# λ̄aʔuukwiʔatḥ ḥawiłpatak CCP Implementation Plan 2023



The λaʔuukwiʔatḥ ḥawiłpatak (governance) CCP Implementation Plan was developed based on the guidance of ḥawiiḥ, Council and respected Elders who gathered at Long Beach Lodge April 14<sup>th</sup> to 16<sup>th</sup>, 2023. This leadership session focused on strong λaʔuukwiʔatḥ governance and developing a λaʔuukwiʔatḥ ḥawiłpatak implementation plan for the goals identified by Muscim, in the Governance section of the qwamaḥsaqin Comprehensive Community Plan. At this session, short, medium and long-term goals were identified for the current Council term and beyond. A working group was then tasked to take the guidance from this leadership session and create this Implementation Plan. This plan was then ratified by Council on July 20<sup>th</sup>, 2023.

This ¾aʔuukwiʔatḥ ḥawiłpatak CCP Implementation Plan will guide the work of the ¾aʔuukwiʔatḥ leadership for the next three years until the plan is updated after our next election.

#### **Immediate and Ongoing Priorities and Actions**

- **LANGUAGE BACK!** Claim our language back. Use quu'as names for people and places. Use Language in documents and meetings.
- Gather regularly with Muscim with no agenda Host monthly open houses with rotating Departments and related Portfolio Holders Quarterly meetings in community with leadership and annually in urban centres where we have a larger population
- Invite and include youth whenever and wherever we can.
- Advocate to change outside policies that do not work for λa?uukwi?atḥ, i.e., patient travel, Social Assistance, Housing.
- Council and ḥawiiḥ come to meetings prepared, with an open mind and open heart and a goal of working together to find solutions - agree to disagree respectfully – Nah-a-tah and Chaa-ma-tuk (Speak and listen respectfully)
- Be open to corrections
- Respect Women and hear their voice value what women have to offer
- Remember all members have something to offer listen respectfully to everyone
- Hold each other up recognize good leaders, staff who step up, members strength and contributions monthly recognitions in Newsletter and also at AGM
- Have regular team building opportunities for Council and hawiih
- **Set committed Council meeting dates and stick to them** allow for agenda and kits to be sent out well in advance of meeting email out schedule and calendar invites ensure proper Council Kits are sent our containing background information for decision making meetings will alternate between TyHistanis and Opitsaht.
- qwameḥsaqin Engage members in implementing and monitoring progress on our Comprehensive Community Plan (CCP)
  - o Monitor and evaluate progress
  - Continue ongoing community lead planning in all areas
  - Report progress on CCP annually at the λa?uukwi?atḥ AGM and regularly through updates in the λa?uukwi?atḥ Newsletter
- Focus on the unity and wellness of our community (For everyone)
  - o Every meeting, meal or function have tables where skills are shared.
  - beading table, languages, crafts, etc.,
  - o Support self-sufficiency, life-skills, health and wellness in Muscim
  - Seasonal Rounds Learn food skills, harvesting, preparing, w/seasons youth and adults teach/ learn these skills
  - Invite youth and others to help you preparing food, chopping wood, carving, making decisions, helping elders
  - Teach youth to eat all foods fish juice klim-sit, fish skil-sim-chuu
  - Teach youth that our ways are survival skills. We will survive disaster/war/anything. Take PRIDE in this.

# 1. Work "For the people" the Muschum — this can always guide our leadership in all areas

Short Term Actions/ Tasks 0 - 6 months						
Action/ Task	Lead	Support Team	Resources Required	Timeline		
Identify how many Muscim we have (true number), if they are voting age, where they live and contact information	IRA/ Tribal Administrator	Administration Staff	Travel Budget	August 31 <sup>st</sup> , 2023		
<ul> <li>How many Muscim living "on-reserve" as this impacts funding</li> <li>Ages and contact information needed for custom election code meetings and referendum</li> <li>Do full census in communities</li> <li>Create a standardized form to collect information</li> </ul>						
Develop a Political Vision Statement	Council ḥawiiḥ	Tribal Admin Facilitator	Funding for facilitator	November 30, 2023		
Medium Term Actions/ Task	s 6 months to	2 years				
Establish a formal Youth Council with budget and training	Education Manager	Education/ Community Services Staff CBC	Core funding Commitment	January 31 <sup>st</sup> , 2024		
Update Leadership Code of Conduct to include guidance from Ancestral Governance Gathering	Tribal Administrator	HR Manager		September 30 2024		
Long Term Actions/ Tasks 2 to 4 years						

