



WESTBANK
FIRST NATION



Westbank First Nation

I? sck'wlt skc'wipla?tat i? kac'la?pusa?x

Comprehensive Community Plan

2020

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A photograph of a wolf standing on a reddish-brown rock, howling with its mouth open towards a clear blue sky. The wolf's fur is a mix of grey and brown. The background shows a blurred landscape of hills or mountains. On the left side of the page, there are vertical decorative stripes in red, teal, and grey.

1

Welcome way

Interpretation: that way acknowledges that all things that have brought us together at this point is as it is and it is at this moment that we have an opportunity to change our path forward or not.

wa'y (Greeting from Council)

The purpose of the Westbank First Nation ("WFN") Comprehensive Community Plan (CCP) is to guide the growth, development, resource management, and community planning within our community and Government. The global pandemic altered how we engaged with Membership while developing the plan. Dedicated WFN staff pivoted to online engagement for Members to voice their ideas and provide an updated version of the CCP. In the creation of this document, Elders, Youth, and Members expressed their vision of WFN's future.

Our community has come a long way since the early days of Community Planning thanks to Members and leaders past and present. The 2020 CCP reflects WFN growth over the past decade. As our community continues to grow, it is important to ensure that the growth is defined by WFN Members. We are experiencing political, environmental, societal, and technological shifts.

This plan will ensure that current and future growth of WFN will occur according to Membership's vision. We appreciate everyone who supported this process through showing up and being a part of these essential discussions. Thank you WFN Members for your continued dedication to growing together as a community, and ensuring future generations are better off because of our efforts today.

Sincerely,

ȷlmixʷm Christopher Derickson



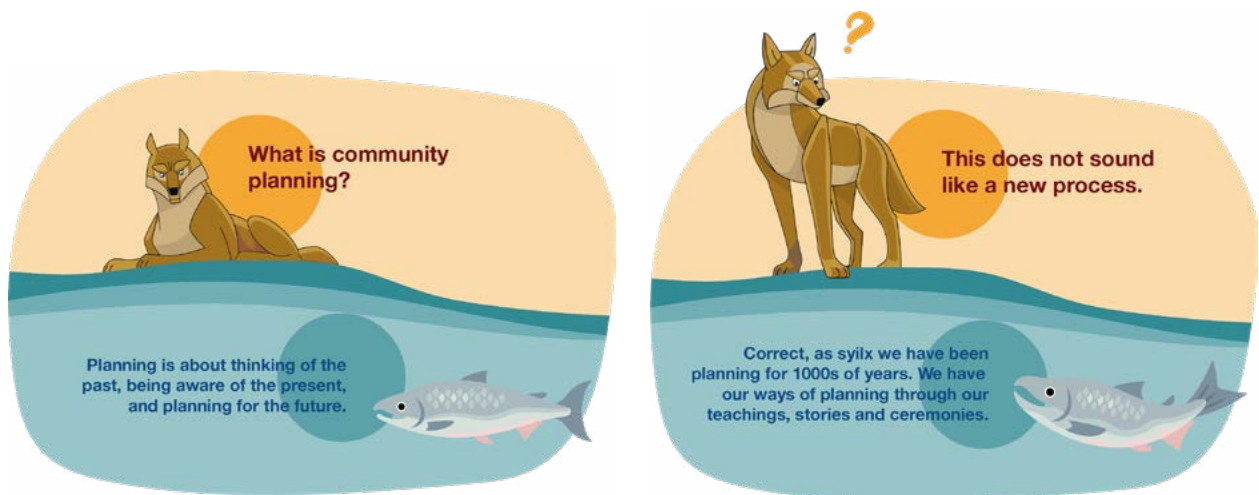
Coralee Miller is a member of WFN and graduated in 2021 with her Bachelors of Fine Arts. She works as a tour guide at the sncwips heritage museum and uses her skills to incorporate her artistic skills into the museum space. She also paints, sketches and sculpts in her spare time. Coralee gains inspiration from syilx/Okanagan oral stories as well as her syilx culture. We thank her for her artistic contributions to the CCP, specifically in depicting the Food Chiefs.



1.1 Introduction to Comprehensive Community Planning

Comprehensive community planning is a Member-led approach to planning for our future. The Westbank First Nation (WFN) Comprehensive Community Plan (CCP) is a working document that identifies what is important to our Members and establishes a vision for our future. Guided by Membership and our long held traditional ways of living and governing, the CCP identifies goals and actions to help achieve our vision.

The CCP is part of a greater objective to look after all that is WFN – to care about the future as if it is already here. The CCP commits to creating and fostering a healthy, prosperous and sustainable way of life for our Members.



Westbank First Nation Comprehensive Community Plan

- A plan that considers all aspects of our community
- A plan that is driven and owned by all Members
- A plan that guides leadership and administration
- A living document that informs decision-making for our lands, resources and community well-being

1.1.1 Our Voice, Our Plan, Our Future

WFN's CCP is rooted in the story of the Four Food Chiefs and their model of respectful dialogue in consensus building. This dialogue is referred to as "enowkinwixw," and has provided the framework for community consultation in the building and review of the Plan. In short, every Member has a voice that matters and every voice carries its own power. The voices of Membership spoke loudly and identified self-determination, ownership and responsibility as important messages of empowerment for the community.

The direction of the CCP resulted from Member-discussions on community values, perspectives, aspirations, and concerns. We used these discussions to create goals that strengthen our community both now and into the future. The goals and actions identified in the CCP are opportunities for all Members to contribute to and influence positive change for the future. We will use our strengths and gifts to achieve our vision for the future. This plan belongs to and is upheld by Members!

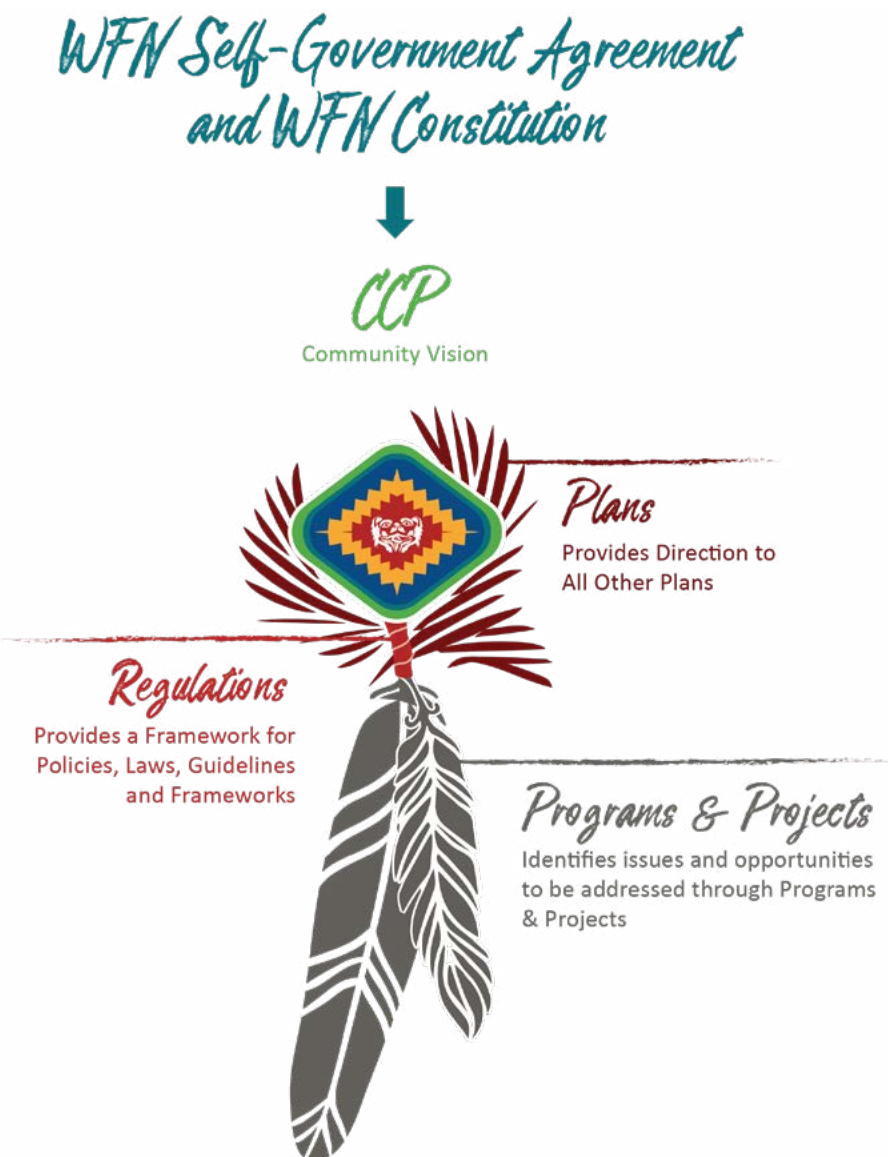


1.1.2 i? skčʷlɩ skč̣ʷipla?tət i? kəc̣nɩa?pusa?x (CCP) – An Overarching Plan

The CCP serves as *the* principle planning document for our community and provides direction to our leadership and administration. The CCP is enforced through our Community Plan Law. The CCP encompasses our reserve lands (herein referred to as “WFN Lands”) and our Area of Responsibility (AoR) within our larger territory. It covers a holistic range of topics, touching on all aspects of community life. It will help us guide growth and development, and sustainably manage our social, cultural, economic, and land use interests over several generations. The CCP is updated every 5 years.

As illustrated in **Figure 1: CCP Hierarchy**, the CCP is the overarching plan for WFN and is intended to direct all other plans, regulations, and projects and programs. Other planning initiatives must consider the CCP through specific planning processes with a focus on alignment with the CCP.

Figure 1: CCP Hierarchy



Our CCP is governed by the Westbank First Nation Community Plan Law. It states that a comprehensive review of the CCP must occur at least every 5 years.

Check Out Our CCP Law Here!

www.wfn.ca/docs/2020_wfn_community_plan_law.pdf?LanguageID=EN-US

How Turtle set the Animal's Free

Turtle used the power of his dream to guide his success, but more importantly, he wanted to share this gift as that is the responsibility that comes with knowledge

Listen to one of our elders read this story!

<https://www.youtube.com/watch?v=se8XN0d6f8w>



1.1.3 Why Update Now?

In 2010, the initial CCP was developed and was updated in 2012 (minor review) and 2015 (full review and update). The CCP update provides us with an opportunity to reflect on our current CCP and examine what we have accomplished, what needs to improve and what gaps exist. In doing so we are able to refine our vision, and establish goals and associated actions that continue to reflect our Member's voice as priorities shift and change over time.

Creating and implementing our CCP is an on-going and integrated process as illustrated in **Figure 2: Planning Cycle**.

Figure 2: Planning Cycle



1.2 Interpreting Our CCP

Comprehensive community planning is holistic – everything is interwoven and connected. *Figure 3: WFN CCP – An Interconnected Plan* represents these interconnections within our CCP and is described below.

captikwł are a collection of teachings about syilx/Okanagan laws, customs, values, governance structures and principles that, together, define and inform syilx Okanagan rights and responsibilities to the land and to our culture. These stories provide instruction on how to relate to and live on the land. captikwł stories serve as reminder of syilx Okanagan natural laws and protocols that need to be followed in order for future generations to survive in harmony with the tmixw – that which gives us life. These stories are embedded in our culture and language and play a vital role in cultural renewal and revitalization.¹

Figure 3: WFN CCP – An Interconnected Plan



¹ Okanagan Nation Alliance (November 2021). captikwł Retrieved at: <https://www.syilx.org/about-us/syilx-nation/captikwł/>



The captik[™] **How Food Was Given** is one of our most prevalent captik[™] and provides a traditional perspective on community planning. *How Food Was Given* focuses on the deliberation of Chief Black Bear, Chief Spring Salmon, Chief Bitterroot and Chief Saskatoon Berry as they discuss the coming arrival of the “People to Be” and their need for survival. *How Food Was Given* provides a framework for organizing and presenting our CCP as the Chiefs represent different sectors of our community:

Chief Bitterroot is “the Chief for things under the ground”. She demonstrates the importance of the cycles and stability of community life. Chief Bitterroot represents the land – the land is sacred and the preservation of land is a communal responsibility.



Chief Black Bear is “the Chief for all creatures of the land”. He represents the societal values of the Okanagan People. Chief Black Bear represents governance and leadership. Chief Black Bear reminds us that our present actions are building a foundation for the next generation.



Chief Saskatoon Berry

is “the Chief for things growing on land.” Chief Saskatoon Berry represents strength that results from being in one place for extended generations. Chief Saskatoon Berry represents the need for a healthy economic, social, and cultural exchange.




Chief Spring Salmon is “the Chief for all creatures of the water”. Chief Spring Salmon demonstrates the virtues of perseverance and hard work. Chief Spring Salmon reminds us that proper care and management of our economy ensures a prosperous and successful future.



1.4 Foundational Themes

In addition to the Four Food Chiefs, three “foundational” planning areas were identified through Membership engagement. These foundational areas of Culture & Language, Communication, and Sustainability have always been important and through this plan we want to sharpen the focus of their importance.

A large illustration on the left side of the page depicts a child's profile in blue and red. The child's hair is represented by various natural elements: a large blue water droplet, several green trees, a salmon egg, and a wave. The child's mouth is open, and a red soundwave emanates from it. A circular emblem with a stylized figure is positioned near the child's mouth. The background is white with a vertical rainbow-colored bar on the right edge.

Sustainability is a core value of our Members. We have always lived in harmony with the earth and her resources. Sustainability is represented by the trees, salmon eggs, the waves of our water, and the circular nature of the image connecting all pieces together with no beginning and no end.

Culture & Language is intrinsically tied to who we are and must be at the forefront of all we do as proud syilx people. Culture & Language is reflected through our captik^wI and the representation of the Four Food Chiefs. The Child represents our future, with their hair flowing from the bitterroot, which grounds them in our way of life.

Communication has always been an important part of our culture – it is vital to building relationships and sharing knowledge. Communication is represented by the flow of air coming from the child's mouth and their voice carrying forward through the salmon eggs and waves.



Listen to one of our Elders read this story!

https://www.youtube.com/watch?v=wfF-XR_DxJw

How Food was Given, the Four Food Chiefs

“We Are The People: A Trilogy of Okanagan Legends” (Theytus Books, 2004)

In the world before this world, before there were people, and before things were like they are now, everyone was alive and walking around like we do. All creation talked about was the coming changes to their world. They had been told that soon a new kind of people would be living on this earth. Even they, the Animal and Plant people would be changed. Now they had to decide how the People To Be would live and what they would eat.

The four Chiefs of all Creation are:

Black Bear, Chief for all creatures on the land. Spring Salmon, Chief for all creatures in the water. Bitter Root, Chief for things under the ground. Saskatoon Berry, Chief for things growing on land.

They held many meetings and talked for a long time about what the People To Be would need to live. All of the Chiefs thought and thought.

“What can we give to the People To Be to eat that is already here on earth?” they asked one another. “There seems to be no answer.”

Finally, the three other Chiefs said to Bear, “You are the oldest and wisest among us. You tell us what you are going to do.”

Bear said, “Since you have placed your trust in me, I will have to do the best I can.”

He thought for a long time and finally he said, “I will give myself, and all the animals that I am Chief over, to be food for the People To Be.” Then he said to Salmon, “What will you do?”

Salmon answered, “You are indeed the wisest among us. I will also give myself and all the things that live in the water for food for the People to Be”

Bitter Root, who was Chief of all the roots under the ground said, “I will do the same.”

Saskatoon Berry was last. She said, “I will do the same. All good things growing above the ground will be food for the People To Be.”

Chief Bear was happy because there would be enough food for the People To Be. Bear said, “Now, I will lay my life down to make these things happen.”

Because the great Chief Bear had given his life, all of creation gathered and sang songs to bring him back to life. That was how they helped each other in that world. They all took turns singing, but Bear did not come back to life.

Finally, it came to Fly. He sang, “You laid your body down. You laid your life down.” His Song was powerful. Bear came back to life. Then Fly told the four Chiefs, “When the People To Be are here and they take your body for food, they will sing this song. They will cry their thanks with this song.”

Then Bear spoke for all the Chiefs, “From now on when the People To Be come, everything will have its own song. The People To Be will use these songs to help each other as you have helped me.”

This is how food was given to our people.

That is how songs were given to our people.

That is how giving and helping one another was and still is taught to our people.



1.3 Navigating Our CCP

We are excited to present our 2020 CCP. The following outline will assist you in navigating our plan



Chapter One: Welcome

Introduces our CCP. It provides an overview of what comprehensive planning means to WFN and how to use our plan.



Chapter Two: Vision

Articulates our long-term Vision.



Chapter Three: Community Profile

Highlights key social, cultural, economic, environmental and administrative aspects of our community as it currently is.



Chapter Four: Where Do We Want to Go?

Identifies our long-term goals which were developed by Membership. These goals and actions are the foundation of our CCP and will help us achieve our Vision.



Chapter Five: How Are We Going to Get There

Lays out how we will implement our CCP, identifying key areas for monitoring and reporting back to our Members.



Chapter Six: Implementation - Staying on Course

Implementation is the process of putting our plan into action. It is taking our ideas and carrying out the actions needed to achieve our goals and long-term vision.



Chapter Seven: Did We Get There?

Continuously monitoring our CCP allows us to assess if we are on track and to determine the impact and effectiveness of our work over time.



Chapter Eight: Closure





2

Vision

ck̓twik

Interpretation: that which we are able to see.



2.1 Community Vision

Westbank First Nation is a strong self-governing community that upholds our responsibility to our people, land, water, and resources. We practice our culture, rights and self-determination throughout our territory – to empower our people to be the best version of themselves, and to build a sustainable future for the generations to come.

We are a strong self-governing community that honours our responsibility to our people, lands, waters and resources. We practice our culture, rights and self-determination throughout our territory, to empower our people to be the best version of themselves and the generations to come.

2.2 Community Values

As a community, we proudly hold these values:

Did You Know?
?awtipnt asq?is
means to follow one's
dreams



Equality



Honesty and
Fairness



Respect



Integrity



Accountability and
Transparency



Sustainability



Understanding



Confidentiality



Efficiency





3

Community Profile

Í stqa?tk^w†níwt i? nuk^wcwixtn i? sk^wulkst i? sʒačáćs

Interpretation: The way in which the community of WFN looks based on their work.



We are syilx people and the keepers of our territory, language, culture and heritage. Our relationship to the land is grounded in our syilx values. While the land provides us with nourishment, we are tasked with being stewards of the land – promoting a healthy economic, social, cultural, and spiritual exchange.



