community grows, as we take on more social initiatives, and as we consider important economic development activities. Our goal has been to establish a process that will apply to the future as well as the present. We started by formulating a “Vision Statement” and a “Mission Statement”. The Plan therefore takes into consideration the community’s dreams for the future, assessing its “wants and needs”, and sets out objectives and a roadmap for “getting it done”. This has included all of the departments within the existing community administration, looking at what each does and what each needs to do to reach our objectives. Our Elders took on a primary role in terms of advising, although the plan reflects the perspective of *all* of our community members.

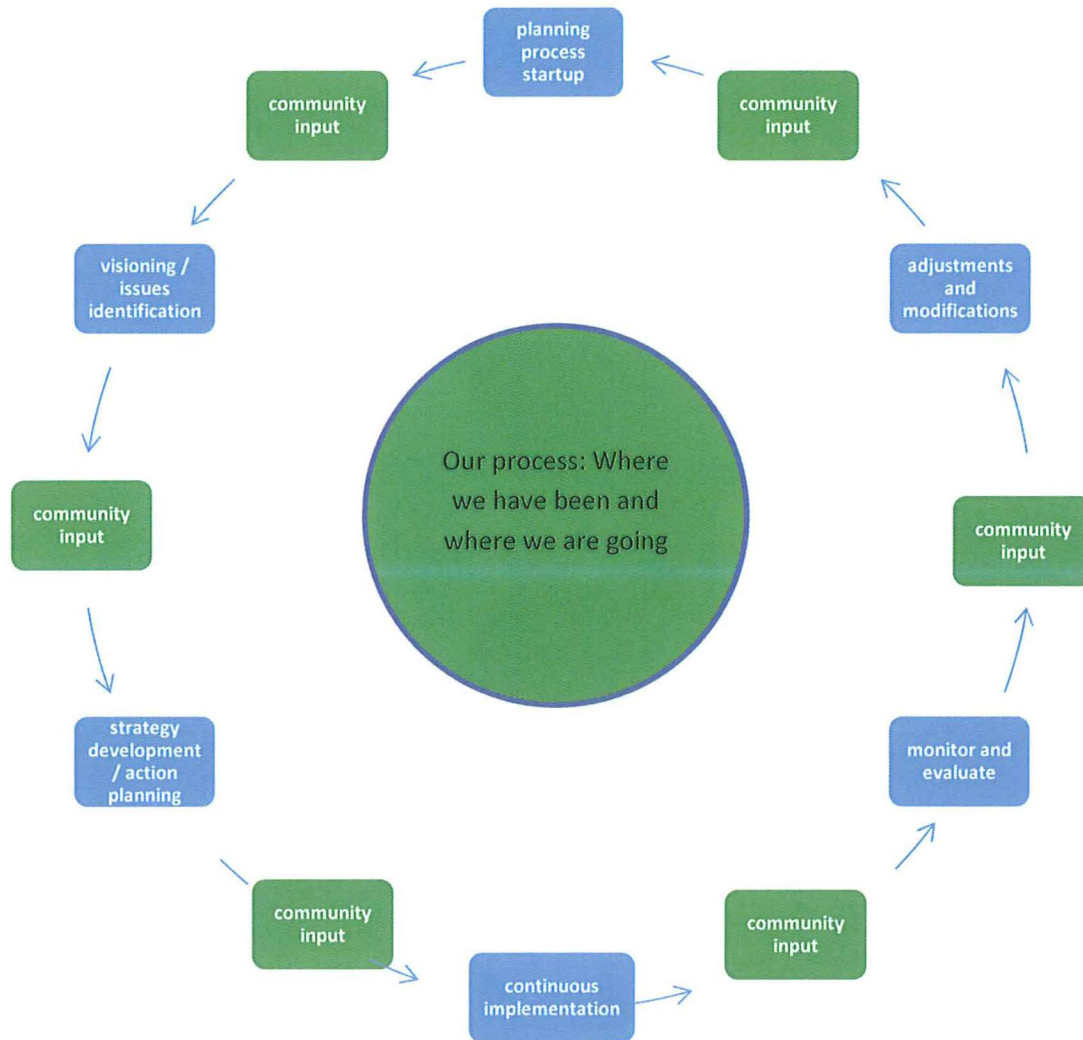
“Community driven”
and “Sustainability”
are the main
community objectives
for our plan.

Our community plan is one which addresses important and key planning activities, all of which are inter-related. The planning is driven by the community because we know and understand that a “community-driven” plan stands a much better chance of being carried through to successful completion.

We as a people have always believed in sharing and protecting the land, the animals and the plants on the land, so that they can in turn sustain themselves and our future generations. Simply put, this is a plan about “sustainability”. “Sustainable development” is thus the guiding principle of our community plan.



Our Comprehensive Community Plan Process



1.3 Our Planning Approach

From the beginning of the planning process, our community felt strongly that we wanted to be involved at every stage of the project. With this in mind, we set out to have a complete participatory process that included on-reserve ALIB Members, off-reserve ALIB Members, Elders, youth, staff, Chief and Council, and our CCSP committee members. We held community meetings, committee meetings, workshops, retreats, and open houses, gathering input in many forums: Over forty committee meetings and several community meetings guided our efforts. We made efforts to include the thoughts, ideas and suggestions of many community members. We also considered the land and the traditional sites on the land. Planning information was guided by the individual community members, then echoed by the community in general at our meetings and workshops, then flowed to our CCSP team, then to Chief and Council and then back to the community again. The flow of information was free and we feel that the results are richer for it. In addition to being fully participatory, we wanted the plan to include the elements that are reflected in our logo: *Pride, Unity, Strength and Healing*.



Community Meeting, December, 2013





Elder Eliza Soulle (D) and Annie Michel (Soule)



These principles are reflected with the formulation of our goals. Other elements that we wanted to guide the plan, include the notion of consensus (and consensus building), as well as sustainability and sustainable development. Individuals and the community as a whole were seen as key to the way ideas were adopted within the plan and we wanted everyone to be “on board” with all of its the main ideas.

In order to begin our process, we asked a series of questions. These included: What does a comprehensive community planning process mean for our community? Who are we and where we have been? Where do we want to go? How do we get there? And what do we do when we get there?

Within the planning process we include several related plans: A Physical Development Plan, Housing Plans, Economic Development Initiative Plans, Infrastructure Plans, Capital Plans, and others. Consideration of these plans is made within the overall CCSP, as well as within each of the

subsequent individual department workplans. Corresponding with the present CCSP process are two other important processes: The development of our Land Use Plan and the completion of our Five Year Economic Development Roadmap; both are summarized in this document.

“Who we are and where we have been”

“Where do we want to go?”

“How do we get there?”

“What do we do when we get there?”





Chief Michel Anthony (1953 – 1960)

photo by: Henry Anthony



Another one of our priorities was to make the plan as useful and realistic as possible. We therefore set out to develop priorities within our list of objectives, actions to make the same priorities happen, and responsible departments to guide those actions into reality. An array of pillars was developed to re-shape our administrative and governance structures. This process has been a multi-year and multi-pronged effort by several community members as well as several ALIB staff.

The result has created a rich learning experience for community members and staff alike. From summer students

to youth and to staff and CCSP team members, the process has been one of capacity development from the beginning. However the real learning took place by spending time together as a community. During the past several months, we took the time to re-affirm our goals as a community. At each meeting, comments, questions and ideas reflected a consistency in terms of community objectives and priorities.



Community Information Day, 2009

Elder Ethel Billy, Elder Flora Sampson, Iris Jules





"It has been said that the area we live on was a gathering place, meetings would happen here with neighboring bands. Adams Lake Indian Band has a lot of strength and leadership."



1.4 Our Logo

When we first got started with the development of our Comprehensive Community Strategic Plan, we wanted to find a way of conveying its importance and meaning to the community on a quick snapshot. We decided to hold a contest for all community members; as a result we received many entries through this logo contest. The logo ultimately chosen to represent our community planning process is one that captures four important ideas to our members: Pride, Unity, Strength

and Healing (P.U.S.H. –“moving forward”), all-the-while including a simple medicine wheel with flames of the medicine. To quote the logo designer, Rhonda Jules, “I once heard that this area we live on was a gathering place, meetings would happen here with neighboring bands. I still hear that the Adams Lake Indian Band has a lot of strength and leadership. We set the example for a lot of bands. The logo is a simple medicine wheel with