# 2. Improve the function and working relationship of Council

Short Term Actions/ Tasks 0 - 6 months					
Action/ Task	Lead	Support Team	Resources Required	Timeline	
Establish Leadership Portfolios – carefully selected based on needs of community and skills/ knowledge of portfolio holders	Council and ḥawiiḥ	Tribal Admin and Managers		September 30, 2024	
Develop clear roles and responsibilities of portfolio holders – policies in place – avoid conflict of interest	Council and hawiih	Tribal Admin. and HR Manager		September 30, 2024	
Ḥawiiḥ are expected to attend all Council meetings or planning sessions where decisions are being made. If unable to attend they are to send a representative. If unable to attend or send a representative then support decisions made.	ḥawiiḥ and Representati ves	ḥakum		Ongoing	
At the end of each Council and ḥawiiḥ meeting determine who will be invited to share haahuupa and/ or language at the next meeting — have an alternate - create a list of people to invite	ḥawiiḥ and Council	Executive Assistant	Honoraria	Ongoing	
Organize and Deliver Leadership Training – (fiduciary duties, roles and responsibilities, decision making, conflict of interest, etc.)	Tribal Administrator	Capacity Building Coordinator (CBC)		October 31, 2023	
Set committed Council meeting dates and stick to them – allow for agenda and kits to be sent out well in advance of meeting – email out schedule and <b>calendar invites</b> and ask people to reply if they will attend to ensure quorum – ensure proper Council Kits are sent our containing background information for decision making – alternate between Opitsaht and TyHistanis	Tribal Administrator ḥawiiḥ and Council	Administration		Immediate	

Medium Term Actions/ Task	s 6 months to	2 years		
Have annual Governance planning sessions to revisit and update this implementation plan	Tribal Administrator ḥawiiḥ and Council	СВС	Funds for food, venue and honoraria	Annually in February
Long Term Actions/Ta	sks 2 to 4 year	rs		
Have annual Governance planning sessions to revisit and update this implementation plan	Tribal Administrator ḥawiiḥ and Council	CBC	Funds for food, venue and honoraria	Annually in February

#### 3. Rebuild and re-establish relationships and roles within Hereditary Governance

Short Term Actions/ Tasks 0 - 6 months					
Action/ Task	Lead	Support Team	Resources Required	Timeline	
Ask each family/ house to carefully select a representative or head of family based on skills, knowledge, passion and personal attributes that can support two-way communication and decision-making	ḥawiiḥ	Council Administration	Honoraria and meals	December 31, 2024	
Re-establish Taapastsii  Start by identifying roles and responsibilities of Taapastsii Who fits this role? How are they selected?	ḥawiiḥ	Chief Councillor Elders CBC	Honoraria and meals	December 31, 2024	

Establish a project where we bring together ḥawiiḥ, knowledge/ seat holders and youth to learn about: the ḥawiiḥ and the history of their seats, traditional roles within our ancestral governance (ḥakum, Taapastsii, C'iqḥsčii, Saʔiiḥpit, t'iquwił, etc.), preparation, grooming and training	Tyee ḥawiiḥ Chief Councillor	Elders CBC Education and Community Services	Funding and Project Development	Start Immediately
Plan a large multi-day gathering to acknowledge all ḥawiiḥ in ranking order – involve all Muscim, everywhere – all welcomed to participate and prepare – regalia, songs/ dances, gifts, learning	ḥawiiḥ	Council Staff	Existing resources.  Additional funds as needed	June 1, 2023 Start planning
Recognize and hold up the role of hakum	Everyone			Ongoing
Medium Term Actions/ Task	s 6 months to	2 years		
Host cultural gathering and acknowledge ḥawiih	ḥawiiḥ ḥakum	Council All Departments	Existing Resources, Funding and Commitment	June 21-23, 2024
Create resources about ¾aʔuukwiʔatḥ Ancestral Governance	ḥawiiḥ ḥakum Language	CBC Education Elders/ Youth	Funding and delegated person	2024/ 25 ongoing
Continue grooming people into important roles - i.e., c'iqḥsčii, Sa?iiḥpit, t'iquwił, etc.	ḥawiiḥ ḥakum Families	Elders CBC	TBD, funding	Ongoing
Create λ̄aʔuukwiʔatḥ Family Trees	Community Services Staff	Education Language	Utilize Existing	December 31, 2023