Our Elders are the foundational generation that is central to our past, present and future.

Today's young people are proud of their First Nations ancestry; they are proud to be syilx and Members of Westbank First Nation.



By supporting and encouraging the development of strong, healthy families, Westbank First Nation is ensuring that the community will continue to flourish in the Okanagan.

Community Members in front of Mountain Goat Rock.

Learn more about the significance of this landmark here!

<https://www.youtube.com/watch?v=Ro3NUgychV0>



3.1 Snapshot in Time

Pre-Contact

1846

US-Canadian border is formed causing geographical separation of the Okanagan Nation



The syilx people have inhabited these lands since time immemorial, long before the first settler or missionary entered into syilx territory

1996

Okanagan Tribal Council is revived as the Okanagan Nation Alliance



1994

sənsisyustən school built



1990

Oka Run for Peace
Property Taxation implemented and Westbank Child Development Centre (WCDC) built



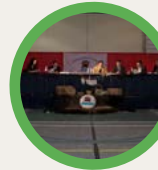
1987

Okanagan Nation Declaration is signed (Vernon, Komasket Park)



1986-1987

The Hall Inquiry, commissioned by Mr. John Hall, recommended governance changes for WFN



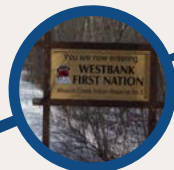
1986

The acquisition of a 981 acre wood lot east of Kelowna marked the start of two decades of concentrated efforts to establish a 'footprint in the forest' governance changes for WFN.



1984

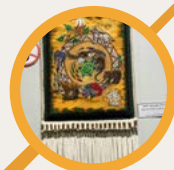
Gallagher's land purchased



Water intake constructed to service IR #9

1977

Kruger & Manuel Vs. The Queen
1st WFN Band Office opens



1982

Twenty-four new homes were built (By 1986 band housing units have grown from 26 to 84)



1975

Department of Indian Affairs Central District Office Occupation and Closure (Vernon)



1981

Okanagan Tribal Council is established (Penticton)
A band subdivision was developed on IR #9 complete with paved roads, hydro, telephone, gas and cable



1976

Meeting amongst Okanagan peoples to discuss formation of new federation of the Okanagan Bands - First steps in establishing Okanagan Tribal Council (Vernon)





1958

British Columbia Act



1859

Father Charles Pandosy is active in the Okanagan Region



1860

Thousands of Syilx gather to contemplate declaring war in defense of Syilx land rights (Vernon (Head of the Lake Hall))



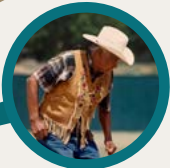
1975

Okanagan-Shuswap Confederacy is formed. (Vernon (Head of the Lake Hall))



1910

Secwepemc, Okanagan and Nlaka'pamux Tribe Chiefs present Memorial to Sir Wilfrid Laurier (Kamloops)



1913

McKenna-McBride Royal Commission visits Okanagan bands to confirm and/or cut-off reserves



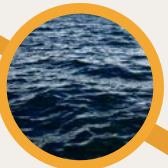
1920

"Agent Brown" from Ottawa Comes to Town



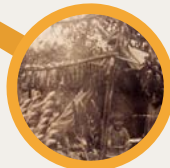
1963

Lakeridge Park water intake constructed to service IR #10



October 18, 1963

Okanagan Indian Band members separate and form what is known today as the Westbank First Nation



1969

Union of BC Indian Chiefs is formed to contest the White Paper policy



1973

Consultants were hired to develop a land use plan



January 14, 1974

WFN members voted in favour of surrendering 177.3 acres of IR#10 Reserve lands for a 99 year lease for the Lakeridge Park residential development



2000

First canoe and horseback Unity Trek throughout Okanagan traditional territory from Pillar Lake to Brewster Washington



2001

Acquisition of Spotted Lake property successfully completed by the Okanagan Nation Alliance for the use and benefit of the syilx people



Upgraded water intake and piping established to service IR #10



1996

WFN was one of the 14 signatories to the Framework Agreement on First Nation Land Management and led the process resulting in the passage of the First Nations Land Management Act in 1999

1998

Self-Government Agreement in Principle signed with Canada

2017

New Youth Centre opens



2015

syilx Protocol adopted by Okanagan Nation



2014

sncwips Museum opens



July 20, 2010

Okanagan Nation Alliance / Colville Confederated Tribes Unity Declaration



June 1, 2009

The Okanagan Nation Alliance hosts a Border Crossing Rally at Chopaka



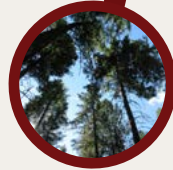
May 29, 2008

National Day of Action



2007

BC drops charges against John Hall and Roger Hall for shooting an elk near Castlegar as they were exercising their aboriginal right to hunt (constitutionally protected under s. 35(1) of the Constitution Act, 1982)



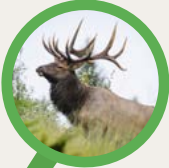
August 2002

The Fish Lake Accord reiterates the unbroken 18th Century pact between tk'emlúps Chief Kwolila and syilx Chief Pelkamulox which provided a land base for Pelkamulox's people in the Upper Nicola Valley which was originally held by the Secwepemc



September 2003

John Hall and Roger Hall (Osoyoos Indian Band members) are charged for shooting an elk near Castlegar (Goose Creek area) under the Wildlife Act



2003

Constitution and Land Code in affect



2004

Year one of twelve of the Re-Introduction of Sockeye Salmon Monitoring Program (Skaha Lake)



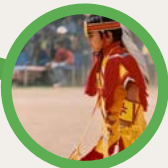
2005

Westbank First Nation and the Okanagan Nation Alliance co-host the First Ministers Meeting in Kelowna which results in the Kelowna Accord and signing of BC Transformative Change Accord



2005

Self-Government implemented



2006

Chiefs Sweat – Nk'mip (Osoyoos)



2006

Chiefs Sweat – Nk'mip (Osoyoos) (have short video)



June 2007

National Day of Action – Okanagan Indian Band slows traffic on Westside Rd. to hand out brochures to motorists to raise public awareness of the Brown's Creek court action



3.2 Chief Saskatoon Berry *Our Community*

3.2.1 Okanagan People

The word *Okanagan* is the English word for *suqnaqinx*², which refers to the original people of the Okanagan territory. *suqnaqinx* means “the ones who stand on a mountain and are seen and heard from faraway” or “takes to the head or mind”.



2 History of the Okanagan Indian Band. Okanagan Indian Band. (n.d.). Retrieve from <https://okib.ca/about-us/our-history>





Language

We speak the nsyilxcən language (also referred to as Okanagan), which is part of the Salish language family. **Figure 4** provides an overview of Okanagan nsyilxcən language speakers.

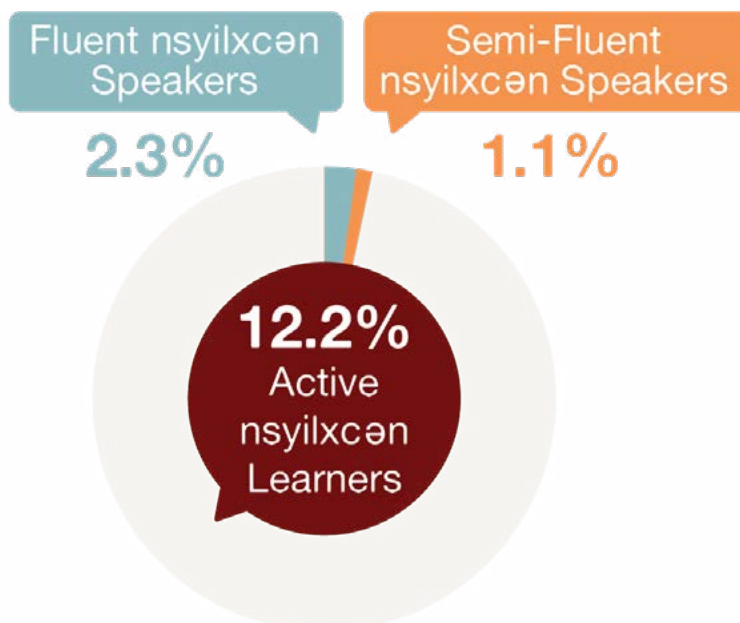
Examples of some of our culture and language initiatives:

- Interpretive Trail Signs
- WFN Public Art Program
- sncewips Heritage Museum
- Language classes: Westbank Child Development Centre, sənsisyustən House of Learning, School District #23, local collages and the University of British Columbia
- syilx Language House Association partnership
- WFN has the only full cohort in UBC Okanagan's 2021 Bachelor of syilx Program

Did you know?

The word “syilx” means “binding together – many threads.” This means that the syilx are stronger together.

Figure 4: nsyilxcən Language Speakers in the Okanagan



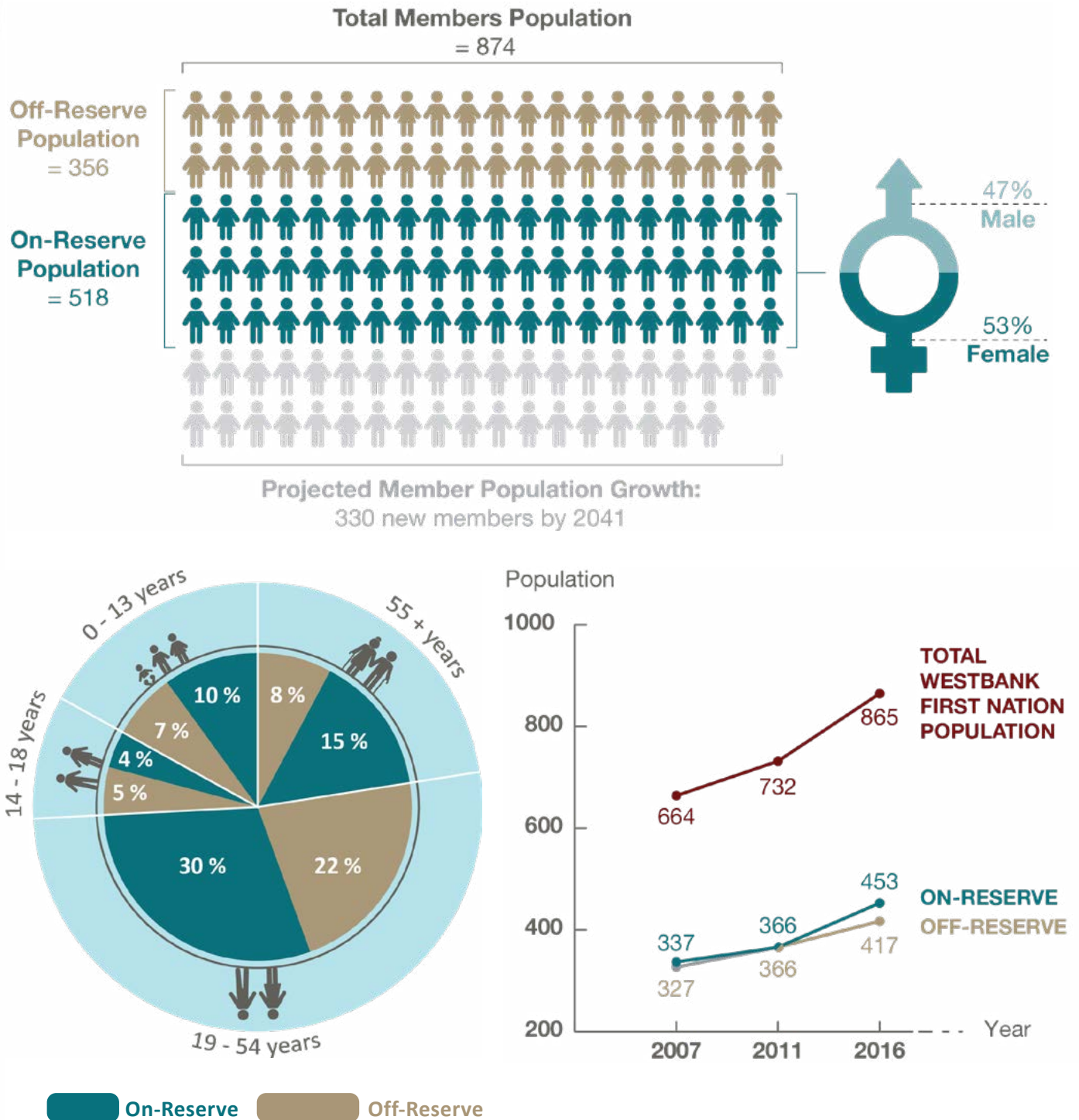
Source: First Peoples' Cultural Council (2018). *Status of B.C. First Nations Languages*.



3.2.2 Our Members

A strong community is a reflection of the strong families and individuals within it. Today, Westbank First Nation is one of the fastest-growing communities in the Central Okanagan Region.

Figure 5: A Snapshot of WFN Members Past and Present

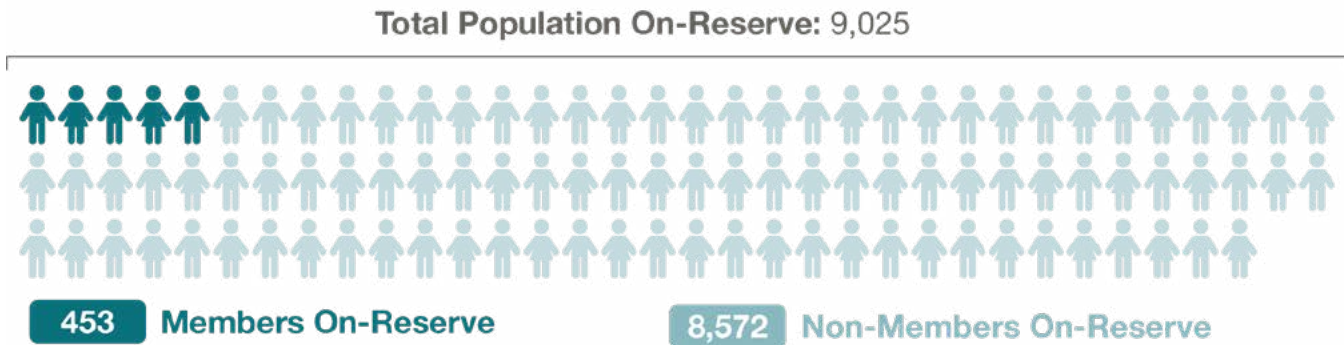


Source: Alpin & Martin Consultants Ltd. (2021). Westbank First Nation: Housing Gap Analyses and WFN.

3.2.3 Non-Members

Our urban location has resulted in a high number of non-Members living on Westbank Lands.

Figure 6: Total population On-Reserve



Source: Alpin & Martin Consultants Ltd. (2021). *Westbank First Nation: Housing Gap Analyses and WFN*. Please note, this report uses population statistics from 2016.

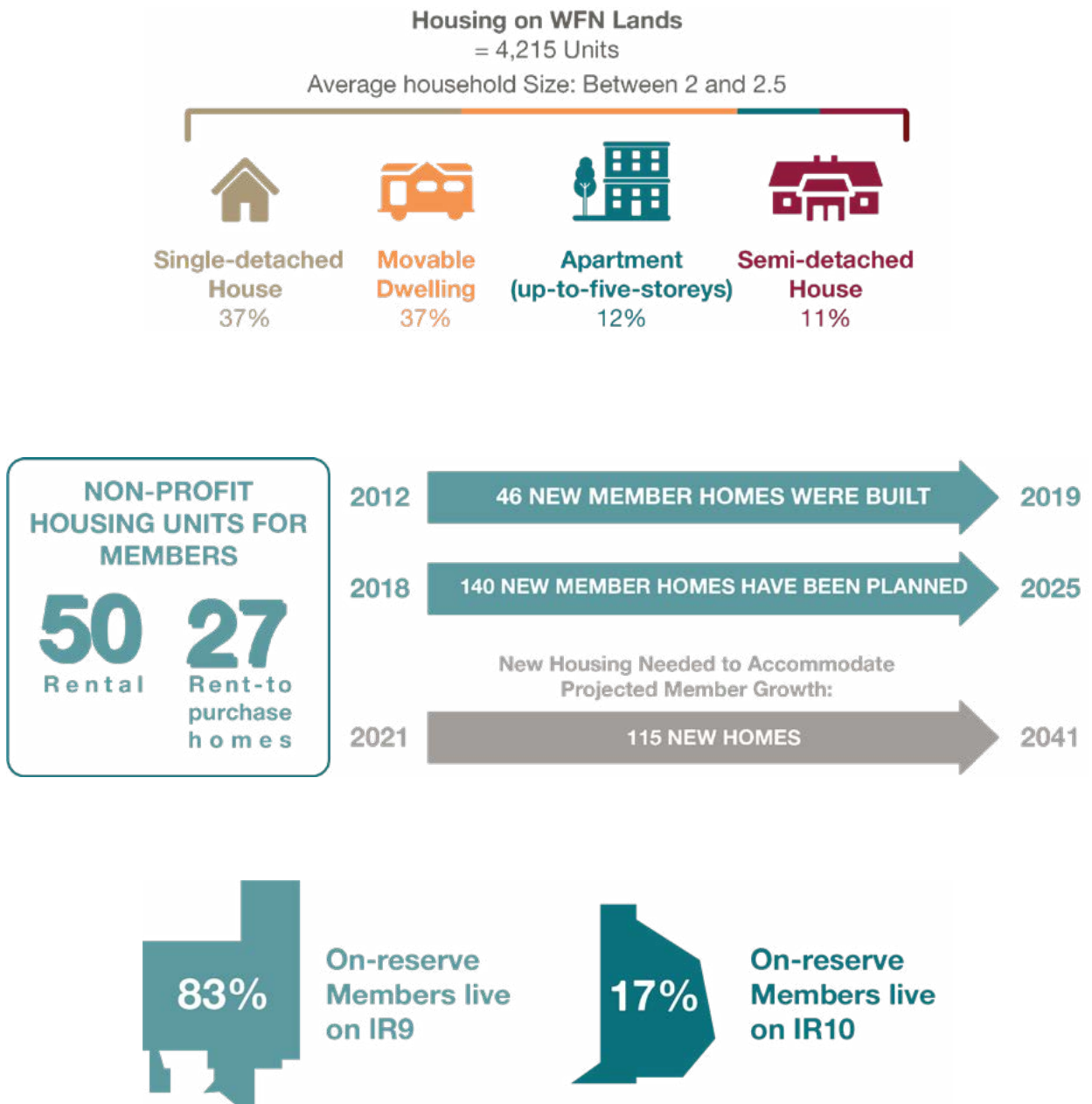


3.2.4 Housing

WFN recognizes that appropriate housing choices play a vital role in creating a safe and healthy community. A variety of housing options are available for our Members, ranging from single-detached homes to apartments. Our Land Use Plan identifies land for future uses, such as parks and apartments. Housing is concentrated on IR 9 and growing on IR 10.