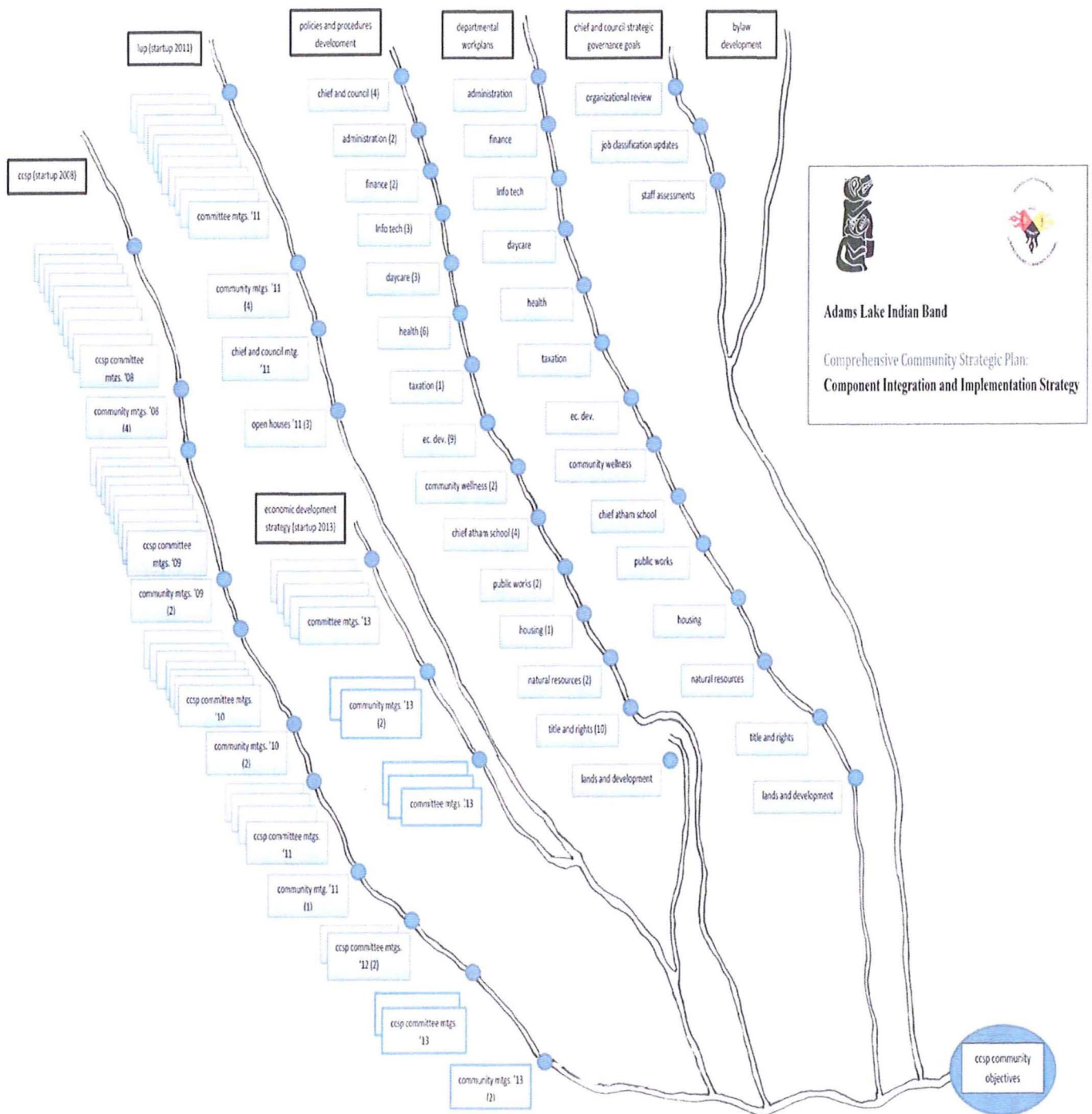


Bernice August, Rhonda Jules (logo designer) and Karen Everard

flames of the medicine colors exploding out of it towards the four directions. I think it's a simple design with a youth streak to it.” To show that the process is a dynamic one, colors exploding out of it towards the four directions are included. *Pride* is included to remind ourselves of the pride we have as a community of individuals working towards a better community. *Unity* as a community is something that we strive for. *Strength* is linked to Unity as it increases as more community members get involved. And *Healing* includes individual and community healing. “If each one of us would live by these words, I think that there would be no stopping what we could do for ourselves and each other.”



ALIB CCSP Planning Activities



1.5 Past Plans and Process Documents

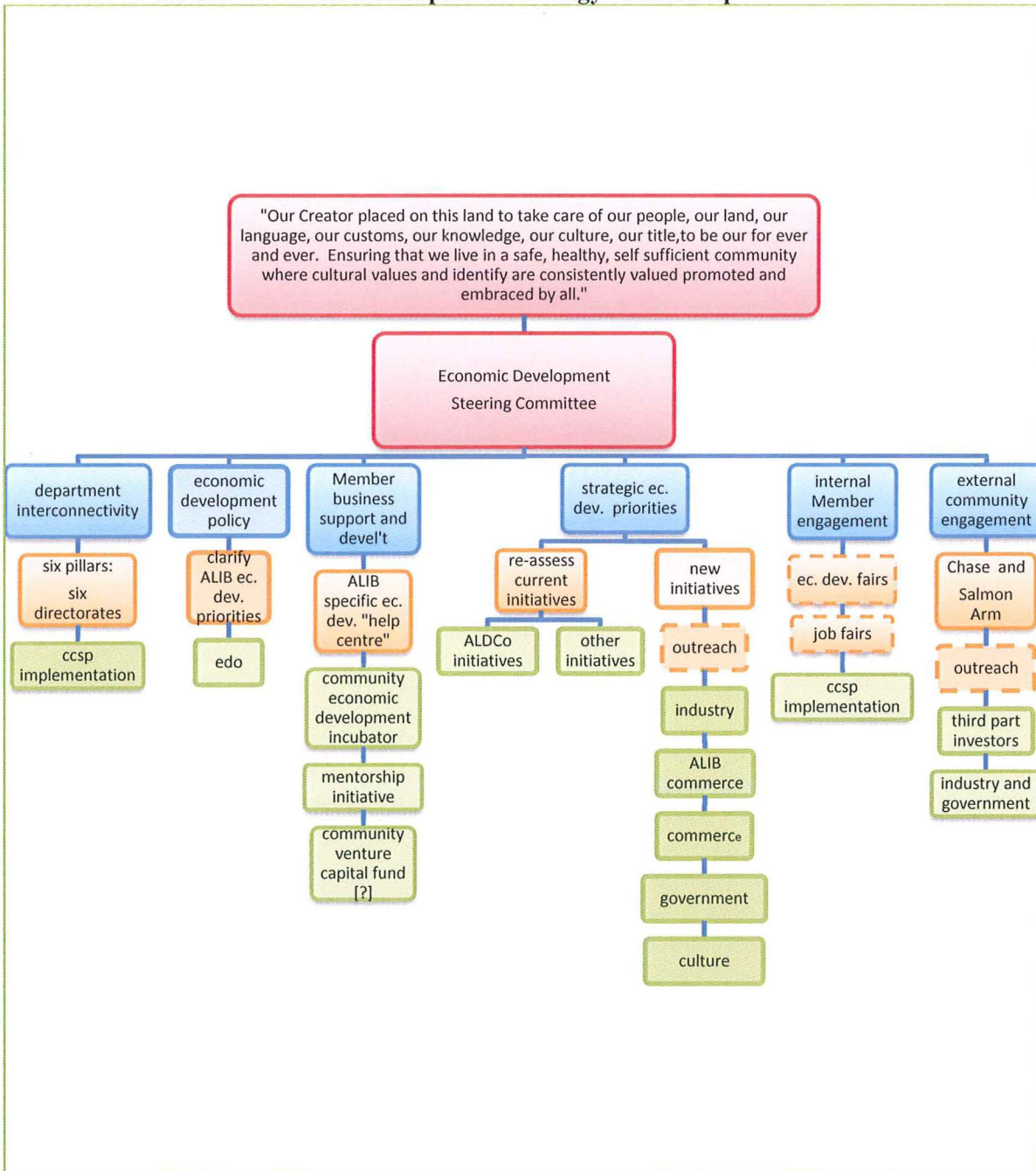
This is certainly the most in-depth planning exercise our community has ever undertaken. We have, however, taken on several planning initiatives that led us here. Some were more successful than others, but all of them helped us organize our administration and develop our priorities. Past plans have also been useful in developing policies and development initiatives.

In 1999, we undertook a “Physical Development Plan” (PDP). The plan resulted in a good inventory of our lands and infrastructure, and included a basic Land Use Plan as part of its components. The PDP also looked at our housing and infrastructure requirements and briefly considered our community’s growth over the next twenty years. Much of the PDP was used towards the development of our more recent Land Use Plan.

We wanted to be able to show our progress and all of the activities that we have undertaken along the planning process. The figure on the opposite page gives a good ‘picture’ of these activities. The first stream shows the CCSP team and community meetings that we have conducted. The next two streams show the team and community meetings held through our Land Use Planning and economic development Roadmap planning processes. These two planning processes have recently paralleled the CCSP process and they reflect the principles of the CCSP. The next stream highlights the development of policies and procedures throughout the ALIB organization; these policies and procedures generally related to our community priorities and goals. Similarly, the next three streams - departmental workplans, Chief and Council strategic governance goals, and bylaw development are each directly connected to the community’s priorities and goals.



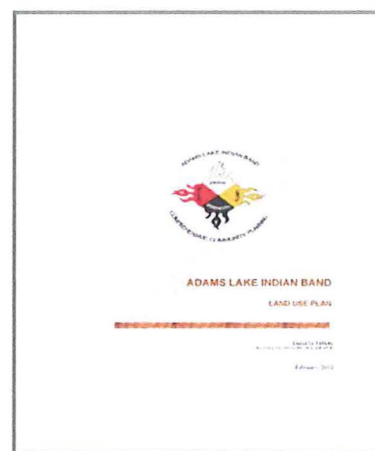
ALIB Economic Development Strategy - Roadmap



Of key importance when it comes the comprehensive community strategic plan, are the draft Land Use Plan (Phases I and II) and the draft Economic Development Roadmap (phase III). The two are closely tied to not only the community, but also the land and the activities that have taken place, are taking place, and will be taking place on it. This includes traditional use, community use, and economic development. What follows is a summary of the two recently developed draft plans.

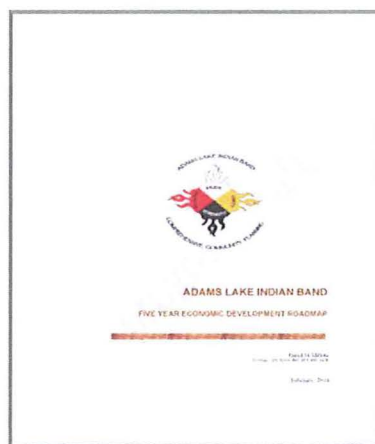
ALIB Land Use Plan

In 2011, we began the development of a community driven Land Use Plan. The Land Use Plan took several months and many meetings to complete. It covers all of our reserves and outlines the way the ALIB community would like lands to be developed and protected. The same plan is being integrated with our Economic Development Roadmap and the CCSP.¹



ALIB Economic Development Roadmap

In 2013, we embarked on the development of our Five Year Economic Development Roadmap. The Roadmap outlines the types of development that we prefer, and ways of getting our community ready for taking on several initiatives. The chart on the opposite page outlines the Roadmap.²



¹ See our CCSP Final Report, 2014.

² See our Economic Development Roadmap Final Report, 2014





Department Managers annual workplan presentation to Chief and Council



1.6 Community Involvement

From the beginning, we wanted to involve as many community members as possible that would completely reflect the wishes of the community. We therefore set out a relatively rigorous meeting schedule for the CCSP committee and with the community. This included members living on and off the ALIB reserves, and was also linked to other community initiatives, including the development of our Land Use Plan and the formulation of our Economic Development Roadmap. Community

engagement consisted of surveys, open houses, round tables, community and committee meetings, newsletters and presentations. Each activity generated interest with community feedback. In 2013, we decided to hold two additional meetings to confirm that the community's priorities and goals remained the same as initially identified in the beginning. This is a multi-year process and for us, it was important to ensure that the community priorities be adjusted. However, the community's goals and priorities remain the same.