	Elders Families		Resources		
Establish expectation of regular, two-way communication of Council representatives participating in ongoing process or Committees/Boards – submit reports to get travel/ honoraria for meeting participation /Bring back information kits.	Tribal Administrator HR Manager	CBC	Utilize Existing Resources	Immediately	
Continue project where we bring together ḥawiiḥ, knowledge/ seat holders and youth to learn about: the ḥawiiḥ and the history of their seats, traditional roles within our ancestral governance (ḥakum, Taapastsii, c'iqḥsčii, ʕaʔiiḥpit, t'iquwił, etc.), preparation, grooming and training	Chief Councillor Tyee ḥawiiḥ ḥakum	Elders CBC Education and Community Services	Funding, TBD	Ongoing	
Long Term Actions/ Tasks 2 to 4 years					

#### 4. Determine how we will govern ourselves

Short Term Actions/ Tasks 0 - 6 months					
Action/ Task	Lead	Support Team	Resources Required	Timeline	
Decolonize Governance – use our language, value knowledge holders, hold up Muscim, staff and leadership, live and practice ¾a?uukwi?atḥ culture and values - review policies and practices from this lens (immediate and ongoing)	Council ḥawiiḥ Tribal Admin	Staff Community CBC	Funding for Policy Review and Writing	Immediate and Ongoing	

	Managers			
Create a custom election code in collaboration with Administration and Muscim – ensure we have full Muscim list and contact information	Tribal Admin. Council CBC	Community	Funding for Community Engagement	Final Draft by March 31 <sup>st</sup> , 2024
Establish an MOU between Council and ḥawiiḥ	Council and hawiih	Tribal Admin Facilitator	Funding for facilitator	November 30, 2023
Step-up and sort out reconciliation process – make this opportunity work for us to move forward on big goals in the CCP – get organized with a plan and committed team to move this forward – look at big items and prioritize (Immediate and ongoing) <ul> <li>Learn from other First Nations</li> <li>Educate ourselves about current options and opportunities</li> <li>Understand the current legal and policy climate in Canada and BC</li> <li>Secure funds to hire an archeologist to collect information needed to assert rights and title – historical documents and records, studies and research, etc.</li> </ul>	Chief Councillor Tribal Admin	Lands Manager Contractors ḥawiiḥ Council Administration CBC	Utilize Existing Funding	Immediately June 15 <sup>th</sup> , 2023
Create a by-law making process and work on priority by-laws, including Residency By-law	Justice Manager Justice Committee	ḥawiiḥ/ Council Tribal Admin. CBC	honoraria	June 30, 2023
Know our Ḥawiiḥ's ha-houlthee and what we are fighting for  o Reaffirm our ḥawiiḥ's haahuulthii and boundaries  o identify priority areas for title claims and compensation	ḥawiiḥ Lands Manager Tribal Admin	John Watson Legal Counsel Council	Utilize Existing Resources	Immediate and ongoing

Medium Term Actions/ Tasks 6 months to 2 years						
Develop a λ̄aʔuukwiʔatḥ Constitution	Council and hawiih Tribal Admin Reconciliation Team Facilitator	Muscim CBC	Funding for Facilitator and Community Engagement			
Custom Election Code finalized and passed through referendum before end of 2024	Tribal Administrator Chief Council CBC	Muscim IRA Election Officer Administration	Funding for Referendum and Community Engagement	October 2024 Referendum		
Develop and approve a λ̄aʔuukwiʔatḥ Land Code	Lands Manager Tribal Admin	Council ḥawiiḥ Muscim	Utilize Existing Resources	Ongoing  Completed and approved by end of 2024		
Custom Muscim (Citizenship) Code Finalized and Approved	IRA Committee Tribal Admin	Muscim	Honoraria, travel, Community engagement	By end of 2023		
Long Term Actions/ Tasks 6	Months to 2 to	4 years				
Continue working towards being self governing and self-sufficient	Everyone		TBD	ongoing		