The **WFN Housing Strategy** guides WFN's commitment towards the availability of suitable housing options for Members.

Figure 7: A Snapshot of Housing on WFN Lands



Source: Alpin & Martin Consultants Ltd. (2021). Westbank First Nation: Housing Gap Analyses and WFN.



3.2.5 Health & Wellness

A healthy community nurtures the physical, social, and cultural wellbeing of everyone, regardless of whether our Members live on- or off-reserves. Below is an overview of current WFN facilities to promote sharing, learning, and community togetherness among our Members. The Covid-19 pandemic has been tough on our community and some facilities temporarily suspended service to encourage social distancing and reduce transmission. As our communities heal and it becomes safe we will reopen, and encourage all to monitor our website for updates.

Figure 8: Overview of current Westbank First Nation facilities



BENEFITS AND SERVICES AVAILABLE TO OUR MEMBERS:

- Westbank First Nation Leisure and Wellness Funding Policy
- Okanagan Regional Library Services
- Funeral Assistance
- Education and Cultural Exchange Funding
- Minors Savings Plan Program
- Personal Development Program Policy
- Life Skills Program
- Extended Health
- Elders Benefits
- Youth Services
- Education Funding for K-12 and Post-Secondary
- Tier 1/2/3 Athlete Funding Policy



3.2.6 Community Safety

If Members feel safe, their sense of well-being is enhanced and the community is strengthened. WFN Members have identified the following as areas of improvement to help create a safer community.



Housing



Policing



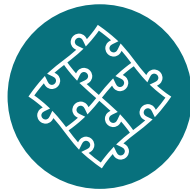
Street Safety



Safe Houses



Summer Camps



Family Night



**Parenting
Classes**



**Health and Wellness
Programs**





3.2.7 Education

Westbank First Nation offers a variety of educational programs and initiatives to Members, such as the sən̓s̓isyustən House of Learning and the Westbank Child Development Centre (WCDC). We also provide funding for tuition and living expenses for Members attending post-secondary institutions.

High school aged students attend various schools within the Central Okanagan School District (SD23).

Figure 9: A Snapshot of Education



Source: 2016 Census



Figure 10: Popular Programs of Study



Business, management, marketing and related support services



Health professions and related programs



Construction trades

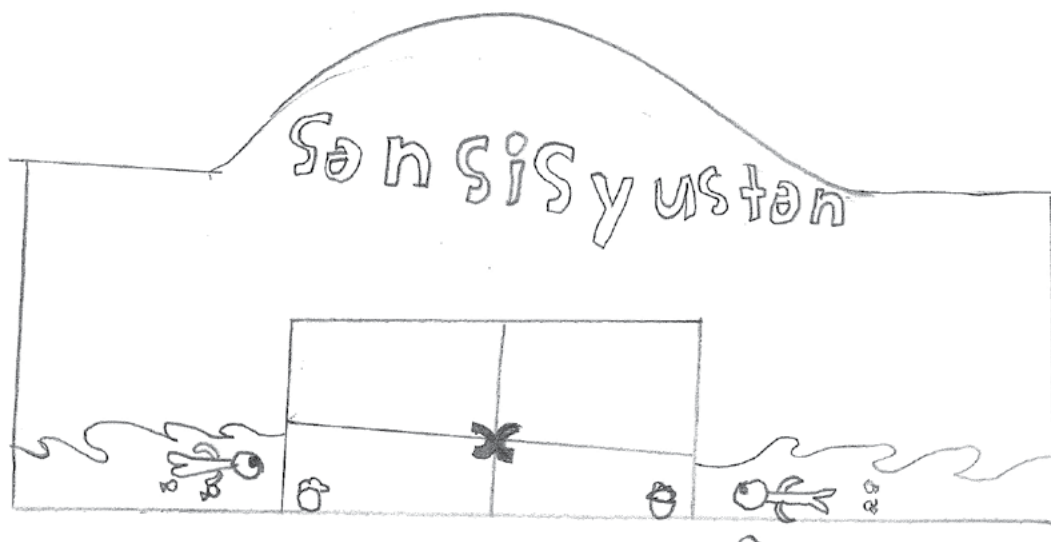


Personal and culinary services

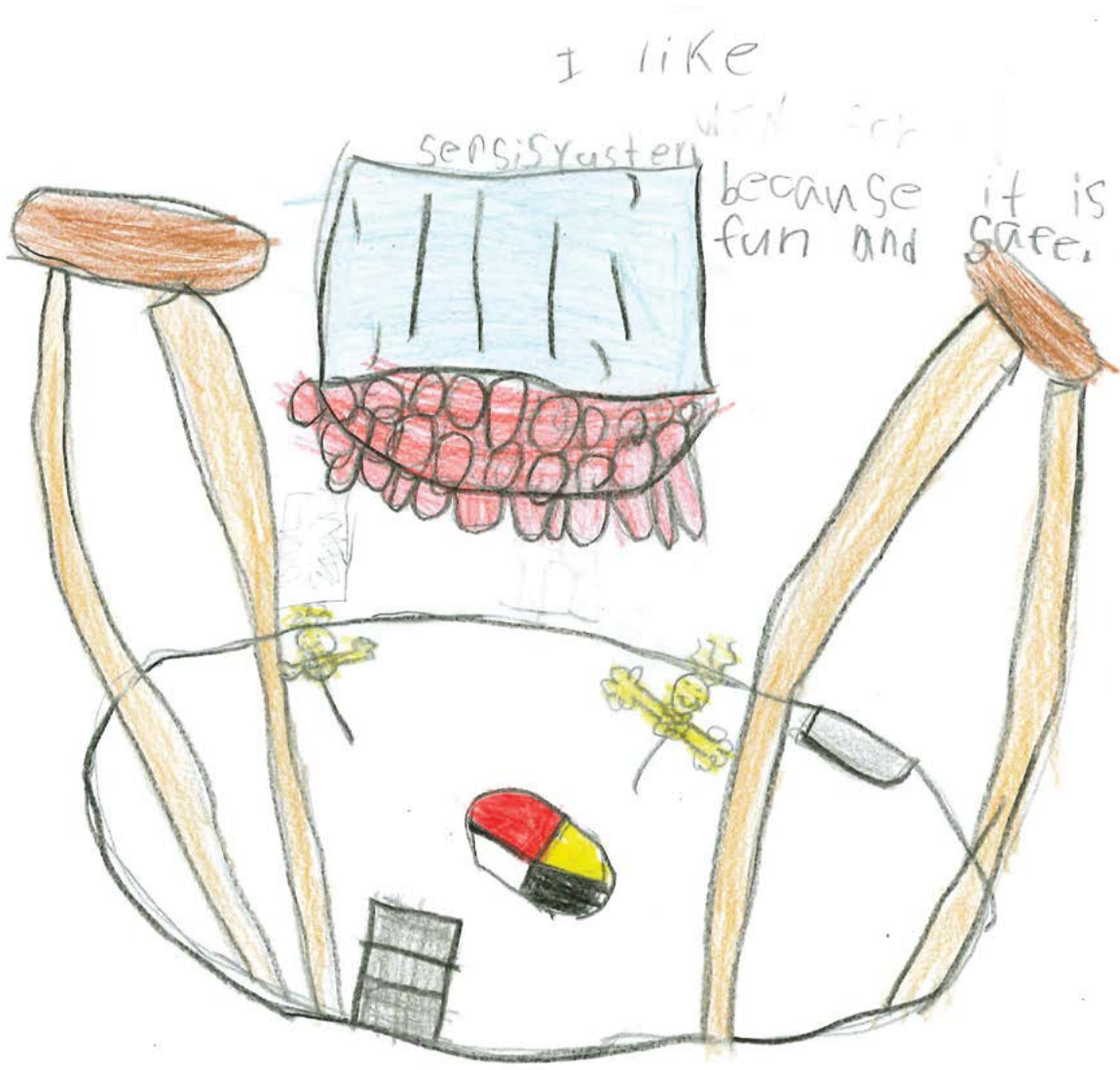
Source: 2016 Census

Note: The information was obtained from the 2016 census and the data is based on a response rate of 695 Members.

Sən sisyustən
House Of
Learning



Kaidence



Siya



3.3 Chief Bitterroot

Our Territory, Our Lands

3.3.1 Territory

WFN is one of eight First Nations comprised of the Okanagan Nation. The Okanagan territory is vast. It encompasses over 69,000 km² of forests, grasslands, deserts, lakes, rivers and creeks. Our territory is bordered by the nłaka'pamux, syilx and secwepemc people. Within our territory we have an "Area of Responsibility" to watch over. **Figure 13** provides an overview of our territory.

The **syilx Unity Declaration** signifies unity between the Okanagan Nation Alliance, Colville Confederated Tribes, and syilx Nation.

Check out our Unity Declaration:

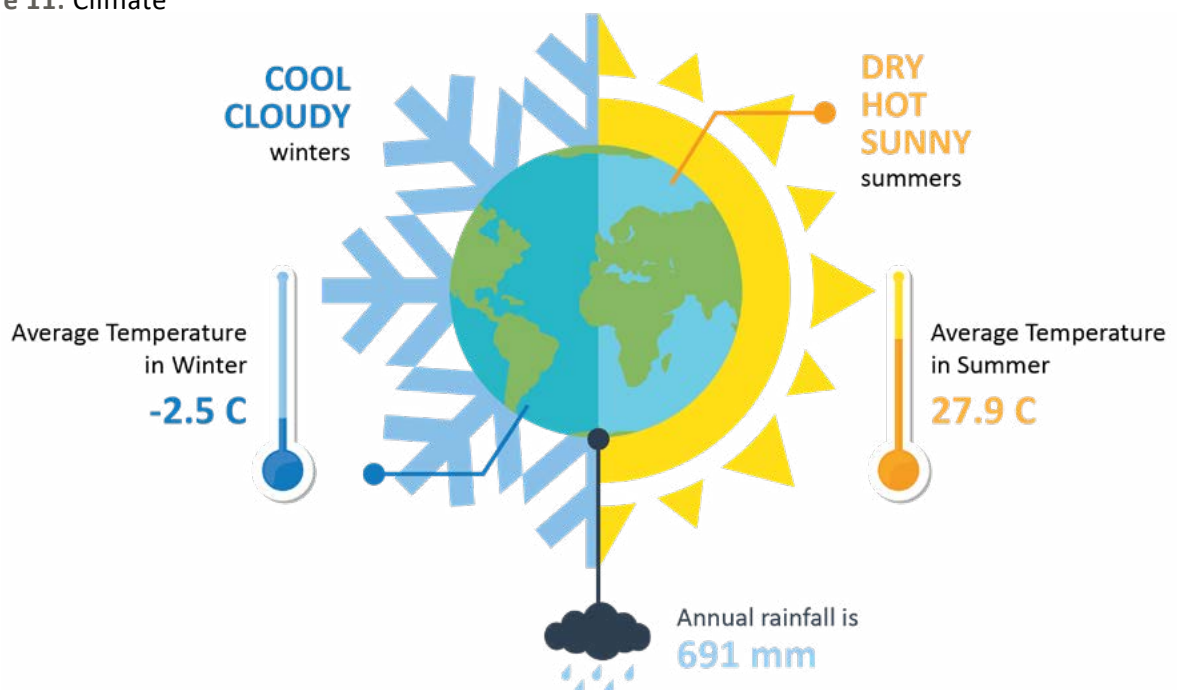
<https://www.syilx.org/about-us/syilx->

The **siwłk^w Water Declaration** outlines priorities and areas of focus in three key areas: Water Rights, Water Management, and Watershed Management.

Read the Full Text Here!

<https://www.syilx.org/about-us/syilx-nation/water-declaration/>

Figure 11: Climate





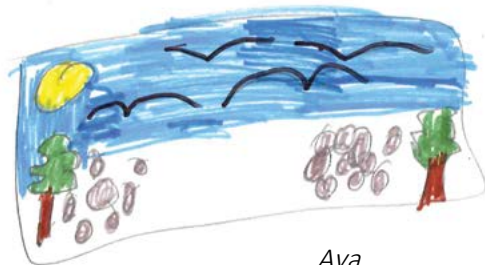
3.3.2 Westbank (Reserve) Lands

Westbank First Nation is comprised of five reserves, an Area of Responsibility, and multiple properties in the Addition-to-Reserve Process. Tsinstikeptum Indian Reserve No. 9 and Tsinstikeptum Indian Reserve No. 10 are the two central reserves where Membership lives. Our Community Core is located on IR 9 and a current focus for development. **Figure 14** provides an overview of our reserve lands.

Figure 12: WFN Reserves



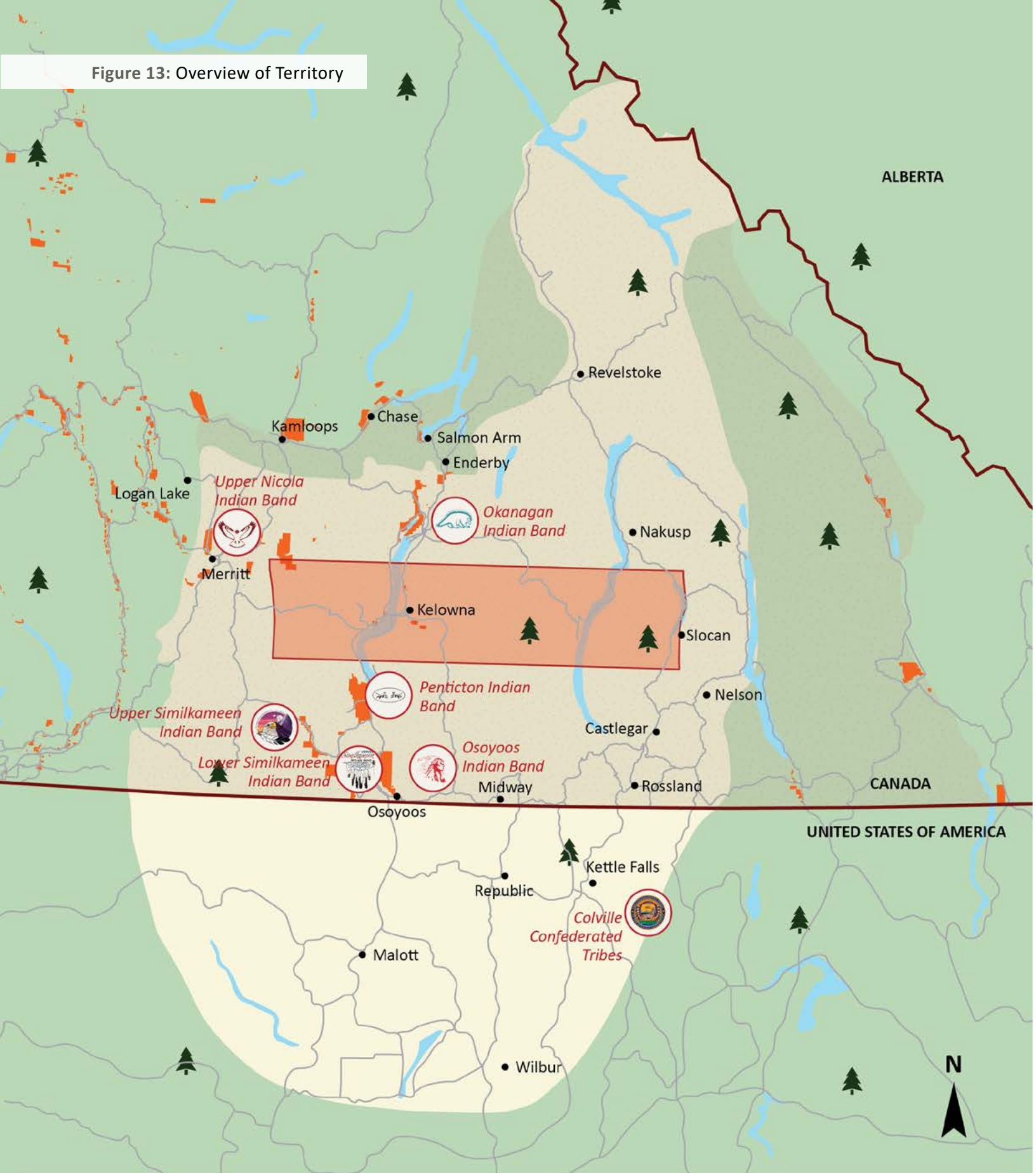
I would like to see
more nature and more places
you can go