Community Ideas Session, 2013



Community Ideas Session, 2008



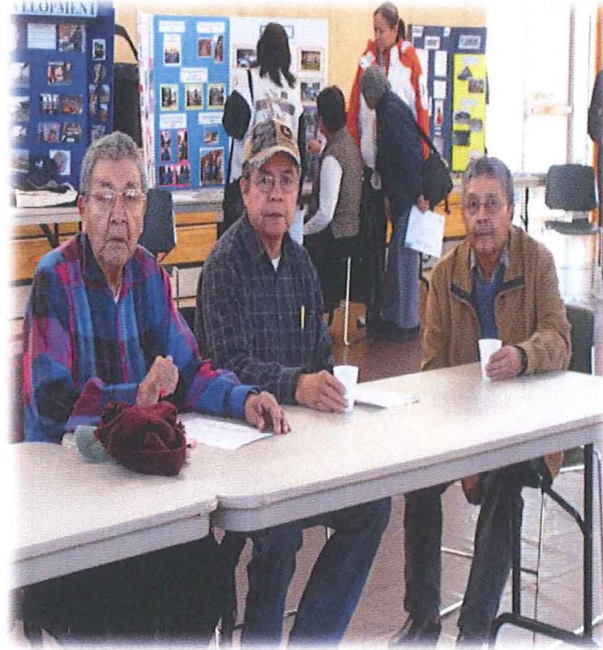


First Fish Ceremony at *Sexqeltqín*, 2009

photo by Christine Eustache



As we move through the process, several changes will occur within the organization, through annual department workplans, and aiming to address goals as set out by the community. Organizational changes have been subtle, while being mindful of addressing community priorities. All of our objectives are the result of member concerns; these are not the products of outside consultants. From the priorities and goals that members identified, we established corresponding actions. (The priorities, goals and objectives are outlined in section 3.0.) The CCSP committee, our Chief and Council, our Elders and youth, and the community as a whole, have participated fully in the process through surveys, department plans, workshops, committee meetings and larger community events. At each meeting, we documented the community's input. Reports are provided to Chief and Council; newsletters and information is forwarded to the Land Use Planning Committee.



Community CCSP Meeting, 2012

**Elder Instructor Larry Michel,
Elder Councilor Ronnie Jules,
Elder Charlie Andrew**





Elder Irene Billy (D)

community photo



2. WHO WE ARE AND WHERE HAVE WE BEEN?

This section of the report gives a summary of our history, the lands on which we lived on, and the reserves we live on today.

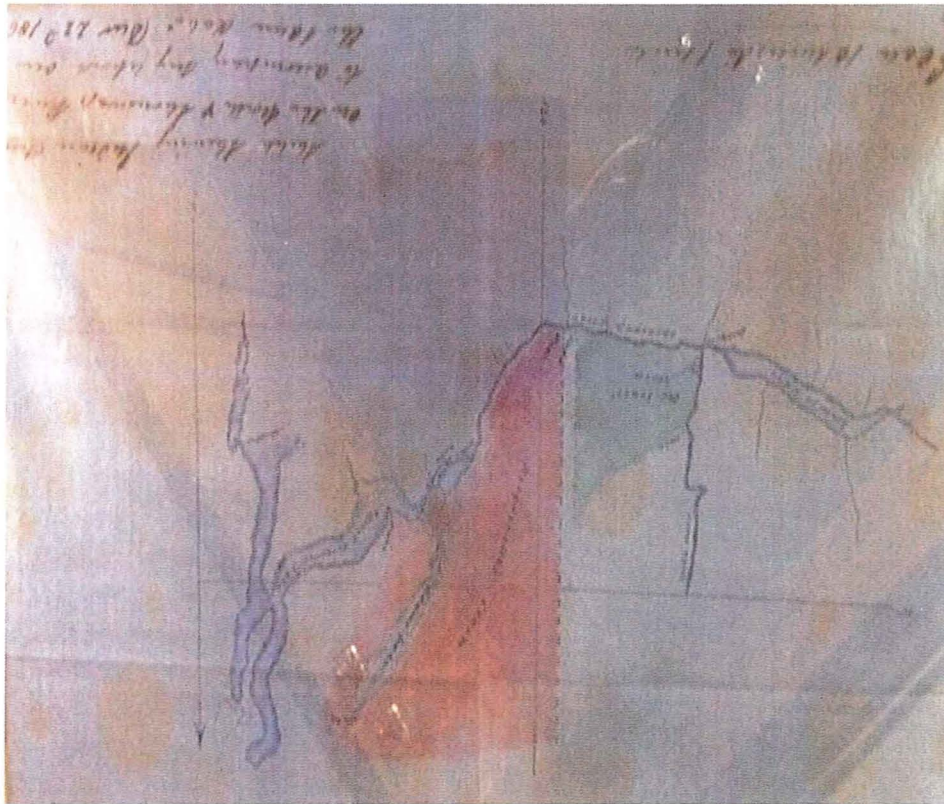


2.1	Our History	32
2.2	Our Community	36





Reserve Boundaries by Cox, 1862



2.1 Our History

The *Secwepemc* people have lived in this territory for thousands of years. Archaeological evidence in fact shows at least nine thousand years of occupancy along the lakes and river areas. The remains of pit-houses not far from our current reserves leave us with a picture of the lives of our ancestors. Our Elders tell us we have lived here since time immemorial. We lived based on an economy of resource extraction, including fishing, hunting, trapping and berry gathering; our ancestors prospered, grew and grew from these lands for thousands of years. The waterways and networks of trails enabled vast travel that was tied to the seasonal cycles. Similarly, we developed intricate social and political systems that remained in place for thousands of years.

The oral traditions continue to be passed down from generation to generation through stories, crafts and ways of life. Waves of traders, missionaries, colonial administrators had a significant impact on our traditions and ways of life by influencing and indeed, outlawing many of our ways. Extensive extraction, at first focusing on beaver pelts and wildlife, then on forestry and eventually on minerals, has depleted many of our resources. In spite of the over-extraction, we have persisted and cared for our resources. By the mid nineteenth century, the small pox epidemic and the missionizing of our people, including the taking of many of our children to residential schools, decimated our population. Once the gold rush had begun, an influx of people “invaded” our territory; by the time it ended, farmers had their eyes on our fertile lands. We were not farmers in the sense that the Europeans understood farms and their ways conflicted with our land uses.

In 1865, agent Douglas for the Crown agreed to setting out reserves for the community. However, it was not until 1877, that the Joint Reserve





Commission allotted seven reserve to our Band, totaling approximately 2,785 hectares. These were not contiguous, which has always made it difficult to govern and manage the lands. The seven reserves include Hustalen (*Cstélen*), located at the south end of Adams Lake as it outlets into the Adams River (IR #1), Squaam (*Sq7em*), situated on the north shore of Squaam Bay, on the west side of Adams River (IR #2), Toops (*Tegwúps*), positioned on the west shore of Adams Lake as it outlets into Adams River (IR #3), Sahhaltkum (*Sexqultqín*), which is located on the bank of the South Thompson River just southeast of Little Shuswap Lake (IR #4), *Stequmwhulpa*, situated along the southeast shore of Little Shuswap Lake (IR #5), Switsemalph (*Sxwetsméllp*), located on the western limits of the municipality of Salmon Arm (IR #6), and Switsemalph (*Sxwetsméllp*), west of the Salmon River within the municipality of Salmon Arm (IR #7).

Our traditional territory includes extensive lands, which in turn include our winter villages and traditional resource harvesting sites. As a result of inhabiting the traditional territory for so long, many signs of our culture, such as artifacts, spiritual sites, stories, place names and traditions, remain tied to the land. Much of the territory is presently used or held as fee simple land by First Nation community members, for uses such as farms, ranches, parks, mining activities, timber enterprises, oil and gas exploration, and other uses related to transportation, among others. The steady increase in all of those uses, with a gradual influx of more people has prevented us from accessing many of our traditional sites, and has sometimes resulted in damaging or destroying significant cultural sites. As a result, our young people have been discouraged from continuing traditional activities simply due to the realities of difficult access due to conflicting uses.





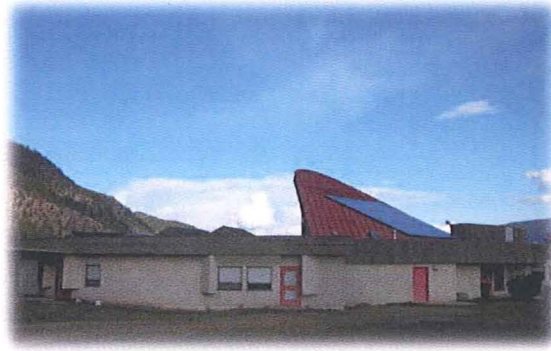
Our community at *Sexqeltqín*, 2010



2.2 Our Community

Our main village site is situated along the South Thompson River on our Hustalen (*Cstélen*) reserve, just across from the town of Chase; however, several of our community members live on our Switsemalph (*Sxwetsméllp*) reserve adjacent to the municipality of Salmon Arm, as well as on our other reserves. Many of our traditions, especially our language, have continued to be passed down, particularly through Chief Atahm school. Most of the population lives on lands held by the ALIB community. The total population of band members living on our reserves is 580 and the total population of band-members living off our reserves is 60. Other status people living on our reserves is 63, while non-band people living on our reserves is 19.

In the future, land values are certain to increase, as well as pressures on the same land, due mostly to location and the desirable resources. ALIB lands comprise some 2,043.4 hectares, including an



Chief Atahm School

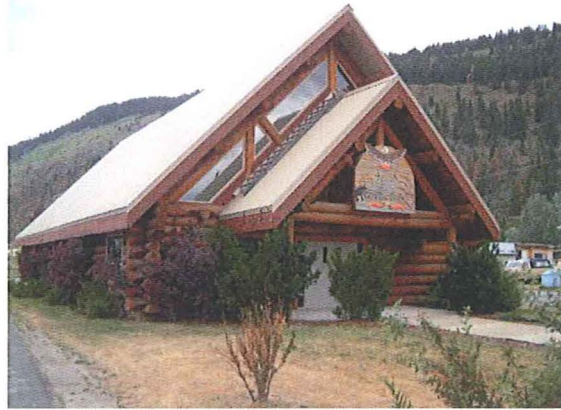


Community Playground, 2014



economically and strategically significant set of parcels located within the municipality of Salmon Arm, having enormous commercial potential. Each of the reserves is unique and therefore amenable to specific land uses. Some of the reserve lands that are located along the Trans Canada Highway have valuable development potential; all other lands are located within areas of important traditional use and natural beauty. Over the past several years, with persistence, and one by one, we built community facilities, all-the-while improving our community amenities. This has not been easy and the present plan aims to provide guidance as we continue to improve the lands and the infrastructure on it for our growing community. In 1990, we completed the “log building” construction of our Spiritual Building, one of our proudest moments.

The building consists of a modern space for spiritual practice, large enough to accommodate up to 200 people. Our most recent facility comprises a gymnasium, Elders’ centre, fitness facilities, health



QweQwetsitn (Spiritual Building), 1999



Gymnasium Building, 2004



department offices and a full commercial kitchen. The building has been used for different purposes, including many of the CCSP community meetings and several gatherings that take place throughout the year. At *Sxwetsmèllp* (Switsemalph), we also have the *Nexe7yelst* – Pierre Moyese Health and Administration Building (2006) which includes seven offices. We also have our Pierres Point Log Building where the *Sxwetsmèllp* Youth Centre is located. Our reserve lands are listed on page 32; they are in the early stages of land-based development and economic activity. As well, more importantly, the lands are repositories of the revival of our *Secwepemc* culture. For this reason, consideration for traditional use will be the supporting value at the forefront of any development.