# 5. Plan/ Lead/ Organize/ Monitor

Short Term Actions/ Tasks 0 - 6 months						
Action/ Task	Lead	Support Team	Resources Required	Timeline		
Develop a solid strategic plan for Leadership every 4 years, with each new Council to guide the implementation of the CCP  Prioritize Infrastructure Projects and develop building designs (Recreational Facility, Administration, Housing, House of Learning, Fire Stations, etc.)	Council hawiih  Tribal Admin CFO Council hawiih Public works	Administration Elders Knowledge Holders CBC Doug Neff CBC Muscim		May 31st, 2023 November 30, 2024		
Establish a strong records management system where historical and planning documents are easily accessible to support planning and governance - Establish a central searchable data-base immediately (June 15 <sup>th</sup> ) (Urgent)	Tribal Administrator HR Manager Records Officer	CFO Council	TBD	September 30, 2023		
Modium Torm Actions / Tock	- C th - t -	2				

Update ἄaʔuukwiʔatḥ Communications Plan	CBC	Tribal Admin Leadership Administration	Community Engagement	August 31, 2023
Secure funding and start building priority infrastructure on all Reserves – seek project funding and Reconciliation opportunities	Tribal Admin Public Works CBC CFO	Doug Neff Reconciliation Team	TBD	Ongoing until completion
Continue ongoing community lead planning in all areas	Tribal Admin Council ḥawiiḥ Department Managers CBC	Staff	Utilize Existing Funds and seek additional funds	Ongoing
Long Term Actions/ Tasks 6	Months to 2 to	4 years		
Develop a solid strategic plan for Leadership every 4 years, with each new Council to guide the implementation of the CCP	Tribal Admin Council ḥawiih	CBC Elders Hakum	Funding for honoraria, venue and meals	June 2026
Continue ongoing community lead planning in all areas – Revisit and update CCP	CBC Tribal Admin Leadership			2025

### 6. Improve Communication and Collaboration with λa?uukwi?atḥ Muscim

Short Term Actions/ Tasks 0 – 6 months						
Action/ Task	Lead	Support Team	Resources Required	Timeline		
Establish a Monthly Update from Council and the Tribal Administrator in the Newsletter  • Celebrate success – recognize the work happening and share with community	Tribal Admin Chief Council Admin 2	Council		Start Immediately June 2023 and ongoing		
Share Annual Budget with the Muscim – host meeting in each community annually before the end of April and immediately for 2023	CFO Tribal Admin Council	Admin Assistant	Meals and Venues for community meetings	End of April		
Review Leadership email contact list for responsive and efficient communication  Standard should be to respond to Council emails within two days.  Some may use 2 emails addressed	Tribal Admin Admin Assist. ḥawiiḥ Council			Immediate		
Train Council and ḥawiiḥ to use email and support IT for meetings and ongoing communication	Administration			Immediately and then at the beginning of each term		
Update the Xa?uukwi?atḥ letterhead (Urgent)	Tribal Admin			Immediately		
Hire/ Appoint a runner/ messenger for each community – get notices and invitations out	Administration			Immediate and Ongoing		

Medium Term Actions/ Tasks 6 months to 2 years				
Report expenditures at AGM including Council attendance	CFO	Auditor		AGM
	Tribal Admin			
	Admin Assist			
Update and maintain ¾a?uukwi?atḥ Website – create password protected members only section	HR Manager Admin Assistant (Janine	CBC (funding) Language IT Contractor	Funding to update website Ongoing Budget and person delegated	December 30, 2023
Look at options to live feed community and Council meetings	Administration	Language		Goal to live feed by end of 2023
Continue Monthly Update from Council and the Tribal Administrator in the Newsletter	Tribal Admin			Ongoing
	Chief Council			
	Admin Assist.			
Long Term Actions/ Tasks 6 Months to 2 to 4 years				
Continue Monthly Update from Council and the Tribal Administrator in the Newsletter.	Tribal Admin Chief council Admin Assist.	Council for Portfolio Updates		Ongoing