Ava



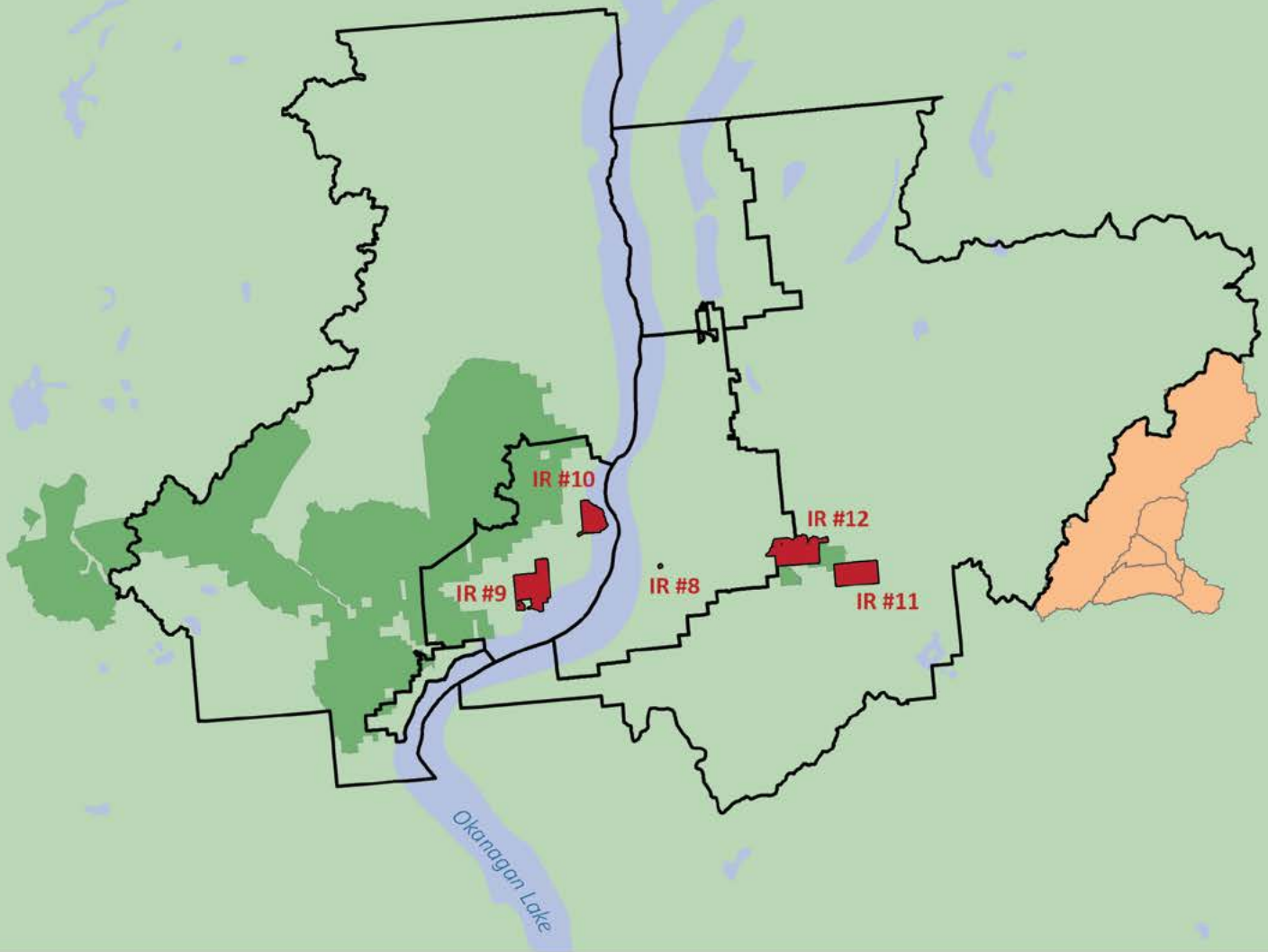
Figure 13: Overview of Territory



Legend

- | | | | | | |
|--|---------------------------------------|---|-------------------------|---|-------------------------------|
|  | Westbank Harvest Area |  | Indian Reserves |  | Major Roads |
|  | WFN Governance Boundary |  | British Columbia Border |  | National and Provincial Parks |
|  | Okanagan Nation Traditional Territory |  | Lakes | | |

Figure 14: Reserve Lands and Features



Tsinstikeptum Indian Reserve No. 9 (IR #9)



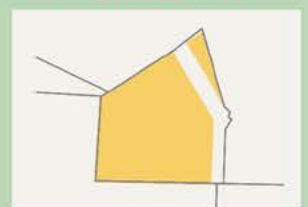
Tsinstikeptum Indian Reserve No. 10 (IR #10)



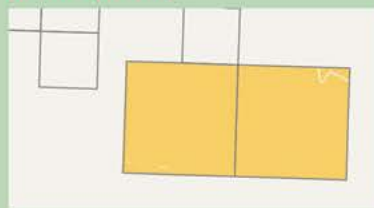
Medicine Creek Indian Reserve No. 12 (IR #12)



Mission Creek Indian Reserve No. 8 (IR #8)



Medicine Hill Indian Reserve No. 11 (IR #11)



Legend

- WFN Reserves
- Traplines

- WFN Community Forest / Woodlot
- Community Held Lands
- Certificate of Possession (CP) Lands



Land Use and Governance

Our Lands are governed through the Westbank First Nation Land Code. Some of the documents that guide our development decisions include the Westbank First Nation Land Use Plan and Subdivision, Development, and Servicing Law.

Transportation and Infrastructure

Westbank First Nation provides infrastructure services and we manage our own water supply. Sewer treatment and transmission services are provided by the Regional District of the Central Okanagan by way of a service agreement.

Did you know!

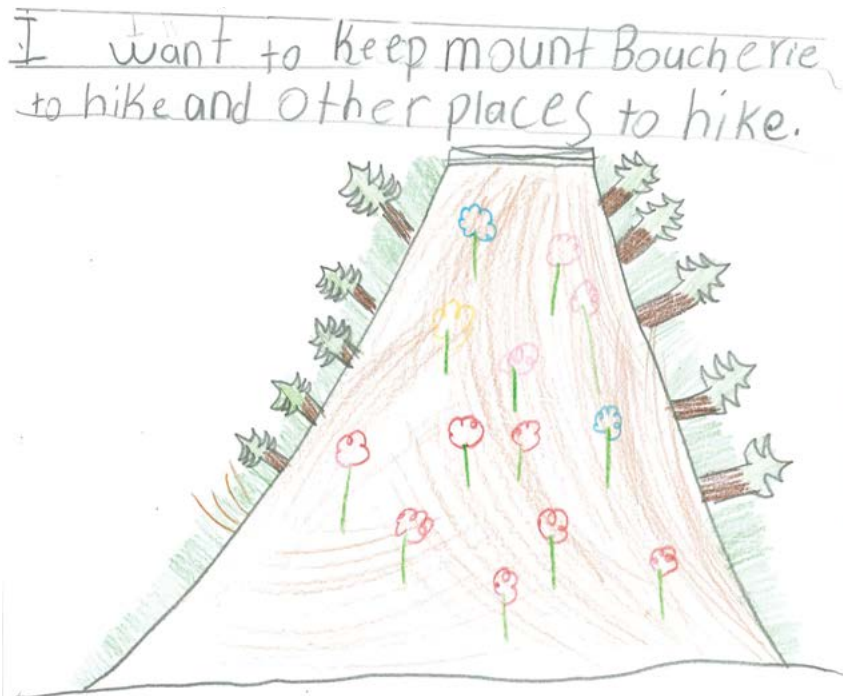
Westbank First Nation collects Development Cost Charges (DCCs) from developers to pay for the investment in and construction of public infrastructure.

Some of the Documents Guiding Development on Our Lands

Westbank First Nation Land Use Law/Plan	Guides current and future land development on Westbank Lands.
Westbank First Nation Housing Strategy	Guides our commitment towards the availability of adequate housing options for Members.
Westbank First Nation Transportation Plan	Provides a long term service plan that provides direction for the future of transportation on Westbank Lands.
Westbank First Nation Active Transportation Plan	Provides direction to better connect Westbank Lands with West Kelowna and regional routes.
Westbank First Nation Parks and Trails Master Plan	Provides strategic guidance as Tsinstikeptum I.R. No. 9 and Tsinstikeptum I.R. No. 10 continue to grow.
Westbank First Nation Master Drainage Plan	Focuses on major drainage infrastructure for Tsinstikeptum I.R. No. 9 and Tsinstikeptum I.R. No. 10.
Westbank First Nation Wastewater Service Plan	Designed to identify capacity priorities and upgrades.

**Plans are Subject to Updates and/or Changes*





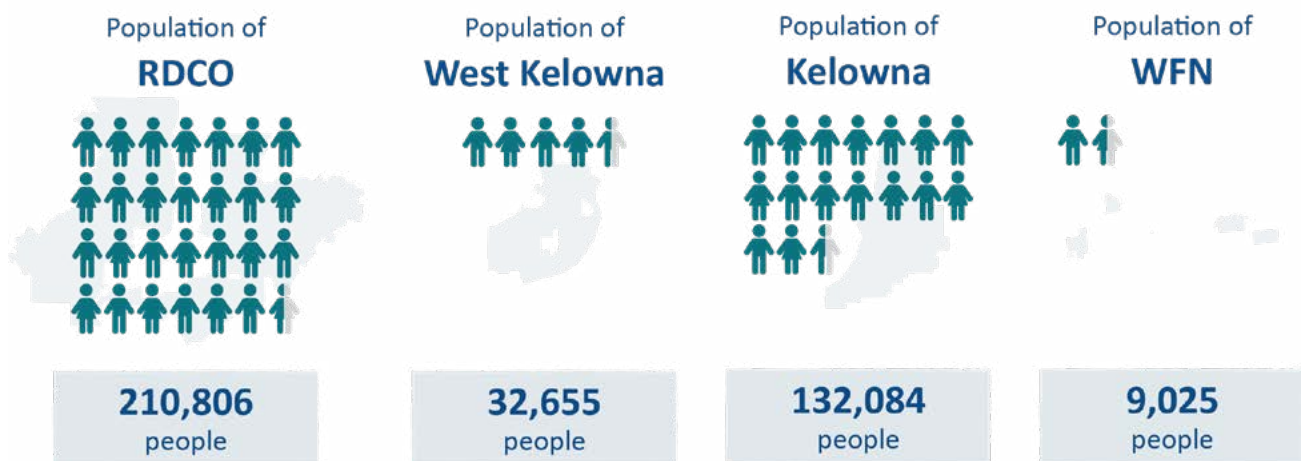
Hadley

3.3.3 Regional Setting

Located within our territory is the Regional District of Central Okanagan (RDCO). The RDCO includes Westbank First Nation, Lake Country, Peachland, West Kelowna, and Kelowna. The regional setting of our community provides a wealth of economic opportunities for our Members. **Figure 16** provides an overview of the RDCO and neighbouring municipalities.

Did you know?
The RDCO is the largest trading centre between greater Vancouver and Alberta.

Figure 15: Regional Population



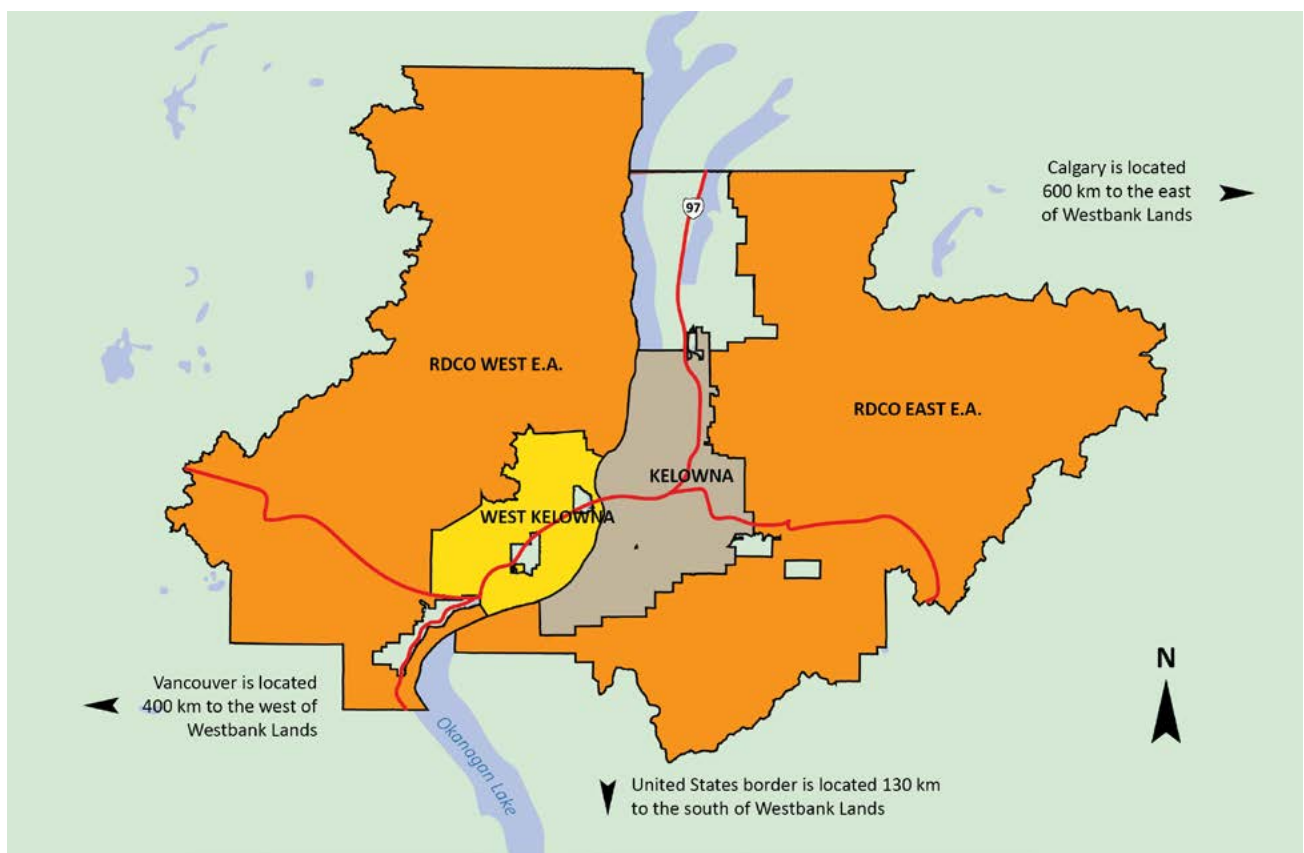
Source: Government of British Columbia (n.d.). Investing in Kelowna, British Columbia.

Source: Government of British Columbia (n.d.). Investing in BC's Central Okanagan Regional District.





Figure 16: Map of Lands, Neighbouring Municipalities, and the RDOC:



Source: https://www.rdcogis.com/GIS_App_public/index.html





3.4 Chief Black Bear Governance

3.4.1 Self-Government

On April 1, 2005, we signed the Westbank First Nation Self-Government Agreement. This agreement was given the force of law through the Westbank First Nation Self-Government Act. Through self-governance we are able to reclaim our decision-making powers in a variety of areas on our lands.

As a **Self-Governing Community** we oversee our jurisdiction and assert our authority throughout our lands.



Health



Education



Social Services



Culture



Housing



Land Use



Environmental Protection



Resource Management



Taxation



Membership Services (Code)

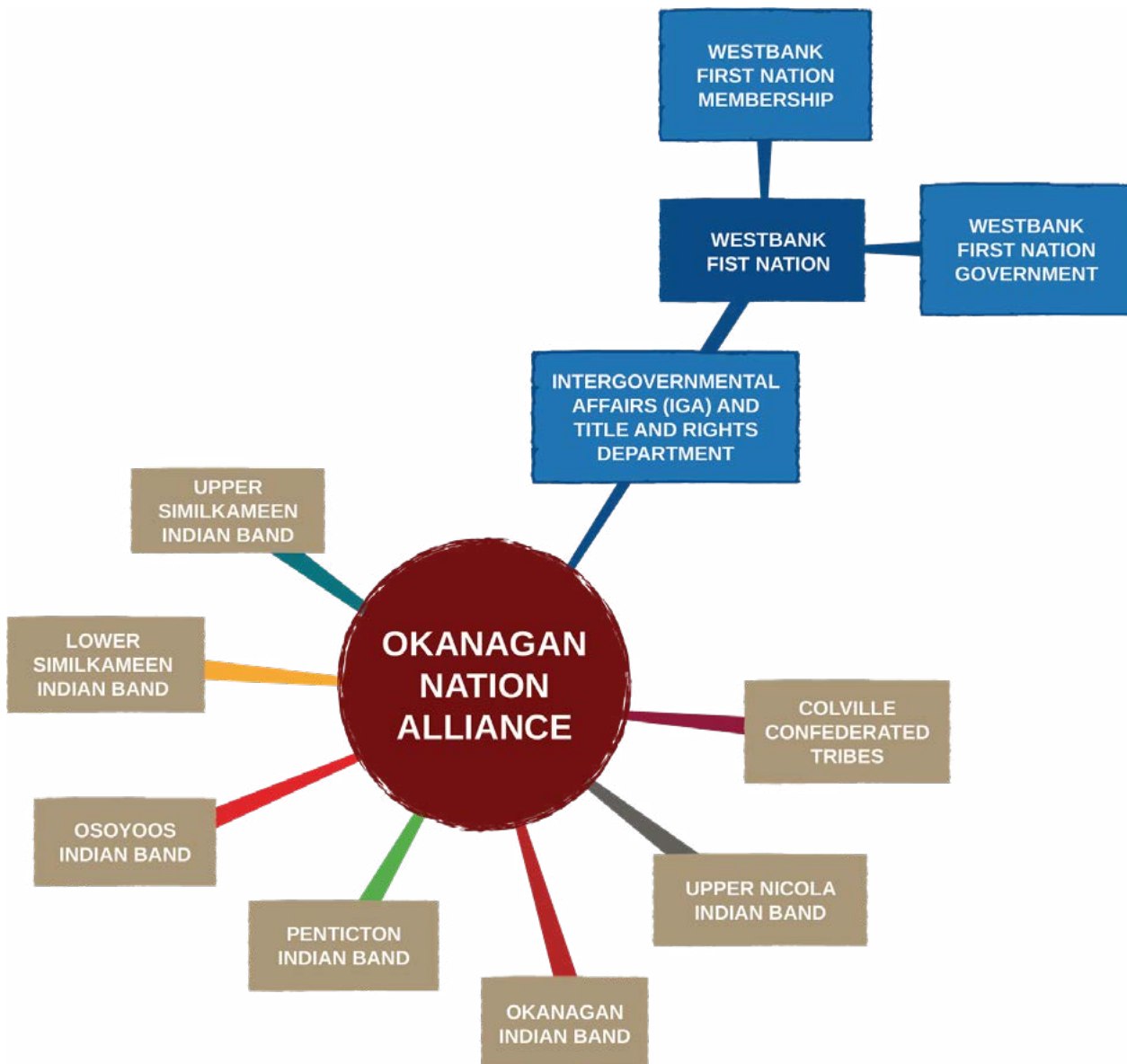
Intergovernmental Implementation Committee

The Intergovernmental Implementation Committee is the mechanism by which the Government of Canada and Westbank First Nation work together to oversee self-government implementation activities as required under the Westbank First Nation Self-Government Agreement.



3.4.2 Okanagan Nation Alliance

Westbank First Nation is one of eight communities of the Okanagan Nation Alliance (ONA). Together, the traditional territories extend from the south central interior of British Columbia to north central Washington State. The ONA plays an important role in asserting the rights of its Member governments within the territory. Each First Nation has its own administrative or governance area for which it gives oversight and resource management on behalf of the ONA.



3.4.3 Title & Rights

Westbank First Nation, as part of the Okanagan Nation, has Aboriginal Title within the ancestral lands historically occupied by the syilx peoples. We place high value on the responsible management and safeguarding of our resources, environment and watersheds. To continue to prosper and meet the broader needs of the community, we are committed to caring for our lands through sustainable development and protection protocols. Aboriginal Title and Rights has long been multi-pronged and has included negotiation, litigation and direct action/assertion of Title and Rights. We continue to implement this strategy individually as a self-governing community and as part of the broader Okanagan Nation³.