Nexe7yelst Pierre Moyese Health and Administration Building, *Sxwetsmèllp* IR # 6, 2011





Elder Annie Michel (Souille)



3. WHERE ARE WE GOING?

In this section of the report, we outline our Vision and Mission statements, as well as the planning themes that we together developed, and the broader community objectives that will guide our plan.



3.1	Our Vision	42
3.2	Our Mission	44
3.3	Our Planning Themes & Guiding Principles	46
3.4	Our Community Values	48
3.5	Our Community Priorities	50





Elder Ethel Billy and Chief Atahm Students *E7llq tè skwekwine*

photo by Karen Everard



3.1 Our Vision

Our *Vision Statement* evolved out of several community meetings. It provides a broad, but inspirational and optimistic image of our future on our lands.

*Re Tqeltkúkwpí7 tntels ne7élye ne tmicw es yecwemínte re kwsełtktn-kt,
re c'kúlten-kt,
re xqweqwlúteń-kt retmicw-kt re tkwemíple7ten-kt, re stselxmém-kt,
re pellsúten-kt ell re keknuctn-kt
Welmé7 yews, welmé7 yews
Me7 tsyecwemínste es le7s r stsyem-kt n7élye ne tmicw,es yecwestsút-kt, es
sxyestém r ekúłtn-kt tikumíte7,
es tselxestsút-kt ell es sxyestwécw-kt tel7éliye te pyin.*

*“Our Creator placed us on this land to take care of our people,
our land, our language, our customs, our knowledge, our
culture, our title, to be ours forever and ever. Ensuring that we
live in a safe, healthy, self sufficient community where cultural
values and identity are consistently valued promoted and
embraced by all.”*





Elder David Charles (Sparrow) (D) and Elder Adeline Willard (D)



3.2 Our Mission

Our *Mission Statement* derives from the Vision Statement and it defines the main purpose of our administrative organization and why it exists. We have aimed for the Mission statement to inspire and focus our energies for the long-term.

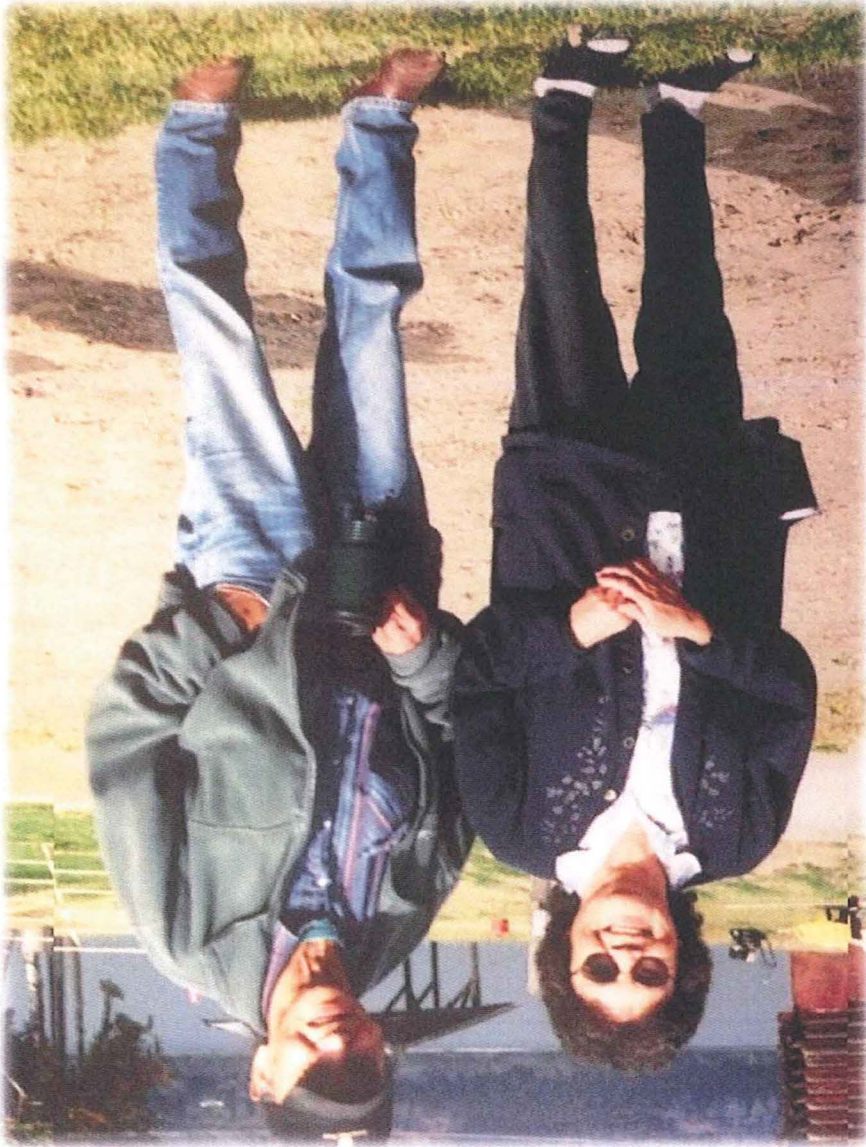
*R “Adams Lake Indian Band” melkwetés r qelmúcws,
xqwléllcu es tsetset.s r stuqnémqst.s.ne tmicws ell e
stuqwnémqst.s ne stems es tselxestés k’weseltns ell es
tnmiñs r tmicw es cwelcwełts, es tsleqém, es yegwúps ne
Secwepemctśín ell es tselxestés r ekulñs me7 knucwetsút es
tsetset.s r tsyems- welmé7 yews ne7élye ne r tmicws Cstélnec
te sq7ests.*

*“Through a unified First Nation process and supported by a
community process, the Adams Lake Indian Band will succeed
in exercising Title and rights, enhancing our natural resources,
promote community, economic development, health,
education, language and cultural awareness, thereby
continually improving the overall quality of life for all Band
members.”*





Elders Caroline and Joseph Johnny



3.3 Our Planning Themes and Guiding Principles

Through our community meetings and workshops, six themes emerged from the process. These in turn have become our primary planning themes which ultimately formed the pillars of our *C7'istkten*. The *Planning Themes* include:

Governance

Administration

Infrastructure

Community Services

Sustainable Development

Natural Resources

Through the same meetings and workshops, two *Guiding Principles* emerged. These include:

Community Driven

Sustainability





Sle 7e Lawrence Michel and Chief Atahm Students E7llq tē skekwine

Photo by Christine Eustache



3.4 Our Community Values

During community meetings and workshops, members expressed their thoughts regarding community, culture and social well-being. As a result from these open discussions, ideas and principles emerged as a set of common values. These were made into our Community Priorities and they include:

Practicing and Respecting Secwepemc Culture

Integrity, Honesty and Trust

Respect for Individuality

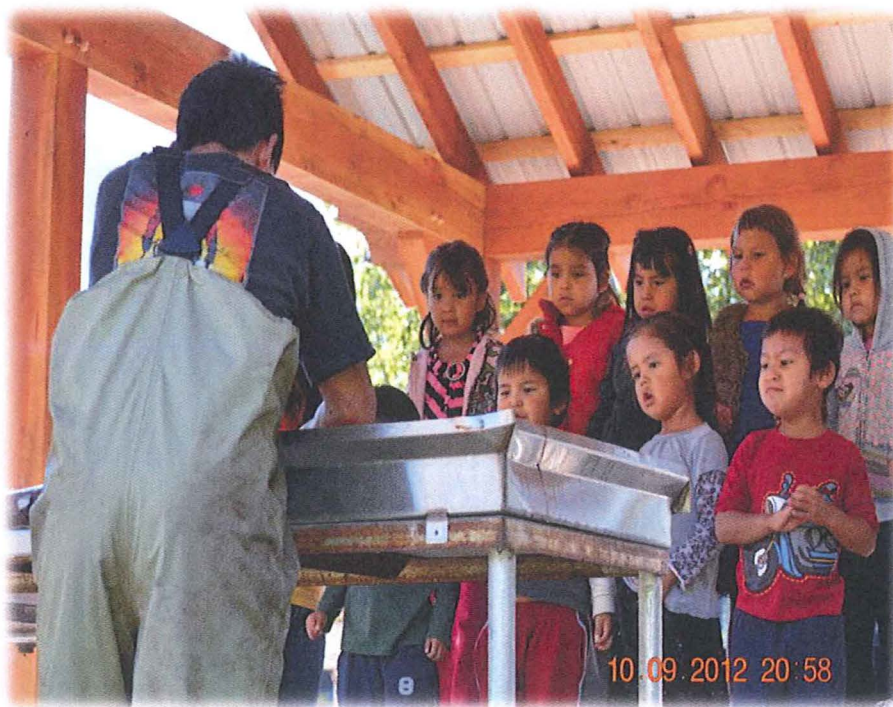
Community Involvement

Dedication

Working Together to Promote Unity

Improving Communications





Fish station at IR #4 - youth demonstration

Photo by Christine Eustache



3.5 Our Community Priorities

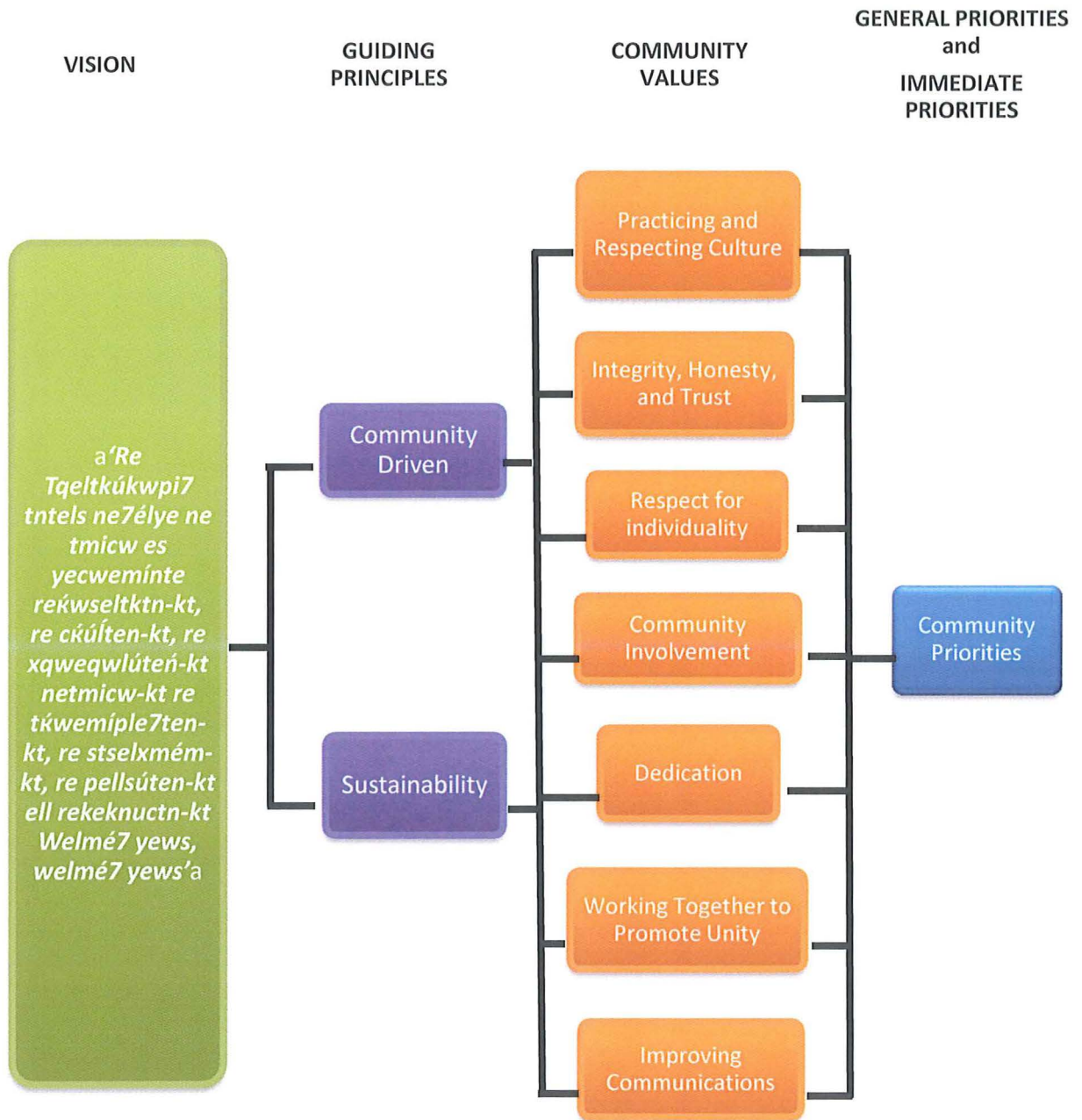
The CCSP identified two lists of community priorities. These include General Priorities and Immediate Priorities.

General Priorities

- Increase employment of community member directly through long-term project planning and implementation processes;
- Develop and implement a human resource strategy;
- Improve governance, management, operational and technical capacity;
- Develop tools that will measure the success of the ALIB and project objectives and that will provide for revision of methodology;
- Seek, review and evaluate funding and financial options and opportunities for projects, initiatives and training/education;
- Develop a plan to build social and economic relationships in surrounding community;
- Ensure and evaluate progress to date including outcomes of meetings and community consultations.



ALIB Community Vision, Guiding Principles, Values and Priorities



Immediate Priorities

Through member meetings, planning sessions and feedback from the community, we have identified several topics as “priority matters”. These include:

- Youth, issues need to be addressed, and planning for the future of these young people and their children;
- Potable water, need a water treatment facility and trained personnel;
- Garbage and sewage facilities;
- Housing, infrastructure and renovations;
- Longer term financial plans and budgeting practices;
- Governance and leadership best-practices and skills that will provide the ALIB community a self-sufficient future;
- An integrated approach and planned growth;
- Analysis of community projects that will bridge together our community services; and,
- Review of tourism development opportunities.





Grand Chief Harvey Jules (1962 – 1994) (D)

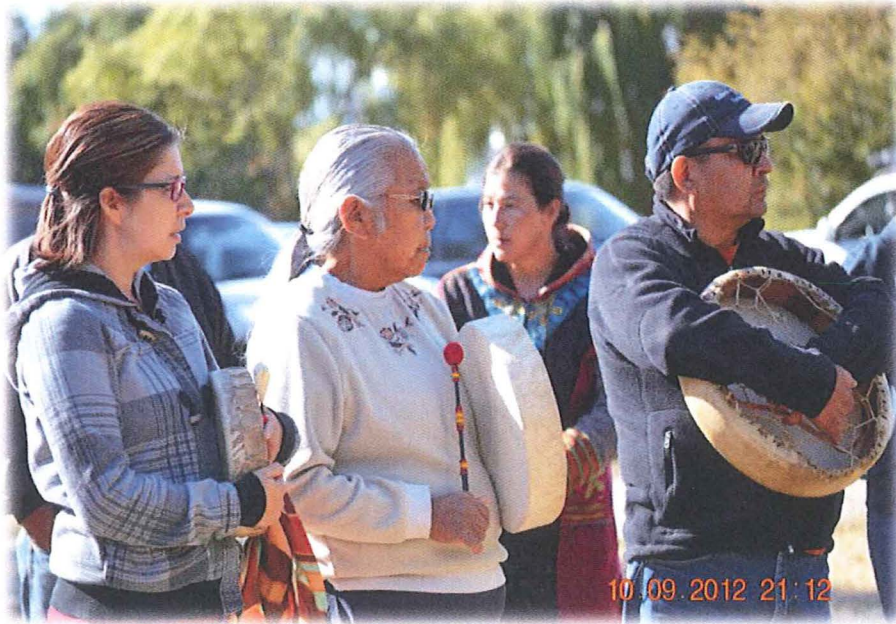


4. GETTING THERE



4.1	Areas of Emphasis	57
4.2	Our Six Pillars	59
4.3	Our Six Pillars: Strategic Planning	61
4.4	Implementation	69



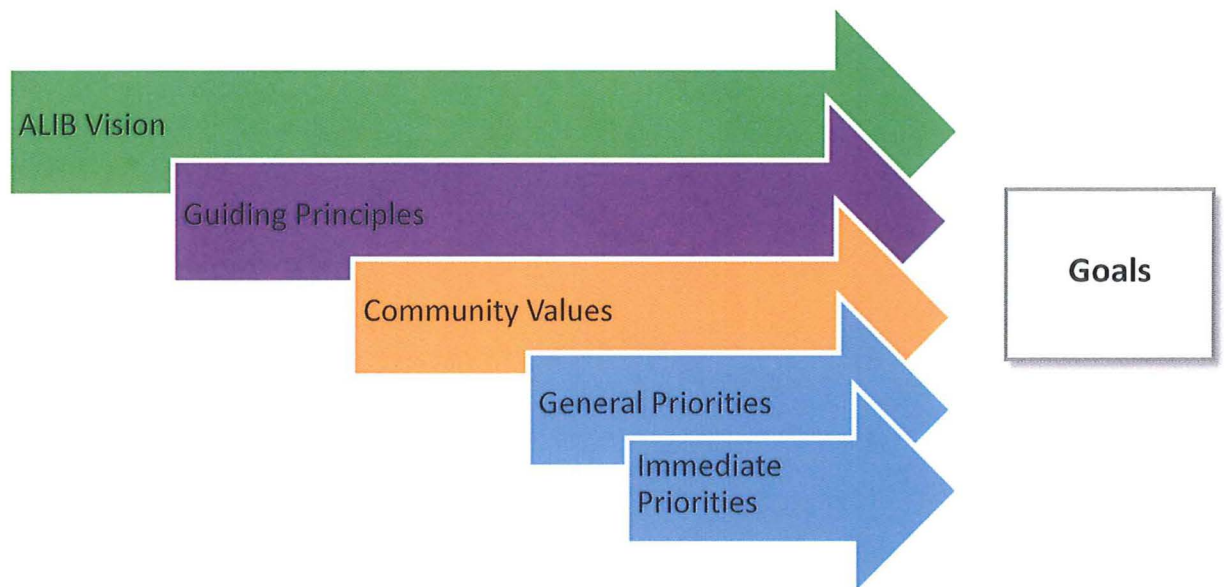


Rhonda Jules, Elder Flora Sampson, Haley Bowe Dennis, Gary Gottfriedson, 2012



4.1 Areas of Emphasis

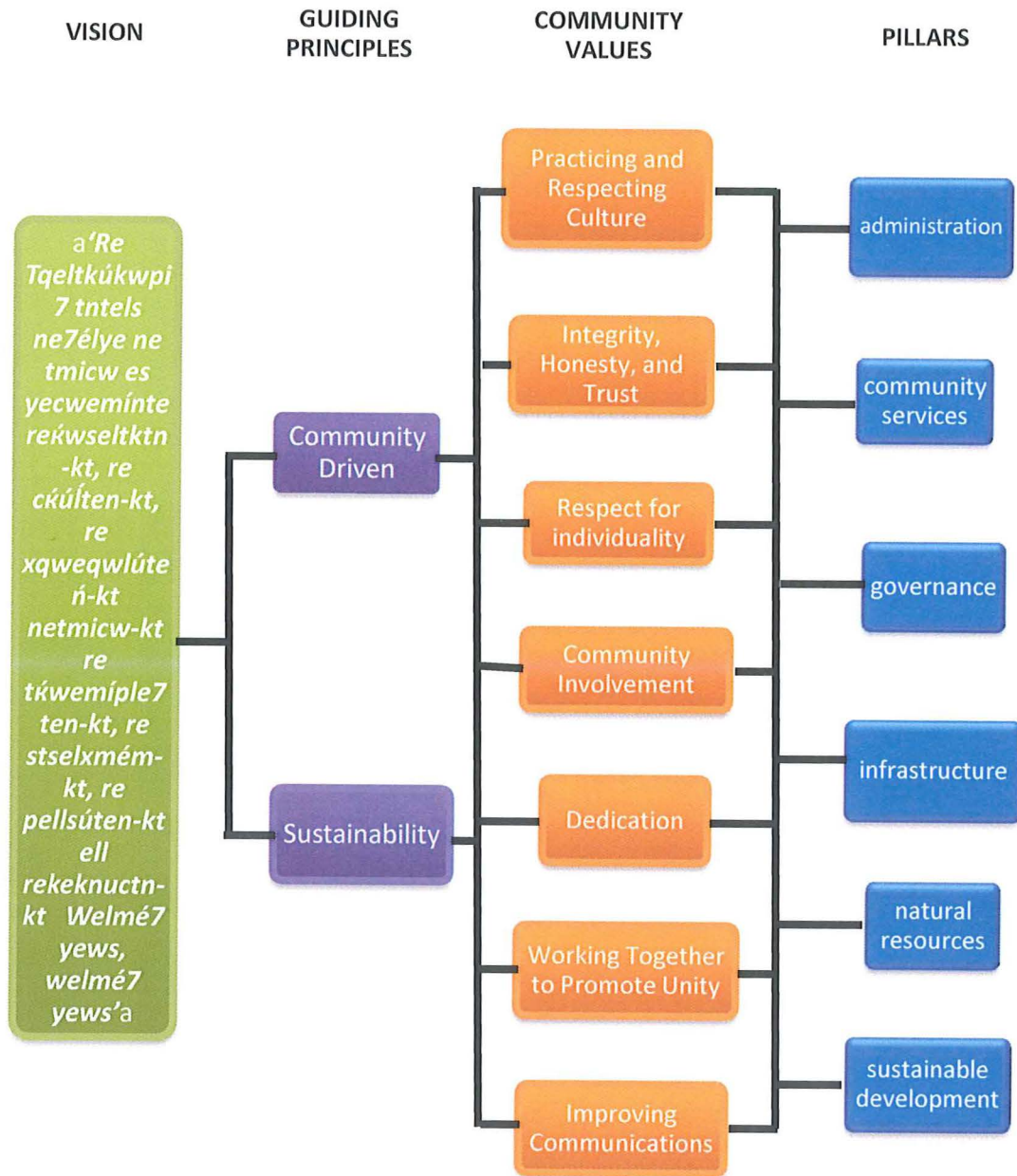
Having defined our Vision, Guiding Principles, Community Values and Priorities, including our Immediate Priorities, the next step has been to determine a strategy to achieve our Goals; we consider all of these together as our Goals.