WFN's Intergovernmental Affairs (IGA) and Title and Rights Department is dedicated to representing WFN in various capacities. IGA maintains contacts with other First Nations across Canada and is involved with First Nation political organizations both regionally and nationally



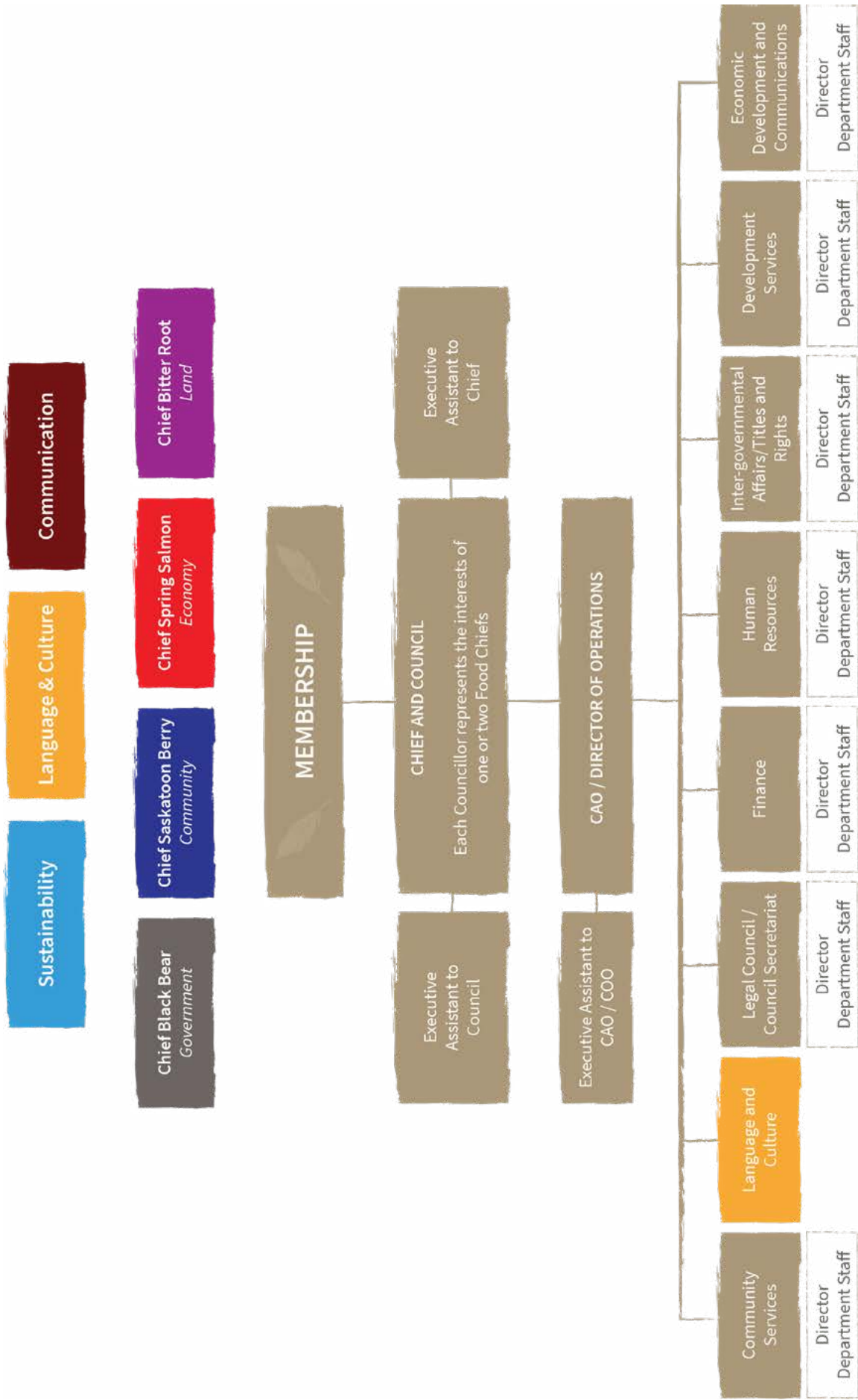
Examples of IGA Activities:

- Hosting visiting delegations from other bands
- Assisting negotiations at various levels
- Receiving and responding to land referrals
- Conducting archeology field work
- Researching title and rights claims

3 Westbank First Nation Website at: <https://www.wfn.ca/your-government/government-overview/departments.htm#:~:text=Title%20%26%20rights,its%20resources%2C%20environment%20and%20watersheds.ur-history>



3.4.4 WFN Organization



3.4.5 Taxation

Taxation revenues continue to be an important source of income for WFN. In addition to taxing property, we can collect taxes from the sale of tobacco, alcoholic beverages and fuel sold on reserve under the *Nation Goods and Services Tax Act*.

Tax revenues are used to benefit the entire community, including Members and non-Members, through the delivery of government services and infrastructure improvements similar in function to a municipal government.

Where do tax dollars go?

Examples include:

- Elders' meetings and travel
- Development of the Community Core
- Recreation Grants

3.4.6 Advisory Council – Non-members

Westbank First Nation enacted the Advisory Council Law on April 1, 2005 to provide non-Members living on Westbank Lands with an opportunity to provide input into proposed Westbank Law and proposed amendments to Westbank Law that directly and significantly affects them⁴.

The Advisory Council consists of one representative from each of the five districts, including:

- Prairie District
- East Boundary District
- Old Okanagan District
- Lakeridge District
- Lakeshore District

Duties and Responsibilities

- Advise Chief and Council regarding proposed new WFN Laws or law amendments.
- Participate in the annual preparation of the Local Government Services Budget, which sets property taxation rates and how collected property taxes will be spent.
- Receive and consider petitions from non-Members.
- Advocate on behalf of individuals or special interest groups.

Westbank First Nation residents vote to elect Councillors to the Advisory Council, while Westbank First Nation Members vote to elect a Chief and Council.

To learn more, check out the *Westbank First Nation Advisory Council Video*.

3 Westbank First Nation Website: <https://www.wfn.ca/your-government/advisory-council.htm>





3.5 Chief Spring Salmon

Economy

3.5.1 Economic Drivers

Westbank First Nation is located in Canada’s fastest growing and most entrepreneurial region. Our lands include a mix of commercial activities, including retailing, office space, wholesaling, and provision of services. In addition, our Land Use Plan discusses light Industrial, commercial, mixed use, and institutional uses on IR 9 and IR 10, including warehousing, manufacturing and production of goods. Parts of IR 9 and IR 10 are identified as an Economic Centre in the Westbank First Nation Land Use Plan.

Figure 17: Main Economic Drivers on Westbank Lands and the RDCO

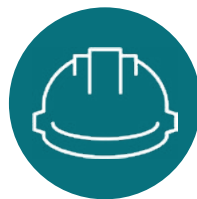
The Westbank First Nation Economic Strategic Plan guides Westbank First Nation’s diverse and complex economic needs.



Health Care



Education



Construction



Agriculture



Tourism





3.5.2 Employment/Business

Due to the wide range of services and businesses operated by WFN, we are one of the region's largest employers and an active partner in the region's economic growth.

Snapshot of Popular Employment Sectors by Westbank First Nation

- Business, finance and administration occupations (*~ 55 Members out of 400*)
- Occupations in education, law and social, community and government services (*~ 50 Members out of 400*)
- Sales and Services (*~ 90 Members out of 400*)
- Trades, transport and equipment operators and related occupations (*~55 Members out of 400*)

Source: Source: 2016 Census

Overview of Member-Owned and Non-Member-Owned Businesses on WFN Lands

- Between 2005 and 2020, the number of businesses on Westbank Lands has grown from 112 to 552 businesses.
- There are currently 100 Member-owned businesses and 452 non-Member-owned businesses on Westbank Lands.

3.5.3 Economic Development Commission

WFN's Economic Development Commission (EDC) was established to provide a connection between Council, Members, and WFN's economic community. The ECD is comprised of Members, including Elders and Youth, and non-Members.

Striving for economic self-reliance, the purpose of the EDC is to promote a healthy, sustainable, and dynamic economy on Westbank Lands by:

- Increasing awareness of economic development and investment opportunities on Westbank Lands;
- Developing the Economic Development Strategy and informational material;
- Providing policy advice to Council and Administration to support economic development; and
- Providing support to existing businesses on Westbank Lands.





4

Where do we want to go

i? sx^wuytntət tac kánxatnmus məł ǵast i? ksk^wultət

Interpretation: Our path forward towards our good work.





4.1 Chief Saskatoon Berry

Chief Saskatoon Berry reminds us of our strength as a community that is rooted in the spiritual, mental, physical and emotional wellbeing of our Members. For our community to be healthy, we require a balance of these needs.

When we promote our culture, we are able to come together and create a strong sense of community for everyone. The safety of our community requires empathy from all that live here, understanding of our ways and commitment to our individual, family and community healing.

Goals

- GOAL 1:** We will support the spiritual, mental, physical and emotional needs of our Members.
- GOAL 2:** We will create a strong sense of community and belonging.
- GOAL 3:** We will create more spaces on Westbank Lands for Members to gather and connect.
- GOAL 4:** Our community will feel safe and secure for all Members.
- GOAL 5:** Together we will create an emotionally safe and healthy place for our Members.
- GOAL 6:** We will enhance resources for individual, family and community healing.



Quotes from Member Engagement

Community Unity

“To have work environments know about our traditional stories that show us what respect looks like”

“To keep our ways flourishing, we need a group of people that know best, that practice and who preach our cultural ways. Having a designated group will go far ways”

Round #3

Community Safety

“There is not enough preventative spaces, parks, play areas, social spaces that include art and landscaping to continue instilling pride in our community”

Survey #1

Community / Member Healing

“A cultural place within the community core to have access to sweats, language, speak with elders, to have access to family trees/lineage so [people] can connect with who they are and where they come from, builds community belonging, a place to learn and practice traditional food and medicine gathering, preserving and uses”

Survey #1





4.2 Chief Bitterroot

Chief Bitterroot reminds us that relationships work in cycles and require patience and effort – just like the changing seasons of the land. As we grow and develop our community, we are reminded that we need to maintain a values-based approach to planning so that we are enhancing our connection to the land and creating a sense of place for all Members.

Goals

- GOAL 1:** We will create an inclusive, safe, attractive, and well-planned community.
- GOAL 2:** We will grow our land base to meet the needs of current and future generations.
- GOAL 3:** We will enhance our connection to the land and resources.
- GOAL 4:** We will have the necessary infrastructure in place to meet the existing and long-term growth of Westbank First Nation.
- GOAL 5:** We will protect areas of importance within Westbank First Nation and the broader territory.
- GOAL 6:** We will have the necessary housing in place to meet the existing and long-term growth of Westbank First Nation.



Quotes from Member Engagement

Community Values-Based Planning

“Bring more issues, policies, decision making, laws etc. to the people more often”

Round #3

Land Stewardship

“Due diligence given to all areas of land transactions”

Round #2

Sense of Place

“Veering away from corporate partnerships more of our own control and creating our own corporation”

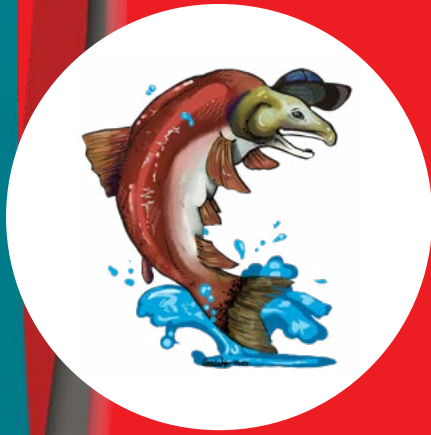
Round #2

Connection to the Land

“I want to see members living in all the areas on our land”

Round #2





4.3 Chief Spring Salmon

Chief Spring Salmon reminds us of our responsibilities and commitment to hard work. As a community, we can build a strong economy that prioritizes our responsibility to each other, the environment, community and our culture.

Our responsibilities are also to support and promote the Westbank First Nation economy. We know that we need to support our Members in their business ventures and provide more jobs, training and skills development programs to help build our pathway to economic success.

Goals

- GOAL 1:** We will grow a strong thriving Westbank First Nation economy.
- GOAL 2:** We will develop the next generation of skilled professionals, trades people, and entrepreneurs.
- GOAL 3:** We will support and promote Westbank First Nation-owned businesses and entrepreneurs.
- GOAL 4:** We will create more job opportunities for Members on Westbank Lands.
- GOAL 5:** Our community will benefit from development on our lands.
- GOAL 6:** Economic development will be balanced with our responsibility to the environment, our community and culture.



Quotes from Member Engagement

Balancing Economic, Community and Environmental Development

“I love the idea of developing in a way that promotes Members’ connection to the land. Opportunities for individuals to go out and be on the land in a beginner-friendly way”

Survey #1

Support Members and WFN Businesses

“We just need to start promoting and growing local businesses as we move forward as a people.”

Round #2

Training & Skills Development

“We could set up our people for better – education, professional development”

Round #2





4.4 Chief Black Bear

Chief Black Bear reminds us that our present actions are building the foundation for the future. We depend on our syilx values and principles to be a strong self-governing community. We must develop strong, healthy leaders that make accountable and transparent decisions for our community.

Goals

- GOAL 1:** We will protect and practice the rights and interests of Westbank First Nation throughout our territory.
- GOAL 2:** We will improve and enhance Nation to Nation relations with other First Nations, and municipal, provincial and federal governments.
- GOAL 3:** We will develop the next generation of community leaders.
- GOAL 4:** We will improve accountability of governance.
- GOAL 5:** We will improve transparency of governance.
- GOAL 6:** Our governance structure will be guided by our teachings and practices.



Quotes from Member Engagement

How to Build Leaders

Leadership and staff to represent WFN with professionalism, pride and dignity – sets an example for good governance”

Round #2

Exercising Rights & Title

“Teaching our younger generations the importance of our rights, title and territory”

Round #2

syilx Governance Values

“Work with ONA and other leaders ... this will help all members to sort out overlapping jurisdiction”

Round #2





4.5 Culture & Language

Goals

- GOAL 1:** We will preserve our language, teachings, and practices for generations to come.
- GOAL 2:** Our language and teachings will be represented within our community, the region and our broader territory.
- GOAL 3:** We will uphold our culture, language and teachings in our laws and policies.
- GOAL 4:** We will increase cultural programming.



Quotes from Member Engagement

Integrated Cultural Teachings

“Become protectors of the community and look to cultural law for dealing with dispute resolution”.

Round #2

Language Promotion

“Commit to learning language. It’s hard, but all our knowledge starts with language”.

Round #2

Increased Programming

“Create better classes for Members and families that people utilize. Full language programs with more than one teacher”.

Round #3





4.6 Communication

Goals

- GOAL 1:** We will have respectful, clear and timely communication within our community.
- GOAL 2:** We will work together to make inclusive decisions that reflect the diverse voices within our community.
- GOAL 3:** We will improve communication and aim to build better relationships within our community.
- GOAL 4:** We will improve communication and aim to build better relationships between Government and Membership.
- GOAL 5:** Westbank First Nation staff will have the information needed to be effective in their roles.



Quotes from Member Engagement

Clear Communication with Leadership

“Better communication bridge between WFN council and Membership. Perhaps through Zoom access to council meetings where Members can comment in real time”.

“To continue to use Zoom after COVID for those who cannot come out”
“There is no consistent way of communicating with our elected leaders.”

Round #2 / Round #3 / Survey #1

Improved Engagement

“Continue to have community engagement, but not just asking questions but also implementing the ideas put forward”.

“More engagement with Members, follow-up”.

Round #2

Respect

“Have the councils come to an agreement with the people to promote good language”.

Round #3





4.7 Sustainability

Goals

- GOAL 1:** We will be leaders in sustainable community living.
- GOAL 2:** Our community will be built on resilient infrastructure, and innovative and sustainable technologies.
- GOAL 3:** We will empower our knowledge keepers to share and pass down our teachings of sustainable living.
- GOAL 4:** We will manage our lands, water and resources according to our teachings.
- GOAL 5:** We will be part of the solution to reduce and mitigate the impacts of climate change.



Quotes from Member Engagement

Caretakers of the Land

We are keepers of the land and we have to remember that”
“With culture comes sustainability”.

Round #2 / Round #3

Eco-friendly Development

“If we are continuing to develop lands (esp. IR 9 and 10), eco-friendly practices be encouraged”.

Round #3

Self-sufficiency

“I am proud to be self-governing, but we need to be self-sustaining”.

Survey #1





5

How are we going to get there

nišíp kʷu ckswitmíst mi? qłnuńtm̃

Interpretation: We will always do our best in our work with what we know.





Did You Know?

The *nsyilxcən* word for togetherness or helping one another is *ckńkńxtwix^w*

This section details the steps that we will take in the next five years, and beyond, to achieve the goals identified in this plan. Each step or 'Action Item' is assigned a timeframe, and Lead Department and Supporting Department to oversee and champion the action/strategy, and a measure of success. These actions/strategies represent key steps we are going to take to build a stronger Westbank First Nation.