Given our existing organizational structure, we decided that the best way for us to achieve our Goals would be to restructure the organization in such a way that it would be more efficient; by placing our community priorities first. We looked at the organization in detail and identified several areas that would guide the changes and actualize our priorities. Pillars emerged and these are discussed in detail in the next section.



Our Guiding Principles, Values and Pillars



4.2 Our Six Pillars

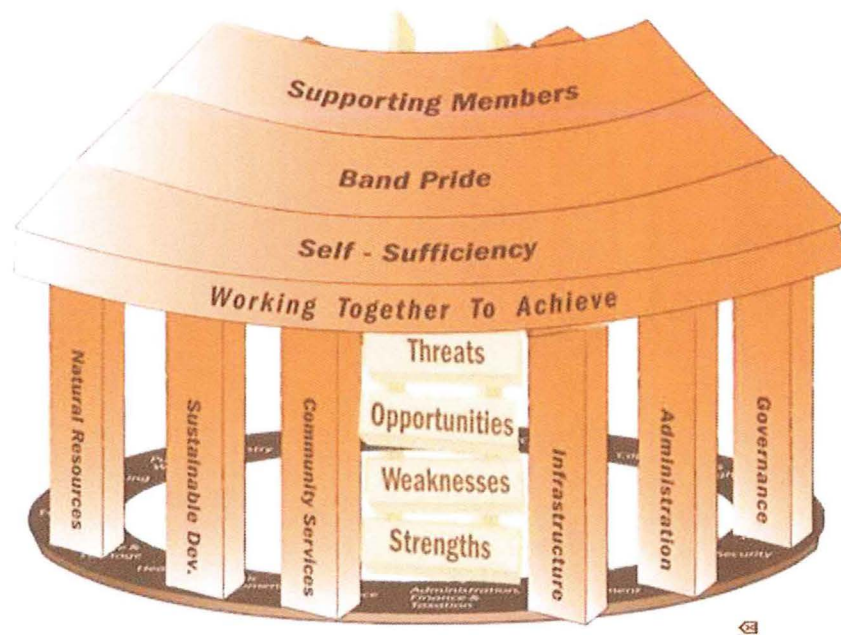
After several community and CCSP team meetings, we decided that the best way to ensure success in our community priority implementation stage, would be to streamline our administrative management processes and connect the same processes more closely to a new governance model. The result of this strategic realignment of our organization was the formation of a pillared structure – a *kekuli* whereby the community is held up by its pillars. Each pillar hosts a select group of existing administrative departments.

The **first pillar** is the *Administration Pillar*, encompassing the present Administration, Finance, Human Resources and Information Technology departments. The **second pillar** is identified as the *Community Services Pillar*, comprising Community Wellness, Health, Education, Chief Atahm School, Daycare and the Adams Lake Recreation and Conference Centre (ALRCC) Departments. The **third pillar** is the *Governance Pillar*, which includes our Title and Rights department. The **fourth pillar** is the *Infrastructure Pillar*, bringing together our Capital, Public Works and Housing departments. The **fifth pillar** includes the Natural Resources, Forestry, Fisheries, Recreation Sites, Cultural Resource, Referrals and Archaeology. The **sixth pillar** is the Sustainable Development pillar. It includes our Land and Taxation departments, as well as our Economic Development, including our economic development corporation: ALDCo.

Together, the pillars establish an administrative structure. Each pillar will be responsible for incorporating the values that the community identified, to implement strategic actions to fulfill our priorities.



**The ALIB Community Kekuli (2009):
Our Six Community Supporting Pillars**



4.3 Our Six Pillars: Strategic Planning

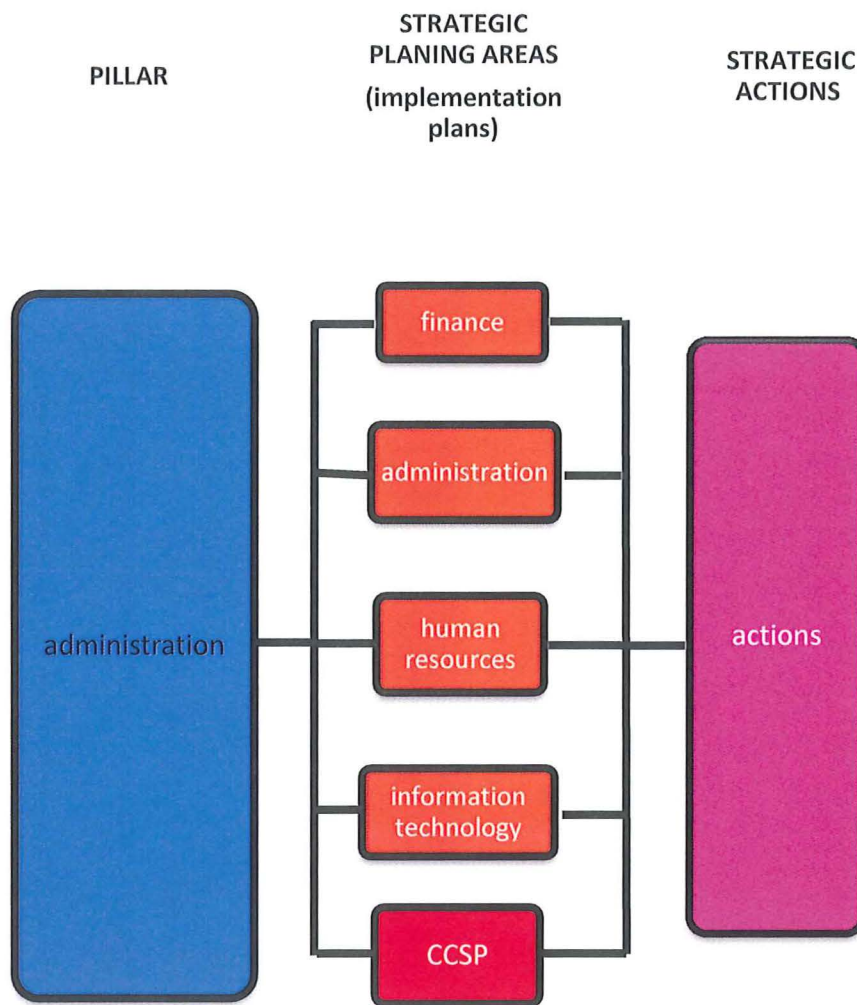
Within each pillar, strategic planning areas, corresponding to existing administrative departments, will be responsible for setting, planning and implementing strategic actions that will aim at addressing our community priorities. For the administration implementation plan to be successfully carried out, for example, four strategic planning areas are required, including the finance, administration, human resources and infrastructure implementation plans. Strategic Actions for this first strategic planning area include, among others, the completion of a communications plan, an organization assessment and review, the design and construction of a new administration building, and the completion of an annual report coinciding with an annual planning retreat. Each strategic action is complemented by its own set of current actions areas, with each set corresponding to one of our administrative departments. The projected change is five years at a time.

Each pillar will therefore have its set of strategic planning areas, which will correspondingly have sets of strategic actions. The pillars are here outlined for reference.



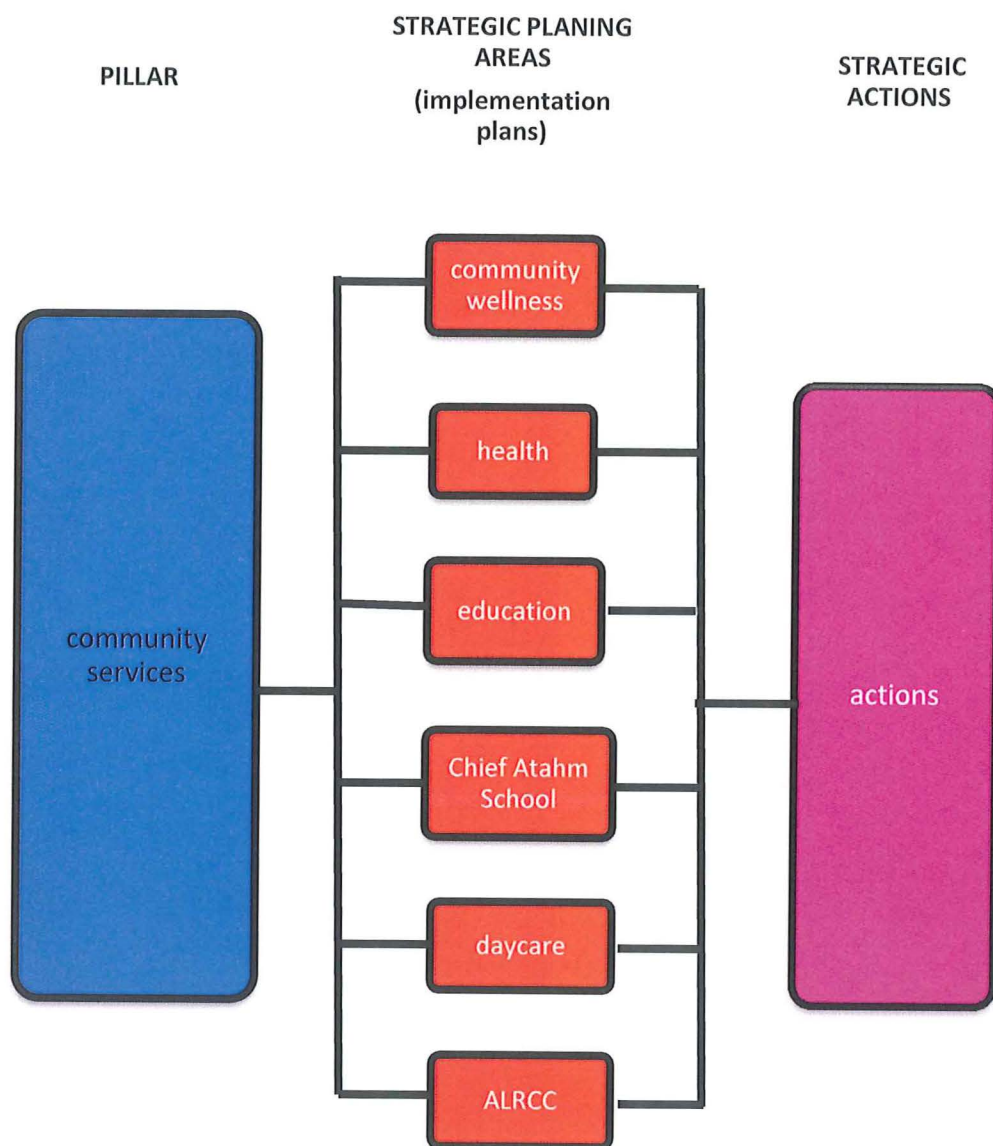
Pillars, Planning Areas and Planning Actions