*The CCP is a working document that will change over time.
It is important to stay up-to-date on community perspectives.*





Chief Saskatoon Berry

Goals	Actions / Strategies	Lead (C&C, DEPARTMENT, COMMUNITY)
<p>1</p> <p>We will support the spiritual, mental, physical and emotional needs of our Members.</p>	<p>1. Create and implement a Westbank First Nation Family and Community Wellness Framework Model for healing and overall wellness of the community based on Captik™, including the four Food Chiefs.</p> <p>➔ Foundational Theme: Language & Culture, Goal 1</p>	<ul style="list-style-type: none"> Community Services
	<p>2. Develop a Community Volunteer Program that focuses on community action, employment skills, mentorship and life skills.</p> <p>➔ Chief Spring Salmon, Goal 2</p>	<ul style="list-style-type: none"> Community Services
	<p>3. Develop a Child Development Centre (early years) to support the family unit by providing additional childcare to parents and to promote early learning.</p>	<ul style="list-style-type: none"> Community Services
	<p>4. Update the 2020 Active Transportation Plan to include the following:</p> <ul style="list-style-type: none"> Further provisions on improved connectivity of walkability between community spaces, amenities, and transportation corridors. Continue to install sidewalks and adequate street lighting, and other community safety measures in our community to improve community safety Further provisions for low carbon systems (e.g., light rail, cycle routes, public electric bus network) <p>Opportunities may exist to collaborate with the City of West Kelowna, City of Kelowna, District of Peachland, and others on these developments/upgrades.</p> <p>➔ Foundational Theme: Sustainability, Goal 5</p>	<ul style="list-style-type: none"> Development Services
	<p>5. Continue to explore funding opportunities to support Membership programs and benefits.</p>	<ul style="list-style-type: none"> Financial Services
	<p>6. Create an Elders Long-Term Care Strategy that could include: ageing in place, respite care, Elders facility/lodge, downsizing options (e.g., micro suites), utilizing larger spaces for immediate family, and multi-generational residential development.</p> <p>➔ Chief Bitterroot, Goal 6</p>	<ul style="list-style-type: none"> Office of Council



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Progress			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> Membership 	<ul style="list-style-type: none"> Sylix Knowledge Keepers 		✓				<ul style="list-style-type: none"> Decrease in family violence incidents Decrease in Westbank First Nation families involved with Ministry of Children and Family Development. Family and Community Wellness Framework Model is developed 			
<ul style="list-style-type: none"> Membership Office of Council 				✓		<ul style="list-style-type: none"> Community Volunteer Program operational Increase in community volunteerism 				
<ul style="list-style-type: none"> Office of Council Membership Financial Services 				✓		<ul style="list-style-type: none"> Child Development Centre developed 				
				✓		<ul style="list-style-type: none"> 2020 Active Transportation Plan updated 				
<ul style="list-style-type: none"> Community Services (Membership Services) 					✓	<ul style="list-style-type: none"> Continuous financial support for Membership programs and benefits 				
<ul style="list-style-type: none"> Elders Community Services Development Services Membership 			✓			<ul style="list-style-type: none"> Long-Term Elders Care Strategy developed 				





Chief Saskatoon Berry

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will create a strong sense of community and belonging.</p>	<p>7. Develop a Community Awareness and Education Campaign for Members on roles, responsibilities, and processes of community planning, including but not limited to updating the subdivision and servicing law, creating step-by-step guides, highlighting financial commitments for community planning, etc. ➔ Foundational Theme: Communications, Goal 5</p> <p>8. Create and implement Accessible Event Guidelines to maximize opportunities for people with disabilities to become active Members of the community. ➔ Chief Saskatoon Berry, Goal 4</p>	<ul style="list-style-type: none"> • Development Services • Development Services
<p>3</p> <p>We will create more spaces on Westbank Lands for Members to gather and connect.</p>	<p>9. "Include designated flexible indoor and outdoor spaces for cultural practices in all Westbank First Nation facilities and buildings to continue to teach, promote, preserve and enhance the syilx language / nsyilxcən and culture through classes, immersion experiences and other resources and programs. ➔ Foundational Theme: Culture & Language, Goal 4</p> <p>10. Continue to provide seasonal recreational brochure that includes information on inclusive safe spaces, amenities, programs and events based on the 13 moon calendar within the community for everyone to use.</p>	<ul style="list-style-type: none"> • Culture & Language Department (<i>when established</i>) • Community Services (Membership Services)
<p>4</p> <p>Our community will feel safe and secure for all Members.</p>	<p>11. Review and finalize Emergency Preparedness Plan to provide direction on steps to take and who to contact during an emergency event.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Community Services 					✓		<ul style="list-style-type: none"> Accessible Event Guidelines operationalized 			
<ul style="list-style-type: none"> Development Services (Planning) Community Services Economic Development & Communications 					✓		<ul style="list-style-type: none"> 75% of Westbank First Nation buildings have a designated cultural space. Availability of cultural classes, immersion experiences and other resources and programs 			
<ul style="list-style-type: none"> Membership 						✓	<ul style="list-style-type: none"> Brochure created and distributed seasonally 			
<ul style="list-style-type: none"> All Departments 		✓					<ul style="list-style-type: none"> Emergency Preparedness Plan implemented 			





Chief Saskatoon Berry

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>4</p> <p>Our community will feel safe and secure for all Members.</p>	<p>12. Complete a Community Safety Study to determine which areas on Westbank Lands are more at risk or feel more unsafe. The results of the Safety Study should inform land use planning decisions and Design Guidelines (e.g., lighting, crosswalks, sidewalks, wildlife activities (bears, cougars)).</p>	<ul style="list-style-type: none"> • Development Services
	<p>13. Build on the Memorandum of Understanding signed between the Royal Canadian Mounted Police and Westbank First Nation by considering the development of a Neighborhood Care and Unity Program for Westbank Lands.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
	<p>14. Develop a Westbank First Nation Child Protection program that is family-centered and emphasises healthy mental help.</p>	<ul style="list-style-type: none"> • Community Services
	<p>15. Develop a Victims Services Program through collaboration with the Regional District of Central Okanagan and building on the critical response partnership with the Okanagan Nation Alliance.</p>	<ul style="list-style-type: none"> • Community Services
	<p>16. Complete a Beach Master Plan for the Member beach lots, considering the following:</p> <ul style="list-style-type: none"> • Improved lighting • Include outdoor showers • Improved surveillance (restricting access/expanding restricted area) • Building of concession, changing rooms, accessibility ramp, bonfire area • Increased cultural programming • Longer hours • Access via public transportation <p>➔ Chief Bitterroot, Goal 1</p>	<ul style="list-style-type: none"> • Development Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Cpplete
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 			✓				<ul style="list-style-type: none"> Community Safety Study completed 			
				✓			<ul style="list-style-type: none"> Establishment of Neighborhood Care and Unity Program of volunteers 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Office of Council 			✓				<ul style="list-style-type: none"> Westbank First Nation Child Protection Program operational Decrease in children in care 			
<ul style="list-style-type: none"> "Legal Counsel / Council Secretariat (Legal Services) Office of Council 	<ul style="list-style-type: none"> Okanagan Nation Alliance 			✓			<ul style="list-style-type: none"> Victim Services Program operational 			
		✓					<ul style="list-style-type: none"> Beach Master Plan for Member beach lots completed 			





Chief Saskatoon Berry

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>5</p> <p>Together we will create an emotionally safe and healthy place for our Members.</p>	<p>17. Develop a Drug-Reduction Community Law to further support the enforcement of existing drug-free zones and to expand the drug-free zones within the community.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat
	<p>18. Develop an Aftercare Recovery Program for Members that have completed alcohol or substance abuse programs. Consider partnerships with other organizations, groups, and programs to develop Aftercare Recovery Program.</p>	<ul style="list-style-type: none"> • Community Services
	<p>19. Engage with Members on how they would like to be involved in decision-making processes regarding the development of safe and healthy places. Engagement tools may include surveys, workshops, focus groups, and one-on-one discussions.</p> <p>➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> • Community Services
<p>6</p> <p>We will enhance resources for individual, family and community healing.</p>	<p>20. Develop Family/Community Wellness Survey to determine baseline data and conduct survey every three years. Survey results will act as a Gap Analysis on current family programming and potential barriers and opportunities.</p> <p>➔ Foundational Theme: Communications, Goal 3</p>	<ul style="list-style-type: none"> • Community Services
	<p>21. Develop a Family Life Cycle Care Program based on syilx teachings that focuses on wellness, safety, care and healing of the family from conception to after life (e.g., midwifery services and after death support).</p> <p>➔ Chief Bitterroot, Goal 2</p>	<ul style="list-style-type: none"> • Community Services
	<p>22. Develop and implement bi-annual Healthy Communication and Lateral Kindness Training for Members. Training should also be offered through schools and included in cultural sessions.</p> <p>➔ Chief Black Bear, Goal 4</p>	<ul style="list-style-type: none"> • Community Services Office of Council
	<p>23. Develop and implement a Peer Mediation Training Program in the schools based on teachings.</p> <p>➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> • Community Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Cpcomplete
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 				✓			<ul style="list-style-type: none"> Drug-Reduction Community Law enacted 			
	<ul style="list-style-type: none"> Interior Health 		✓				<ul style="list-style-type: none"> Aftercare Recovery Program operational 			
<ul style="list-style-type: none"> Economic Development & Communications 		✓					<ul style="list-style-type: none"> Carried out Member engagement on the development of emotionally safe and healthy places for Members. 			
<ul style="list-style-type: none"> Economic Development & Communications 			✓				<ul style="list-style-type: none"> Family/Community Wellness Survey conducted every three years 			
				✓			<ul style="list-style-type: none"> Family Life Cycle Care Program developed 			
<ul style="list-style-type: none"> Economic Development & Communications Human Resources Community Services (Education & Social Development) Membership 			✓				<ul style="list-style-type: none"> Bi-annual Healthy Communication and Lateral Kindness Training developed and hosted 			
					✓		<ul style="list-style-type: none"> Peer Mediation Training Program developed and hosted 			





Chief Saskatoon Berry

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>6</p> <p>We will enhance resources for individual, family and community healing.</p>	<p>24. Develop a questionnaire for Members to determine when and where sessions on community healing should be held to provide a range of options to attend that best meet the needs of Members. ➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> Community Services
	<p>25. Host a meeting to allow Members to determine how they would like to approach reconciliation. ➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> Office of Council
	<p>26. Continue to pursue opportunities for Reconciliation with the Government of Canada, the Province of British Columbia, and other institutions that are aligned with the interests of Members. ➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> Office of Council
	<p>27. Provide support groups for Members and families affected directly or indirectly by residential schools.</p>	<ul style="list-style-type: none"> Community Services
	<p>28. Have a workshop to explore the development and implementation of a restorative justice program for Westbank First Nation Members. ➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services)
	<p>29. Identify a Community Liaison Champion to communicate initiatives on Residential Schools and Murdered and Missing Indigenous Women and Girls to Members with Westbank First Nation's support of existing preventive strategies.</p> <p>Communicate Westbank First Nation's work on Residential Schools and Murdered and Missing Indigenous Women and Girls to Members.</p>	<ul style="list-style-type: none"> Office of Council



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Community Priority Action			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> Economic Development & Communications 			✓				<ul style="list-style-type: none"> Questionnaire on preferred meeting times and places completed 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 					✓		<ul style="list-style-type: none"> Definition of reconciliation based on community input established 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 					✓		<ul style="list-style-type: none"> Ongoing initiatives to respond to Reconciliation 			
<ul style="list-style-type: none"> Office of Council 			✓				<ul style="list-style-type: none"> Support groups provided 			
<ul style="list-style-type: none"> Office of Council 				✓			<ul style="list-style-type: none"> Workshop on restorative justice held 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 	<ul style="list-style-type: none"> Okanagan Nation Alliance 				✓		<ul style="list-style-type: none"> Community Liaison Champion identified Communication on Westbank First Nation's work on Residential Schools and Murdered and Missing Indigenous Women and Girls 			





Chief Bitterroot

Goals	Actions / Strategies	Lead (C&C, DEPARTMENT, COMMUNITY)
<p>1</p> <p>We will create an inclusive, safe, attractive, and well-planned community.</p>	<p>1. Prepare Design Guidelines for development on Westbank Lands that include provisions for captik^{mi}, cultural imagery, design, and accessibility (e.g., public art, colour scheme, landscaping, culturally appropriate building design elements/features, etc.).</p> <p>➔ Foundational Theme: Culture & Language, Goal 2</p>	<ul style="list-style-type: none"> Development Services
	<p>2. Update the Westbank First Nation Land Use Law 2007-01- Schedule “A” Land Use Plan to include the principles of Crime Prevention Through Environmental Design (CPTED). The principles include:</p> <ul style="list-style-type: none"> Design streets to increase safe pedestrian and bicycle traffic Place windows overlooking sidewalks and parking lots for passive surveillance Use low transparent fencing Use transparent materials for structures such as bus stops shelters Lighting shall avoid creating blind-spots Ensure pathways, stairs, entrances/exits, parking areas are well lit Avoid thick vegetation that blocks views Maintain playgrounds and parks in visible areas <p>➔ Chief Saskatoon Berry, Goal 4</p>	<ul style="list-style-type: none"> Development Services
	<p>3. Provide workshops to relevant staff on the Design Guidelines to assist with implementation of the guidelines (e.g., sight lines, lighting, landscaping, etc.).</p> <p>➔ Foundational Theme: Communications, Goal 5</p>	<ul style="list-style-type: none"> Development Services
	<p>4. Identify resources and staff to educate businesses, residents, and others on what it means to live and do business on Westbank Lands. As part of this, identify who can carry out the knowledge sharing and relationship building with surrounding community.</p> <p>➔ Foundational Theme: Communications, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services) • Culture & Language (when established) • Elders • Membership • Public Art Committee 				✓			<ul style="list-style-type: none"> • Design Guidelines established 			
<ul style="list-style-type: none"> • Development Services • Legal Counsel / Council Secretariat (Legal Services) 							<ul style="list-style-type: none"> • CPTED principles included in the Land Use Plan • When surveyed, members and residents feel safer in the community 			
				✓			<ul style="list-style-type: none"> • Workshops held with relevant staff 			
<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights • Advisory Council 						✓	<ul style="list-style-type: none"> • Information Sessions hosted Bi-annually 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will create an inclusive, safe, attractive, and well-planned community.</p>	<p>5. Update the Westbank First Nation Land Use Law No. 2007-01 Schedule “B”- Zoning Regulation to consider the following:</p> <ul style="list-style-type: none"> • Continue to reflect Westbank First Nation’s and commitment to retaining and acknowledging space for community use • Include provisions on active transportation and higher order transit • Pursue higher density developments to assist with housing shortage • Gender inclusivity to meet the specific and unique needs of women and members of the LGBTQ+ community <p>➔ Chief Saskatoon Berry, Goal 4</p>	<ul style="list-style-type: none"> • Development Services (Planning & Engineering)
	<p>6. Update the Westbank First Nation Development Permit Process to include provisions for GHG reduction, green building design, active transportation, habitat protection/ restoration, and environmental standards (LEED & BC Step Code). This action will need to be coordinated with the following documents:</p> <ul style="list-style-type: none"> • The Westbank First Nation Subdivision, Development and Servicing Law No. 2005-15. • Water Management Plan (pending) • Solid Waste Management Master Plan (pending) • Green Development Standard (pending) • Among others <p>➔ Foundational Theme: Sustainability, Goal 5</p>	<ul style="list-style-type: none"> • Development Services
	<p>7. Create a Neighbourhood Watch Program focused on building community relations.</p> <p>➔ Chief Saskatoon Berry, Goal 4</p>	<ul style="list-style-type: none"> • Community Services
	<p>8. Update the Westbank First Nation Parks and Trails Master Plan (March 2015) to provide provisions and policy for Gender Inclusiveness to further account for the specific-needs and interests of women and members of the LGBTQ+ community (e.g., non-binary bathrooms).</p> <p>➔ Chief Saskatoon Berry, Goal 1</p>	<ul style="list-style-type: none"> • Development Services

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Community Priority Action			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 			✓				<ul style="list-style-type: none"> Zoning Regulation updated 			
				✓			<ul style="list-style-type: none"> Westbank First Nation Development Permit Process updated with green policies 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Law Enforcement Officers Advisory Council 	<ul style="list-style-type: none"> Royal Canadian Mounted Police 				✓		<ul style="list-style-type: none"> Neighbourhood Watch Program operational 			
	<ul style="list-style-type: none"> Consultant 				✓		<ul style="list-style-type: none"> Parks and Trails Master Plan updated with Gender Inclusivity provisions and policies 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will grow our land base to meet the needs of current and future generations.</p>	<p>9. Update the Westbank First Nation Land Use Law 2007-01 - Schedule "A" Land Use Plan. When updating the Land Use Law consideration should be given to the following:</p> <ul style="list-style-type: none"> • Include space that is set aside for cultural use only • Include policies related to green / renewable infrastructure development • Include provisional policies on tree retention • Identify areas of sensitive habitat and create policies to protect and enhance such habitats • Encourage high density and compact development to promote walkability and active transportation • Review policies related to land use compatibility • Identify land suitable for economic development • Set aside land to develop sweat lodges for Member • Continue to consider mixed-use developments to increase housing supply • Consider land use opportunities to promote tourism • Consider whether there is land available to develop a college or university • Provide direction and policy that new development will dedicate rights-of-way for community amenities, including but not limited to roads, sidewalks, parks, community art, and pedestrian/bike trails. 	<ul style="list-style-type: none"> • Development Services
	<p>10. Undertake a long-term Land Acquisition Plan to increase Westbank First Nation-held land base. This may include:</p> <ul style="list-style-type: none"> • Strategically identifying potential fee simple and Crown lands that support current and future community and land use needs • Completing the Addition to Reserve process to add newly acquired lands • Educating members and CP holders on land tenure and rights • Legalize recreational tenures and turn into Westbank Lands <p>➔ Chief Black Bear, Goal 1</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>11. Complete cemetery planning as part of creating the Family Life Cycle Care Program.</p> <p>➔ Chief Saskatoon Berry, Goal 6</p>	<ul style="list-style-type: none"> • Office of Council



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Office of Council Community Services Legal Counsel / Council Secretariat (Legal Services) Membership Elders 			✓				<ul style="list-style-type: none"> Land Use Plan updated 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Development Services Financial Services 					✓		<ul style="list-style-type: none"> Long-term Land Acquisition Plan implemented Westbank First Nation land base increases 			
<ul style="list-style-type: none"> Elders Community Services Development Services 			✓				<ul style="list-style-type: none"> Cemetery planning completed as part of Family Life Cycle Care Program 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will grow our land base to meet the needs of current and future generations.</p>	<p>12. Continue to implement the Funeral and Burial Policy. The policy should speak to the management and recording of burial sites located on Westbank Lands including Certificates of Possession. ➔ Chief Saskatoon Berry, Goal 6</p>	<ul style="list-style-type: none"> Community Services
<p>3</p> <p>We will enhance our connection to the land and resources.</p>	<p>13. Develop and implement a Food Sovereignty Plan to increase community participation in local food production on Westbank Lands, traditional foods, and community participation in local agriculture production. ➔ Foundational Theme: Sustainability, Goal 1</p> <p>14. Update the Parks and Trails Master Plan (2015). When updating the Parks and Trails Plan consideration should be given to the following</p> <ul style="list-style-type: none"> Improve connectivity between different areas Plan for more green spaces Include more cultural outdoor use spaces Accessibility to those with mobility challenges <p>➔ Chief Saskatoon Berry, Goal 1</p> <p>15. Continue to encourage Members to construct Community Cabins throughout Westbank First Nation's Area of Responsibility to support Members being on the land. Continue to implement the Community Cabin Usage Policy to oversee the use of the cabins by Members. Create a guidebook to educate and inform Members of the Community Cabin Usage Policy. ➔ Chief Saskatoon Berry, Goal 3</p>	<ul style="list-style-type: none"> Community Services Development Services Intergovernmental Affairs / Title & Rights



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
		✓					<ul style="list-style-type: none"> Funeral and Burial Policy enacted 			
<ul style="list-style-type: none"> Development Services Membership 	<ul style="list-style-type: none"> Okanagan National Alliance 				✓		<ul style="list-style-type: none"> Food Sovereignty Plan updated and implemented 			
<ul style="list-style-type: none"> Elders Membership 					✓		<ul style="list-style-type: none"> Parks and Trails Master Plan update New Parks and Trails created as per the Plan 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Financial Services Membership 							<ul style="list-style-type: none"> Community Cabins constructed Community Cabin Usage Policy implemented Guidebook distributed 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>4</p> <p>We will have the necessary infrastructure in place to meet the existing and long-term growth of Westbank First Nation.</p>	<p>16. Continue to update Development Cost Charges to continue to offset/cover the cost of community infrastructure required to provide services to new development, such as roads, water and sewer infrastructure on Westbank Lands.</p>	<ul style="list-style-type: none"> • Development Services
	<p>17. Update, maintain and implement an Asset Management Plan/Program to identify asset deficiencies, prioritize needs based on asset conditions and estimate project costs.</p>	<ul style="list-style-type: none"> • Financial Services
	<p>18. Update the Subdivision, Development and Servicing Law No. 2005-15 to ensure that the proposed land use is suitable and the necessary infrastructure is either available or planned for.</p>	<ul style="list-style-type: none"> • Development Services
	<p>19. Continue to participate in Community to Community Forums with the City of West Kelowna, the City of Kelowna, the District of Peachland and the Regional District of Central Okanagan to discuss and make progress on developing communication and collaboration tools such as protocols or service agreements and memorandums of understanding for areas of shared/mutual concern and benefit.</p> <p>➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> • Development Services
	<p>20. Update the Westbank First Nation Servicing Plan and sub-plans (e.g., Wastewater) to strengthen a future focus on future demand and need and strategies to mitigate and address existing infrastructure issues and lack of servicing in key areas on Westbank Lands.</p> <p>➔ Foundational Theme: Sustainability, Goal 2</p>	<ul style="list-style-type: none"> • Development Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
						✓	<ul style="list-style-type: none"> Development Cost Charges updated 			
<ul style="list-style-type: none"> Development Services Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> Asset Management Plan/Program updated annually 			
			✓				<ul style="list-style-type: none"> Subdivision, Development and Servicing Law No. 2005-15 is updated 			
<ul style="list-style-type: none"> Office of Council 						✓	<ul style="list-style-type: none"> Creation and/or renewal of communication and collaboration tools with joint parties 			
				✓			<ul style="list-style-type: none"> Westbank First Nation Servicing Plan(s) updated and implemented 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>5</p> <p>We will protect areas of importance within Westbank First Nation and the broader territory.</p>	<p>21. Create and implement a Healthy Tree Retention Policy which outlines specific measures to protect trees (particularly those of cultural relevance) during construction or other site disturbance on Westbank Lands. ➔ Foundational Theme: Sustainability, Goal 4</p>	<ul style="list-style-type: none"> • Development Services
	<p>22. Initiate and complete a Traditional Ecological Knowledge Land Use Study for Westbank Lands and Area of Responsibility. ➔ Chief Black Bear, Goal 1</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights • Culture & Language Department (<i>when established</i>)
	<p>23. Commence a Protected Areas Strategy in partnership with the Okanagan Nation Alliance, Provincial and Federal Governments to protect areas within Westbank First Nation's Area of Responsibility that are unique in terms of their environmental, cultural, geological and historical features</p> <p>The Protected Areas Strategy will be further supported through the Land Use Plan for Westbank First Nation's Area of Responsibility. ➔ Chief Black Bear, Goal 1</p>	<ul style="list-style-type: none"> • Office of Council



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
					✓		<ul style="list-style-type: none"> Healthy Tree Retention Policy operational 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 	<ul style="list-style-type: none"> Enowkin Okanagan nation Alliance 			✓			<ul style="list-style-type: none"> Westbank First Nation Traditional Ecological Knowledge Land Use Study completed and utilized to inform decision making 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 				✓			<ul style="list-style-type: none"> Protected Areas Strategy Committee established (1) Shared Protected Areas Strategy Vision developed (2) Protected Areas Strategy developed and implemented (3) 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>6</p> <p>We will have the necessary housing in place to meet the existing and long-term growth of Westbank First Nation.</p>	<p>24. Update the 2011 Housing Strategy to meet the policy objectives of Westbank First Nation and the housing needs of Members, including protecting and increasing the existing rental stock.</p> <p>When updating the Housing Strategy consideration should be given to the following:</p> <ul style="list-style-type: none"> • Identify Member-priorities for the development of special interest housing, rental, inclusivity, equality, and oversight by involving Members (e.g., of special interest housing include tiny houses, transitional/temporary housing, assisted living, and recovery spaces) • Review the available for potential Certificates of Possession Lands for housing • Explore various housing styles to meet the needs of the community, specifically Elders • Explore opportunities to protect existing and increase rental stock for Members • Provide educational materials on Housing Strategy to improve communication with Members • Explore options for Member residents to pay for housing through 'sweat equity', which refers to an interest or increased value in a property earned from labour toward upkeep or restoration • Explore opportunities for tax incentives through institutional partnerships to reduce barriers to constructing purpose built rental units. Institutional partners may include the Canada Mortgage and Housing Corporation and BC Housing 	<ul style="list-style-type: none"> • Development Services
	<p>25. Create and implement an Infill Strategy to address housing shortage. As part of the Infill Strategy, determine housing requirements and options for Elders in the Community Core.</p>	<ul style="list-style-type: none"> • Development Services
	<p>26. Create and implement a Community Core Plan to enhance the community core for Membership.</p> <p>➔ Chief Saskatoon Berry, Goal 3</p>	<ul style="list-style-type: none"> • Development Services
	<p>27. Develop a Transitional Housing Centre/Safe Home to facilitate the movement of individuals and families experiencing homelessness to permanent housing.</p> <p>➔ Chief Saskatoon Berry, Goal 6</p>	<ul style="list-style-type: none"> • Office of Council

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Community Priority Action			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services) • Financial Services • Economic Development & Communications • Allotment Commission 			✓				<ul style="list-style-type: none"> • Housing Strategy updated • Maintenance of existing rental stock • Educational materials created and shared • Increase in funding opportunities for housing 			
<ul style="list-style-type: none"> • Financial Services 				✓			<ul style="list-style-type: none"> • Infill Strategy for Community Core implemented 			
				✓			<ul style="list-style-type: none"> • Community Core Plan implemented 			
<ul style="list-style-type: none"> • Community Services • Development Services 			✓				<ul style="list-style-type: none"> • Transitional Housing Centre/Safe Home developed • Reduction in homelessness 			





Chief Bitterroot

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>6</p> <p>We will have the necessary housing in place to meet the existing and long-term growth of Westbank First Nation.</p>	<p>28. Continue to identify and partner with non-profit organizations to assist with building Member housing.</p>	<ul style="list-style-type: none"> • Development Services
	<p>29. Identify and allocate tools and funding to construct Member housing. ➔ Chief Saskatoon Berry, Goal 6</p>	<ul style="list-style-type: none"> • Financial Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Office of Council 						✓	<ul style="list-style-type: none"> Partnership Agreement with non-profit organizations 			
<ul style="list-style-type: none"> Development Services 						✓	<ul style="list-style-type: none"> Increase in funding opportunities for housing 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will grow a strong thriving Westbank First Nation economy.</p>	<p>1. Review, enhance and/or create and implement Economic Partnership Agreements to ensure economic benefits come back to Westbank First Nation (e.g., education bursary, Impact Benefit Agreements).</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>2. Update the Development Proposal Process to establish a fast-track application option for Member housing. ➔ Chief Black Bear, Goal 4</p>	<ul style="list-style-type: none"> Development Services
	<p>3. Provide the Economic Development Commission with up-to-date promotional material (e.g., business after hours event, business walks, and business site visits) to share with interested parties to continue and strengthen existing economic development initiatives. ➔ Foundational Theme: Communication, Goal 5</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>4. Meet with the Ntityix Development Corporation to identify tools and actions that assist with promoting autonomous economic ventures. Identify potential areas of support that can be provided to Ntityix Development Corporation, such as training and human resources. ➔ Foundational Theme: Communication, Goal 5</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>5. Create marketing materials to proactively attract businesses and to promote Westbank Lands as a viable and prosperous commercial sector. ➔ Foundational Theme: Communication, Goal 5</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>6. Complete a survey, host focus groups and/or one-on-one discussions with various groups in the community on economic development and the impact of the COVID-19 pandemic on the business community. Survey to focus on options and solutions. ➔ Foundational Theme: Communication, Goal 2</p>	<ul style="list-style-type: none"> Economic Development & Communications



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> All Departments 				✓			<ul style="list-style-type: none"> Economic Partnership Agreements created and implemented 			
<ul style="list-style-type: none"> Financial Services Legal Counsel / Council Secretariat (Legal Services) 		✓					<ul style="list-style-type: none"> Development application fast-track option created 			
<ul style="list-style-type: none"> Membership Services Member Business Owners 						✓	<ul style="list-style-type: none"> Updated information material provided 			
<ul style="list-style-type: none"> Membership Services Legal Counsel / Council Secretariat (Legal Services) 	<ul style="list-style-type: none"> Okanagan Training and Development Council 			✓			<ul style="list-style-type: none"> Meeting with the Ntityix Development Corporation Areas of support identified 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Development Services Economic Development Commission 						✓	<ul style="list-style-type: none"> Marketing materials created 			
<ul style="list-style-type: none"> Economic Development Commission 			✓				<ul style="list-style-type: none"> Survey completed and/or focus groups/one-on-one discussions hosted 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will grow a strong thriving Westbank First Nation economy.</p>	<p>7. Set up quarterly meetings between the Economic Development Commission, Okanagan Training and Development Council (OTDC), and Westbank First Nation's Employment Coordinator to educate and to stay up-to-date on economic initiatives and to identify areas requiring support.</p> <p>➔ Foundational Theme: Communication, Goal 1</p>	<ul style="list-style-type: none"> • Economic Development & Communications
<p>2</p> <p>We will develop the next generation of skilled professionals, trades people, and entrepreneurs.</p>	<p>8. Complete a Career/Job Needs Analysis to identify future employment needs within Westbank First Nation and the region. Link the outcomes of the analysis to training/ education programs to prepare Members for future employment.</p> <p>➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development) • Community Services (Membership Services)
	<p>9. Create a Staff Retention Plan that evaluates current compensation, benefits, organizational/ community culture, and opportunities to reduce staff turnover.</p>	<ul style="list-style-type: none"> • Human Resources
	<p>10. Create a Mentorship Program to assist with succession planning for Member positions within the Westbank First Nation Government. As part of the Mentorship Program, offer volunteer and job shadowing opportunities to Members (on and off Westbank Lands) within the Westbank First Nation Government.</p> <p>➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> • Human Resources • Community Services (Education & Social Development) • Community Services (Membership Services)
	<p>11. Develop a Student Leadership Program to increase student leadership opportunities within Westbank First Nation to support career development.</p> <p>➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development) • Community Services (Membership Services)
	<p>12. Continue to support Members in accessing education funding (e.g., scholarships, bursaries) that assist with succession planning for Member positions, professional designation, and business ventures.</p> <p>➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development)

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Human Resources 	<ul style="list-style-type: none"> Okanagan Training and Development Council 					✓	<ul style="list-style-type: none"> Quarterly meetings occur 			
<ul style="list-style-type: none"> Human Resources Economic Development & Communications 							<ul style="list-style-type: none"> Career/Job Needs Analysis completed (1) Targeted training/education programs initiated (2) Increase Member employment (3) 			
<ul style="list-style-type: none"> All Departments 				✓			<ul style="list-style-type: none"> Staff Retention Plan created 			
<ul style="list-style-type: none"> All Departments Economic Development & Communications 				✓			<ul style="list-style-type: none"> Mentorship Program operationalized Volunteer and job shadowing program continued and expanded Numbers of Members participate in program per year 			
<ul style="list-style-type: none"> Office of Council Youth Council 		✓					<ul style="list-style-type: none"> Student Leadership Program operationalized 			
<ul style="list-style-type: none"> All Departments 	<ul style="list-style-type: none"> Okanagan Training and Development Council 					✓	<ul style="list-style-type: none"> Funding opportunities identified Graduation numbers increased Career numbers 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will develop the next generation of skilled professionals, trades people, and entrepreneurs.</p>	<p>13. Work with provincial, national and international universities to establish Memoranda of Understanding to expand our Member's ideas on academic pursuits (e.g., the University of Northern British Columbia, Okanagan College, University of British Columbia Okanagan, Thompson Rivers University, and the Okanagan Training Development Council). ➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development)
	<p>14. Evaluate whether there is land available to develop an education space (e.g., college, university) as part of the next Westbank First Nation Land Use Law 2007-01- Appendix "A" Land Use Plan update. ➔ Chief Bitterroot, Goal 2</p>	<ul style="list-style-type: none"> Development Services
	<p>15. Host a bi-annual Training and Mentorship Event to raise awareness on what types of jobs/careers exist within the Westbank First Nation Government and Member-owned Businesses. ➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development) Community Services (Membership Services)
	<p>16. Post COVID-19, restart smaller economic and business group workshops to provide learning and skill enhancement opportunities for Members (e.g., agriculture, women in business, etc.). ➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>17. Continue to assist with access to technical resources for Membership to remain innovative and up to date on equipment and technology trends (e.g., 3D printers, video/sound equipment, etc.) through Okanagan Regional Library. In addition to purchasing equipment, access may be provided through partnerships with local businesses and organizations. ➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development) Community Services (Membership Services)

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
					✓		<ul style="list-style-type: none"> Increase in Members attending post-secondary training/ school 			
			✓				<ul style="list-style-type: none"> Land availability determined 			
<ul style="list-style-type: none"> Human Resources 				✓			<ul style="list-style-type: none"> Bi-annual Training and Mentorship Event/ Open House held Increased employment within Government and Westbank First Nation businesses 			
<ul style="list-style-type: none"> Community Services (Membership Services) 						✓	<ul style="list-style-type: none"> Smaller economic/ business workshops restarted 			
	<ul style="list-style-type: none"> Okanagan Regional Library 				✓		<ul style="list-style-type: none"> Access to technical resources provided 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>3</p> <p>We will support and promote Westbank First Nation-owned businesses and entrepreneurs.</p>	<p>18. Complete an Economic Gap Analysis to identify opportunities, obstacles, and challenges which impact businesses currently operating on Westbank Lands.</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>19. Continue to provide quarterly updates to Council on the opportunities, challenges, and successes of the Westbank First Nation business community.</p> <p>➔ Foundational Theme: Communications, Goal 1</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>20. Continue to provide bi-monthly updates to the Economic Development Commission on Westbank First Nation business community and Council initiatives.</p> <p>➔ Foundational Theme: Communications, Goal 1</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>21. Create and implement an Annual Business License Renewal Process free-of-charge for Member-owned businesses to assist with updating Member-owned Business Directory on Westbank Lands.</p>	<ul style="list-style-type: none"> Development Services
	<p>22. Continue to update and maintain the Member-owned and First Nation Business Directory on the Westbank First Nation website annually for Members and Non-Members to access and share organization-wide.</p> <p>➔ Foundational Theme: Communications, Goal 1</p>	<ul style="list-style-type: none"> Development Services
	<p>23. Advertise Member-owned home-based businesses in promotional materials.</p> <p>➔ Foundational Theme: Communications, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>24. Share the existing quarterly "Economic Development Express" newsletter with the Westbank First Nation business community to ensure two-way communication.</p> <p>➔ Foundational Theme: Communications, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>25. Sent out a short annual survey to Member-owned businesses on Westbank Lands to provide feedback and to identify the needs of the business community.</p> <p>➔ Foundational Theme: Communications, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
	<ul style="list-style-type: none"> • Consultant 		✓				<ul style="list-style-type: none"> • Economic Gap Analysis completed 			
<ul style="list-style-type: none"> • Economic Development Commission 						✓	<ul style="list-style-type: none"> • Identify the Measures of Success through the Gaps Analysis 			
						✓	<ul style="list-style-type: none"> • Bi-monthly updates completed 			
						✓	<ul style="list-style-type: none"> • Annual Business License Renewal Process operationalized 			
<ul style="list-style-type: none"> • Economic Development & Communications 						✓	<ul style="list-style-type: none"> • Updated Member-owned Business Directory 			
			✓				<ul style="list-style-type: none"> • Member-owned home-based businesses advertised 			
						✓	<ul style="list-style-type: none"> • Quarterly "Economic Development Express" newsletter sent to Westbank First Nation business community 			
<ul style="list-style-type: none"> • Development Services 						✓	<ul style="list-style-type: none"> • Annual survey sent to Westbank First Nation business community 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>3</p> <p>We will support and promote Westbank First Nation-owned businesses and entrepreneurs.</p>	<p>26. Create a Purchasing and Suppliers Mandate that allows Westbank First Nation to award contracts and solicit bids from pre-qualified suppliers from Westbank First Nation-owned and Member-owned businesses for specific requirements within the scope of the Purchasing and Suppliers Mandate.</p> <p>Updated Member-owned Business Directory to make informed decisions on Member-owned businesses that are operational.</p> <p>➔ Chief Spring Salmon, Goal 4</p>	<ul style="list-style-type: none"> Financial Services
<p>4</p> <p>We will create more job opportunities for Members on Westbank Lands.</p>	<p>27. Review the Westbank First Nation Education, Employment and Training Needs Assessment every two years to promote continuous alignment with Westbank First Nation's needs.</p> <p>28. Create and implement an Employment Strategy for Westbank First Nation Government based on Westbank First Nation's Education, Employment and Training Needs Assessment.</p> <p>29. Create and implement a Succession Program for Westbank First Nation Members to fill positions within the Westbank First Nation Government and its affiliates. The Succession Program may cover topics such as who has the skills and interest to grow into higher up positions within the Westbank First Nation Government, identification of employees retiring, and updates to notice requirements (e.g., more than two weeks).</p> <p>30. Create a Tourism Plan that identifies, supports, and enhances tourism opportunities on Westbank Lands and Traditional Territory. As part of the Tourism Plan, support the efforts of the WFN Sncəwips Museum, Thompson Okanagan Tourism Association, Indigenous Tourism BC, Tourism Kelowna, and the Kelowna International Airport.</p> <p>As part of the Tourism Plan, continue to create marketing materials to promote tourism attractions and Member-owned businesses on Westbank First Nation Lands and support the attraction of other businesses that could increase tourism offerings.</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development) Human Resources Human Resources Economic Development & Communications