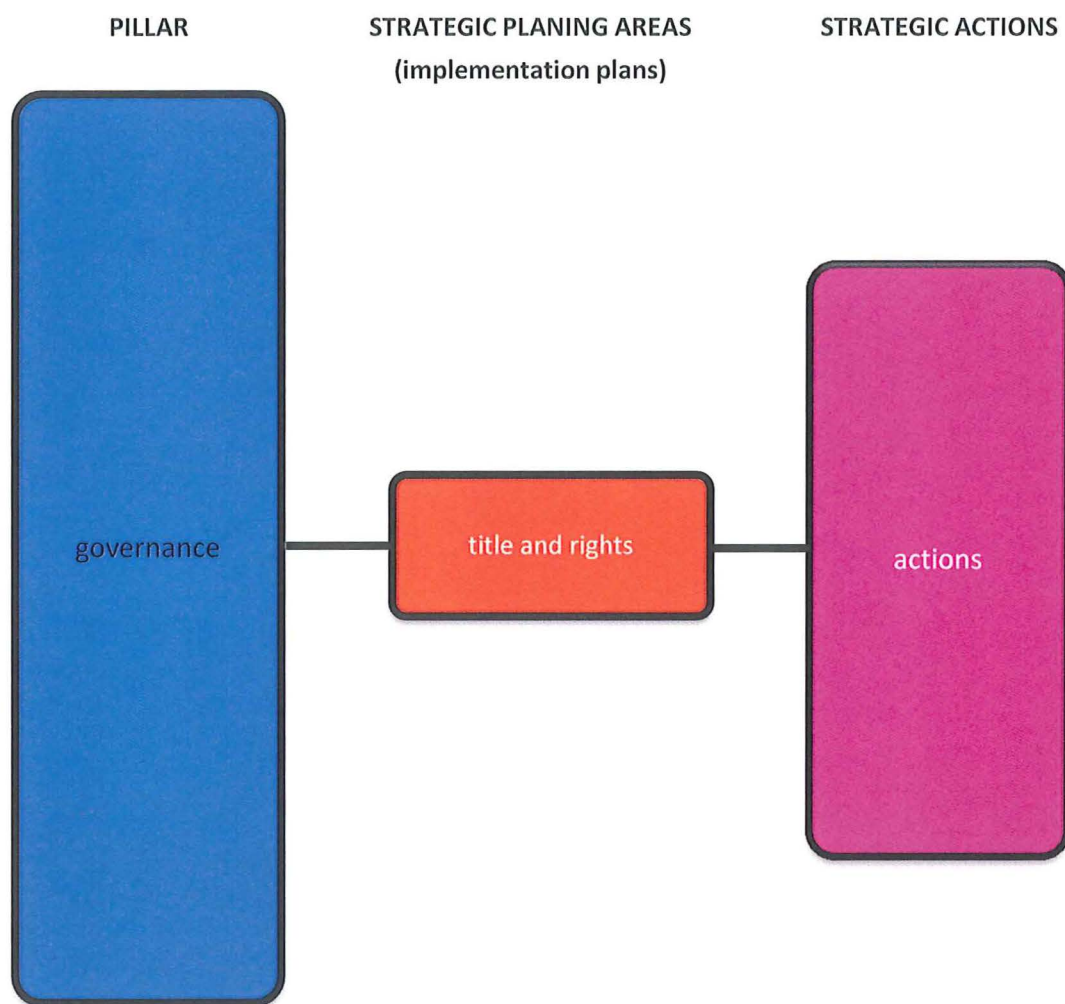
Administration Pillar





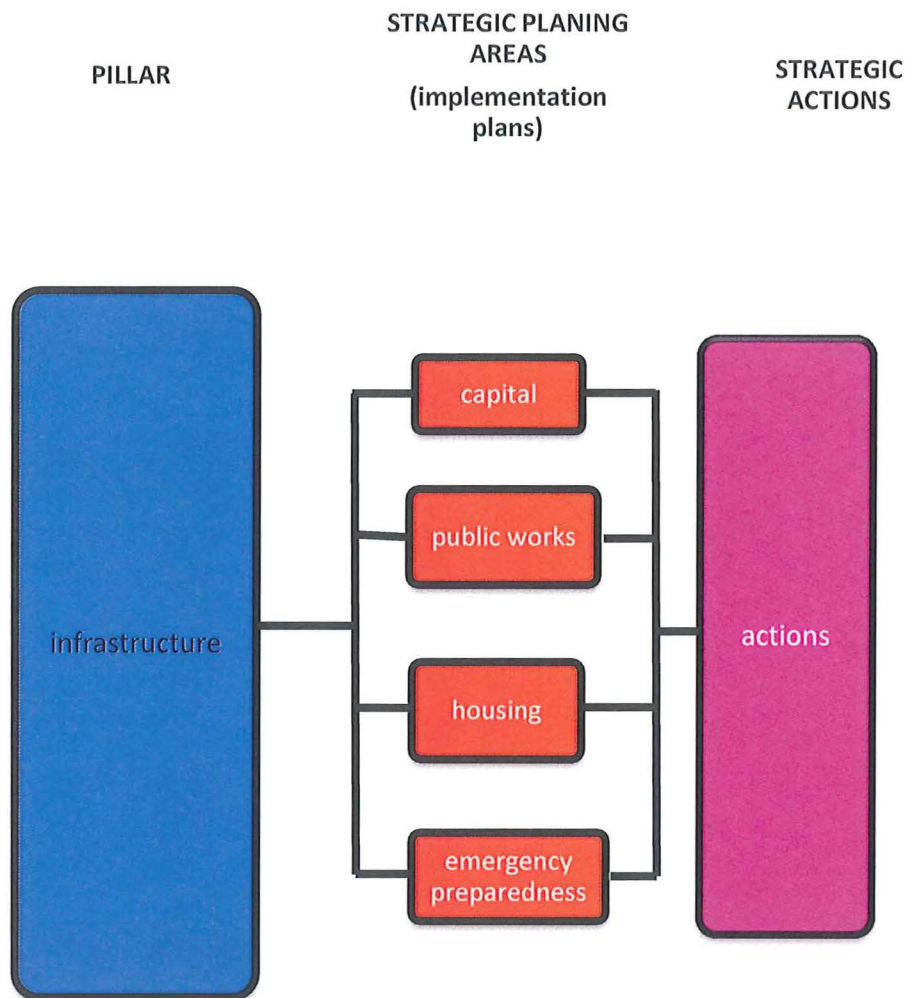
Community Services Pillar





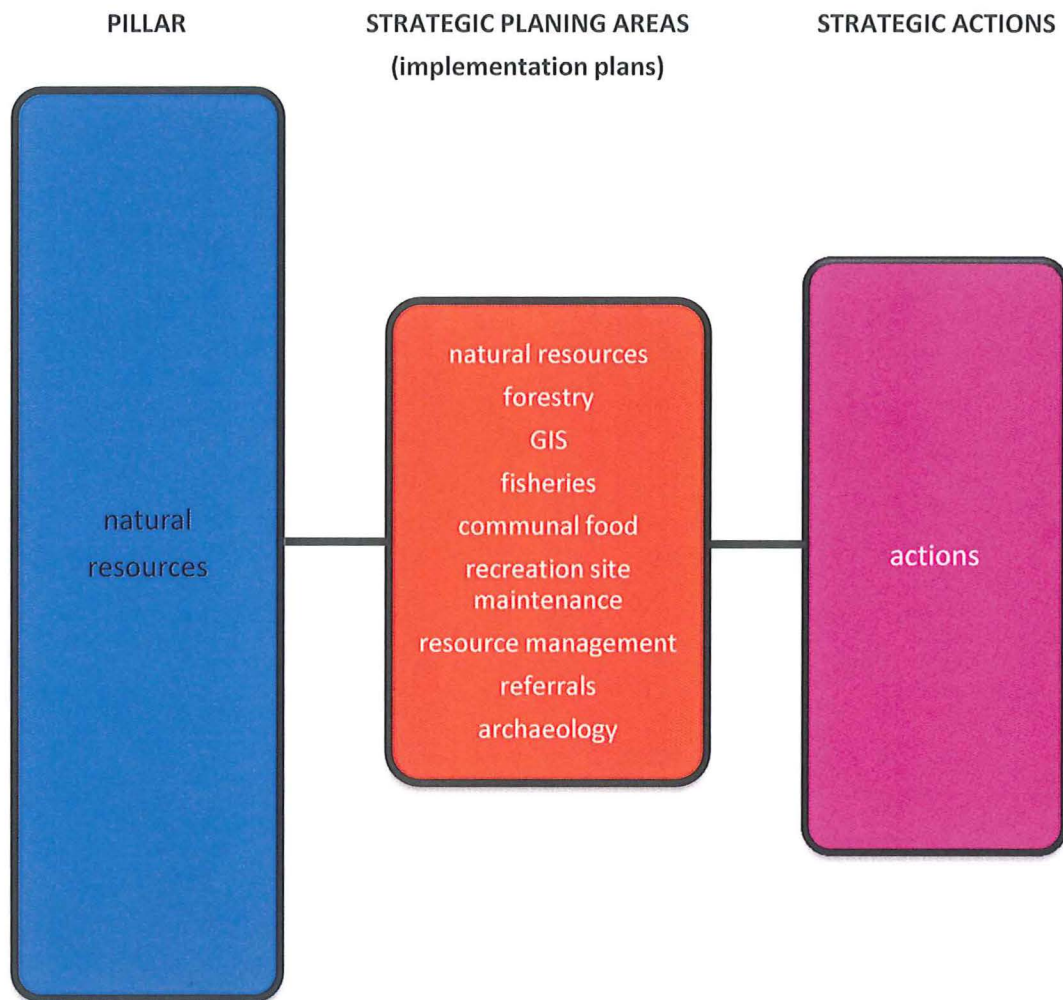
Governance Pillar





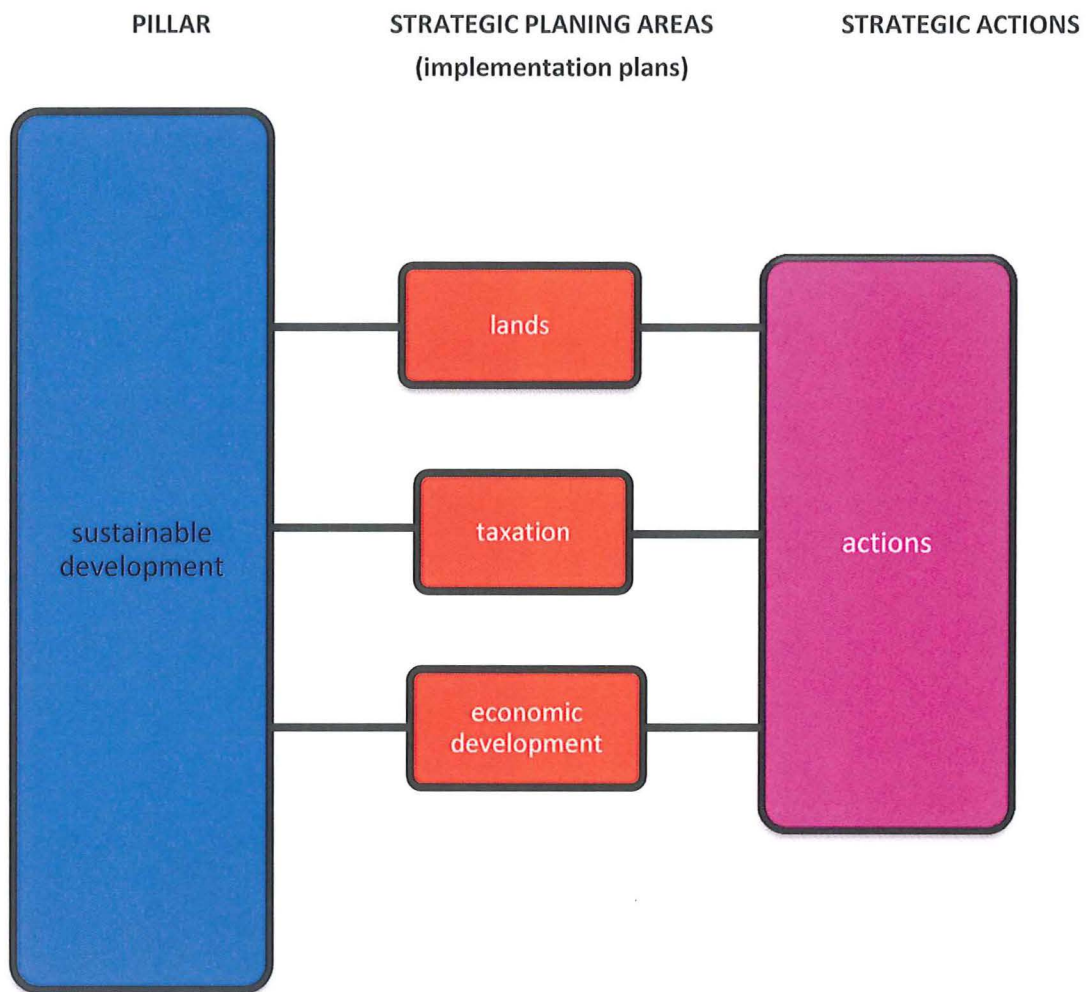
Infrastructure Pillar





Natural Resources Pillar





Sustainable Development Pillar





Our Youth, 2011



4.4 Implementation

The purpose of our implementation strategy is simply to outline how our vision will be realized. The CCSP is successful due to its aim at undertaking the steps necessary to implement the principles outlined within the pillar organization and our annual administrative workplans.

Key determinants of a positive outcome will include:

- Policies;
- Bylaws;
- The implementation of the community's Land Use Plan;
- The implementation of the Economic Development strategy;
- The refining and changing of administrative processes;
- The selection of key (priority) initiatives; and,
- The locating and allocating of funds.

Change will be a dynamic process whereby the ALIB community and its **leadership** and **administrative** body will adapt to internal and external circumstances. Implementing the ALIB CCSP will be a dynamic exercise. Each outlined action may potentially correspond to a project. The latter approach may be the most feasible way for the ALIB community to achieve the complete set of actions. Projects may not necessarily flow in a seamless wave, but instead, could take place as opportunities and funding arise. Like a jig-saw puzzle, each project will work towards the fulfillment of the CCSP





Canoe Journey, 2013



goals. With this. With this strategy in mind, oversight and visioning will be key:

- What projects can be implemented, for example, with little capital?
- What projects can be implemented with specific types of funding?
- What can be done by the community?
- How can the projects build upon each other?
- What small projects could be used to build a stable foundation for larger projects in the future?

The CCSP team will remain in place to review and monitor implementation progress. The team will report to the overall ALIB community through community meetings. A project-based approach to the implementation of the CCSP must have at least five primary considerations, including: Community focused; Community Priority; Teamwork Approach; Human Resources; and, Collaboration with Local Governments.

- *Community Focused:* Any project forming part of the CCSP strategy must be community-based and include community input within its design, development and implementation;
- *Community Priority:* Any ALIB community project must be on the community priority list, with an understanding that the project is feasible and financially viable.





Community Garden, 2012



- *Teamwork Approach:* Any ALIB community project should be conceived with the collaboration of the administrative staff, community, CCSP team and a supportive Chief and Council.
- *Human Resources:* Any ALIB community project should include the hiring of our own qualified band members to support project development, before contracting services out, in order to build capacity, strengthen results and a balanced work load while sharing the benefits internally.
- *Collaboration with Local Governments:* ALIB projects when possible will include collaboration with local governments to pool resources for skills development and cost sharing.





Elder JD Billy



5. BEING THERE

5.1	Monitoring and Evaluation	77
5.2	Departmental Gaging	81
5.3	Conclusion	83





Chief Atahm School Smokehouse, 2011



5.1 Monitoring and Evaluation

As we begin implementing our strategic plan, we intend on monitoring and evaluating its success and any areas that might need improvement. Specific tools to carry out the task of implementing our CCSP will vary in time, and according to the exact approach that the community will choose as components are put in place. The ALIB organization has implemented computer software such as our ENVISIO program to track the progress of goals, actions and priorities within Departmental workplans. Three primary components form our monitoring strategy:

- Monitoring change;
- Assessing impacts; and,
- Evaluating, Enforcing and Celebrating our commitments.

Monitoring Change is the first tier of monitoring the progress and success of our CCSP. The process of monitoring is one of tracking change, requiring constant attention. Our monitoring process will be a dedicated activity, complete with regular reports to the community, gaging change, progress, and challenges. Among others, examples of data collection will include:

- Strategic implementation of the “pillar” strategy;
- Consistency with the ALIB Land Use Plan and ALIB Economic Development plan; and,
- Consistency with the ALIB Department workplans.





Our Youth at the Spiritual Centre, 2011



Assessing Impacts is a second tier of monitoring activity, primarily consisting of determining the effectiveness of the plan and its implementation, and determining how effective the CCSP guides the actual activities on the land and in the community. Primary activities such as the adoption of new related policies and bylaws, the implementation of the community's Land Use Plan and Economic Development Strategy, the refining and changing of administrative processes, the selection of key (priority) community initiatives and projects, including the locating and allocating of funds, should all be formally followed and assessed.

Evaluate, Enforce and Celebrate is a third tier of the monitoring strategy according to our quarterly reports to Council and Community.



Departmental Gaging Chart³

	Respect for Culture and Tradition	Integrity, Honesty and Trust	Respect for individual ity	Communi ty involveme nt	Dedicatio n	Promote Unity	Better Communic ation	Average
Lands	88	55	77	72	61	58	50	66
Administration	72	69	69	69	77	63	69	71
Natural resources	86	69	52	77	63	66	52	66
Chief Atahm	91	69	83	75	80	66	50	73
Public Works and Housing	47	58	52	69	63	55	52	57
Education	77	77	83	72	83	52	55	71
Information technology	33	66	47	47	75	47	69	55
Human Resources	58	66	75	66	55	47	50	60
Health Centre	80	80	77	52	75	52	52	67
Community Wellness	77	75	77	77	77	63	61	72
Daycare	66	69	72	63	66	36	33	58
Finance	25	69	38	19	61	25	44	40
ALRCC	69	50	58	66	47	55	44	56
Title and Rights	83	55	75	52	66	63	52	64

Ratings by Meeting Attendees on Department's Community Goal Orientation

(36 rating sheets submitted; numbers expressed as a percentage of total submissions)

³ Data from Community Meeting of December 14, 2013.



5.2 Departmental Gaging

One of the ways we intend on gaging the success of the CCSP will be to gage departmental presentations at annual community meetings. Rating the departmental presentations in terms of whether community meeting attendees feel each department is working towards fulfilling the community's overall goals is useful in that it acts as a barometer for our CCSP's success. It also establishes a basemark for future community meetings where departmental presentations can be further rated in the same way. When considering the whole of

“Who we are and where we have been”

“Where do we want to go?”

“How do we get there?”

“What do we do when we get there?”

the departments, together their rating is 63%. This means that the meeting attendants representing community members rated the effort that the departments are making (as an organization) at 63%. We intend on comparing the feedback from each meeting over time.





5.3 Conclusion

Developing our Comprehensive Community Strategic Plan has been a worthwhile process. We began the process with a review of where we were, where we are and where we are going. We are now at a point where we have a clear strategy to get the same priorities accomplished. The Plan is a dynamic one that will change over time. We know that it will change as we move through the activities required to fulfill our goals.

As our logo so well represents, **P**ride, **U**nity, **S**trength and **H**ealing, is what we strive towards. This document summarizes our past, our present, and our desired future. It represents several years of effort, all-the-while making sure that the entire community is as involved as much as each member chooses. It has been created out of the values and priorities outlined by our community members. We intend for our plan to provide guidance for our present and future leaders and we expect our leaders to champion the plan. We are confident that our champions will follow the strategic actions outlined in the plan.