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Economic Development & Communications Development Services Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> Westbank First Nation Preferred Supplier List utilized 			
<ul style="list-style-type: none"> Human Resources 						✓	<ul style="list-style-type: none"> Review of Education, Employment and Training Needs Assessment every two years completed 			
<ul style="list-style-type: none"> All Departments 				✓			<ul style="list-style-type: none"> Employment Strategy created and implemented 			
<ul style="list-style-type: none"> All Departments Youth Council Membership 				✓			<ul style="list-style-type: none"> Succession Program operationalized 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights Sncawips Heritage Museum 	<ul style="list-style-type: none"> Thompson Okanagan Tourism Association (TOTA) 					✓	<ul style="list-style-type: none"> Tourism Plan created Tourism advertisement created 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>5</p> <p>Our community will benefit from development on our lands.</p>	<p>31. Create a preferred list for bids and suppliers to prioritize partnerships that result in benefits to Membership and Government. → Chief Spring Salmon, Goal 3</p>	<ul style="list-style-type: none"> Financial Services
	<p>32. Continue to strengthen clauses in Impact Benefit Agreements and employment contracts to prioritize partnerships that result in benefits to Membership and Westbank First Nation Government. → Chief Spring Salmon, Goal 3</p>	<ul style="list-style-type: none"> All Departments
	<p>33. Continue to engage in discussions with the Central Okanagan Economic Development Commission, Regional District of Central Okanagan, Regional Transportation Group and others to strengthen economic partnership and to ensure development will benefit Members. → Chief Spring Salmon, Goal 3</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>34. Develop a tool to track percentage of Westbank First Nation revenues and expenditures that directly benefit the Membership. → Chief Saskatoon Berry, Goal 1</p>	<ul style="list-style-type: none"> Financial Services
	<p>35. Review and update existing Development Cost Charges to promote a more equal distribution of development benefits among Departments and Members. Create and provide more education to Members on Development Cost Charges, including information such as what is collected and how it is distributed. → Chief Saskatoon Berry, Goal 1</p>	<ul style="list-style-type: none"> Development Services (Planning)
	<p>36. Develop a Steering Committee to assist with identifying potential Member benefits related to new development. → Chief Saskatoon Berry, Goal 1</p>	<ul style="list-style-type: none"> Office of Council



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Cpplete
					✓		<ul style="list-style-type: none"> Preferred list for bids and suppliers created 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> Continuous relationship with economic partners 			
		✓					<ul style="list-style-type: none"> Meeting minutes on discussions with external agencies 			
<ul style="list-style-type: none"> All Departments 			✓				<ul style="list-style-type: none"> Tracking tool developed 			
<ul style="list-style-type: none"> Economic Development & Communications Financial Services Legal Counsel / Council Secretariat (Legal Services) 		✓					<ul style="list-style-type: none"> Development benefits reviewed Education materials distributed and in-person sessions held on Development Cost Charges annually 			
<ul style="list-style-type: none"> All Departments 							<ul style="list-style-type: none"> Steering Committee developed 			





Chief Spring Salmon

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>6</p> <p>Economic development will be balanced with our responsibility to the environment, our community and culture.</p>	<p>37. Review the list of business types / activities that should be allowed to operate on Westbank Lands as part of the Westbank First Nation Land Use Law No. 2007-01 Schedule "B"- Zoning Regulation update. The business types / activities allowed to operate follow Westbank First Nation laws, policies, and guidelines. ➔ Chief Saskatoon Berry, Goal 4</p> <p>38. Review and update the Policy 2015-09: Goods, Services, and Asset Procurement (also referred to as Purchasing Policy) with a focus on sustainable purchasing. The updates should align with Westbank First Nation's sustainability criteria. ➔ Foundational Theme: Sustainability, Goal 1</p>	<ul style="list-style-type: none"> • Development Services • Financial Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> List of permitted businesses operating on Westbank Lands has been reviewed 			
<ul style="list-style-type: none"> All Departments 			✓				<ul style="list-style-type: none"> Goods, Services, and Asset Procurement Policy updated 			





Chief Black Bear

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will protect and practice the rights and interests of Westbank First Nation throughout our territory.</p>	<p>1. Develop a Stewardship Policy for Westbank Lands and Area of Responsibility based on Westbank First Nation's Aboriginal rights and title and relationship with the land. This would be a complimentary document to the Westbank First Nation Crown Lands Referral Directive. ➔ Foundational Theme: Sustainability, Goal 4</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>2. Complete a Land Use Plan for Westbank First Nation's Area of Responsibility that includes:</p> <ul style="list-style-type: none"> • Identifying, protecting and enhancing sensitive natural environmental areas, including fish, wildlife and bird habitats, flora, etc. • Identifying areas of cultural and/or archaeological importance. Develop specific policy to protect and commemorate these culturally significant sites. <p>The Land Use Plan for Westbank First Nation's Area of Responsibility will be further supported through the Protected Areas Strategy. ➔ Chief Bitterroot, Goal 5</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>3. Continue to reclaim our traditional land by obtaining new trap lines and forest. Opportunities may exist to build on existing community forest and areas where Westbank First Nation has tried to establish tenure. Conversations on reclaiming traditional land should be linked to reconciliation conversations with federal and provincial agencies. ➔ Chief Bitterroot, Goal 5</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>4. Establish a Hunter-Gatherer Program to employ Members to hunt, fish, trap and gather for community distribution. ➔ Foundational Theme: Culture & Language, Goal 1</p>	<ul style="list-style-type: none"> • Community Services (Youth & Recreation)
	<p>5. Finalize discussion on foreshore control and develop a Foreshore Management Plan to exercise jurisdiction over the management, administration, government, control, regulation, use and protection as per Section 103 of the Self-Government Agreement.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs/ Title & Rights



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Office of Council Membership 				✓			<ul style="list-style-type: none"> Westbank First Nation Stewardship Policy enacted 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Development Services Culture & Language Department (<i>when established</i>) Community Services (Education & Social Development) Youth 	<ul style="list-style-type: none"> Okanagan National Alliance 			✓			<ul style="list-style-type: none"> Area of Responsibility Land Use Plan operational 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Development Services (Lands) Membership 						✓	<ul style="list-style-type: none"> Increase in the number and use of trap lines 			
<ul style="list-style-type: none"> Membership All Departments 						✓	<ul style="list-style-type: none"> Hunter-Gatherer Program operationalized 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Development Services Office of Council 							<ul style="list-style-type: none"> Foreshore Management Plan implemented 			





Chief Black Bear

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will protect and practice the rights and interests of Westbank First Nation throughout our territory.</p>	<p>6. Complete a set of Environmental Laws to protect areas of importance within Westbank First Nation and the broader territory. ➔ Chief Bitterroot, Goal 5</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
	<p>7. Continue current involvement with other governments and agencies (Okanagan Nation Alliance, Assembly of First Nations, Union of British Columbia Indian Chiefs) to protect and assert Westbank First Nation's Aboriginal Rights and Title on Westbank Lands, Area of Responsibility and the larger sylix territory.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>8. Develop and present to Membership an Aboriginal Title and Rights Strategy. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
<p>2</p> <p>We will improve and enhance Nation to Nation relations with other First Nations, and municipal, provincial and federal governments.</p>	<p>9. Continue to strengthen relationships with the Okanagan Nation Alliance Member First Nations within the territory and endeavor to partner, when appropriate, on projects of mutual concern and benefit.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>10. Explore formalizing a relationship with the Regional District of Central Okanagan on becoming a voting member.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>11. Chief and Council to host a workshop with Members to define and articulate what Nation to Nation building means to Westbank First Nation. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Office of Council
	<p>12. Develop and share education materials about existing partnerships with Members (e.g., Okanagan Water Board) to provide awareness on collaboration efforts pertaining to the growth of Westbank First Nation. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Economic Development & Communications

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Development Services Intergovernmental Affairs / Title & Rights Membership 					✓		<ul style="list-style-type: none"> Environmental Laws enacted 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights Membership 						✓	<ul style="list-style-type: none"> Participation at meetings (minutes/ meeting updates provided to Westbank First Nation) 			
<ul style="list-style-type: none"> Office of Council 		✓					<ul style="list-style-type: none"> Aboriginal Title and Rights Strategy developed 			
<ul style="list-style-type: none"> Office of Council 						✓	<ul style="list-style-type: none"> List of top priority projects/initiatives developed Action plan created and implemented. 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 	<ul style="list-style-type: none"> Province of British Columbia 						<ul style="list-style-type: none"> Meeting(s) with the Regional District of Central Okanagan held. Next steps (if any) identified and actioned 			
<ul style="list-style-type: none"> Economic Development & Communications Membership 				✓			<ul style="list-style-type: none"> Workshop on Nation to Nation building hosted 			
<ul style="list-style-type: none"> CAO / Directors of Operations All Departments 			✓				<ul style="list-style-type: none"> Education materials developed and shared 			





Chief Black Bear

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will improve and enhance Nation to Nation relations with other First Nations, and municipal, provincial and federal governments.</p>	<p>13. Initiate discussions with the City of West Kelowna, District of Peachland, the City of Kelowna and the Regional District of Central Okanagan to develop a Community Accord and Protocol Agreement on Communication and Cooperation for foundational elements such as land use planning, economic diversification, protecting cultural and heritage resources, investment and employment sharing reciprocal services, communication on property taxation.</p>	<ul style="list-style-type: none"> • CAO / Directors of Operations
	<p>14. Continue to communicate activities on the Letter of Understanding with the federal and provincial Crown and reconciliation to Members.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>15. Continue active involvement on/with existing partners (e.g., Okanagan Nation Alliance, Assembly of First Nations, Union of British Columbia Indian Chiefs, provincial and federal agencies, etc.).</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>16. Update the Intergovernmental Affairs (IGA) Referrals Program to assist with solidifying IGA and DS relationship in land acquisition.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
<p>3</p> <p>We will develop the next generation of community leaders.</p>	<p>17. Approach the Youth Leadership Council to co-create a Youth Leadership Development Program based on syilx principles. ➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> • Community Services (Youth & Recreation)
	<p>18. Develop a Member Recognition Program to honour those Members who exemplify leadership and service to their community. ➔ Foundational Theme: Communications, Goal 1</p>	<ul style="list-style-type: none"> • Community Services (Membership Services)
	<p>19. Develop a Trust Fund for increasing school revenues to support the financial sustainability of sən̓s̓yustən House of Learning.</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Office of Council Culture & Language Department (<i>when established</i>)" 		✓					<ul style="list-style-type: none"> Meeting(s) regarding the Community Accord and Protocol Agreement completed. Next steps (if any) identified and actioned. 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat Office of Council 						✓	<ul style="list-style-type: none"> Communication on Letter of Understanding with the Federal Crown and reconciliation 			
<ul style="list-style-type: none"> Office of Council CAO / Directors of Operations 						✓	<ul style="list-style-type: none"> Annual tracking of meetings 			
<ul style="list-style-type: none"> Development Services 				✓			<ul style="list-style-type: none"> IGA Referrals Program updated 			
<ul style="list-style-type: none"> Youth Council 						✓	<ul style="list-style-type: none"> Community Youth Leadership Development Program operationalized Number of Youth completing program per year 			
<ul style="list-style-type: none"> Office of Council Membership 			✓				<ul style="list-style-type: none"> Member Recognition Program initiated 			
<ul style="list-style-type: none"> Financial Services Community Services (Membership Services) 					✓		<ul style="list-style-type: none"> Trust Fund established 			





Chief Black Bear

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>4</p> <p>We will improve accountability of governance.</p>	<p>20. Complete an Organizational Analysis for the Westbank First Nation Government, with a focus on Government positions and Committees. Based on the results of the Organizational Analysis, identify whether there is a need for additional staff positions, and opportunities for Members to be get involved. Membership involvement also provides mentorship and leadership opportunities.</p> <p>➔ Chief Spring Salmon, Goal 2</p>	<ul style="list-style-type: none"> Office of Council
	<p>21. Review existing Westbank First Nation policies to create alignment with the goals outlined in this CCP Update.</p>	<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services)
	<p>22. Prepare Plain Language Educational Materials to be used by Members, non-Members and developers to learn about the development approvals process for development on Westbank Lands.</p> <p>➔ Chief Spring Salmon, Goal 1</p>	<ul style="list-style-type: none"> Development Services
	<p>23. Consistently enforce the existing Development Fee Schedule.</p>	<ul style="list-style-type: none"> Development Services
	<p>24. Assign or hire a dedicated Development Services Clerk to process development-related financial transactions.</p>	<ul style="list-style-type: none"> Financial Services
	<p>25. Continue to hold community working group meetings as needed to discuss proposed amendments to laws and policies.</p> <p>➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services)
	<p>26. Create a database with accurate and up-to-date qualitative and quantitative information related to governance metrics that will support quality-decision making by the Westbank First Nation Government. Information to be collected as part of Annual Member Survey.</p>	<ul style="list-style-type: none"> Community Services (Membership Services)
	<p>27. Review/reflect on the goals and actions in the 2020 Comprehensive Community Plan and amend relevant policies as required.</p>	<ul style="list-style-type: none"> All Departments



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> All Departments Membership 							<ul style="list-style-type: none"> Organizational Analysis completed Increased Membership involvement in Westbank First Nation Government 			
						✓	<ul style="list-style-type: none"> Policy alignment exercise completed 			
<ul style="list-style-type: none"> Economic Development Communications 	<ul style="list-style-type: none"> Consultant 					✓	<ul style="list-style-type: none"> Plain Language Education Materials created and shared 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) Financial Services 						✓	<ul style="list-style-type: none"> Documentation of development fees consistently collected 			
<ul style="list-style-type: none"> Human Resources 			✓				<ul style="list-style-type: none"> Development Services Clerk assigned or hired 			
<ul style="list-style-type: none"> Economic Development & Communications Membership 						✓	<ul style="list-style-type: none"> Community working group meetings held 			
<ul style="list-style-type: none"> Removed: Community Services (Membership Services) Economic Development & Communications 				✓			<ul style="list-style-type: none"> Annual Member Survey established and conducted annually 			
						✓	<ul style="list-style-type: none"> Policy updates reflective of goals in 2020 Comprehensive Community Plan 			





Chief Black Bear

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>5</p> <p>We will improve transparency of governance.</p>	<p>28. Prepare a Plain Language Guide to the Westbank First Nation Self-Government Agreement that is accessible to a diverse audience and provides clear language on Westbank First Nations Aboriginal rights and title. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>29. Create education materials and hold information sessions to educate Members and non-Members about our Self-Government Agreement and the Treaty Process. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>30. Set-up a Law Review Committee to systematically review Westbank First Nation Laws. The Law Review Committee will be comprised of Members to provide guidance and input to Council in the creation of laws that will directly and significantly affect Members. ➔ Foundational Theme: Communications, Goal 2</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
<p>6</p> <p>Our governance structure will be guided by our teachings and practices.</p>	<p>31. Reinstate quarterly meetings on the Food Chiefs to share information and to provide updates to Members. ➔ Foundational Theme: Communications, Goal 4</p>	<ul style="list-style-type: none"> • Office of Council
	<p>32. Create a Conflict Management/Resolution Model based in restorative syilx ways and principles to manage internal conflict within Westbank First Nation and with other First Nations and government bodies.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>33. Consistently follow the law amendment/enactment process laid out in the Westbank First Nation Constitution.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Community Services Membership Economic Development & Communications Sncawips Heritage Museum 							<ul style="list-style-type: none"> Plain Language Guide prepared Increased understanding of Agreement by Members 			
<ul style="list-style-type: none"> Economic Development & Communications 				✓			<ul style="list-style-type: none"> Self-Government Agreement and the Treaty Process education materials created 			
<ul style="list-style-type: none"> Office of Council Membership 					✓		<ul style="list-style-type: none"> Law Review Committee operationalized 			
<ul style="list-style-type: none"> Membership 						✓	<ul style="list-style-type: none"> Quarterly Food Chief meetings held 			
<ul style="list-style-type: none"> CAO / Directors of Operations Intergovernmental Affairs / Title & Rights 							<ul style="list-style-type: none"> Conflict Management/ Resolution Model established and utilized 			
						✓	<ul style="list-style-type: none"> Law amendment/ enactment process followed 			





Culture and Language

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will preserve our language, teachings, and practices for generations to come.</p>	<p>1. Develop governance instruments (e.g., Language Policy, Language Law) to preserve, enhance and utilize syilx (nsyilxcən) language throughout Westbank Lands and Area of Responsibility.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
	<p>2. Establish a Westbank First Nation Culture & Language Department.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>3. Establish and fund a Culture & Language Coordinator position.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>4. Establish a Culture & Language Committee to promote education of Membership on language, teachings, and practices.</p>	<ul style="list-style-type: none"> • <i>Culture & Language Department (when established)</i>
	<p>5. Work with School District 23 Central Okanagan to conduct an audit of current curriculum (elementary and high school) and then create a plan to "indigenize" the curriculum. This may include working with School District 23 Central Okanagan to include an optional syilx language curriculum in all schools for all grades.</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development)
	<p>6. Continue to implement and provide ongoing Youth Mentorship Program to create opportunities for youth to develop sustainable hunting, fishing and traditional practices.</p> <p>➔ Chief Black Bear, Goal 3</p>	<ul style="list-style-type: none"> • Community Services (Youth & Recreation)
	<p>7. Enhance syilx-Immersion within schools on Westbank Lands that goes from preschool to high school.</p>	<ul style="list-style-type: none"> • Community Services (Education & Social Development)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) 					✓		<ul style="list-style-type: none"> syilx Language Policy developed Westbank First Nation Language Law enacted 			
<ul style="list-style-type: none"> CAO / Directors of Operations Financial Services 							<ul style="list-style-type: none"> Culture & Language Department operational 			
<ul style="list-style-type: none"> CAO / Directors of Operations Financial Services 							<ul style="list-style-type: none"> Culture & Language Coordinator position filled 			
<ul style="list-style-type: none"> Membership 				✓			<ul style="list-style-type: none"> Culture & Language Committee operational 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Members 	<ul style="list-style-type: none"> Nation Members 						<ul style="list-style-type: none"> Curriculum Audit complete Curriculum "Indigenized" 			
<ul style="list-style-type: none"> Community Services (Membership Services) 						✓	<ul style="list-style-type: none"> Youth Mentorship Program operational 			
<ul style="list-style-type: none"> Office of Council CAO / Directors of Operations Financial Services Membership 						✓	<ul style="list-style-type: none"> syilx-Immersion enhanced within schools 			





Culture and Language

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will preserve our language, teachings, and practices for generations to come.</p>	<p>8. Collaborate with the Okanagan Nation Alliance to create an online/interactive language platform and syilx Language App that caters to different age groups and learning styles. ➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> • Culture & Language Department <i>(when established)</i>
	<p>9. Work with Canada Post to formally recognize Westbank First Nation as an address.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>10. Develop a Language and Culture Plan for Westbank First Nation, with a focus on revitalization.</p>	<ul style="list-style-type: none"> • Culture & Language Department <i>(when established)</i>
	<p>11. Create a "living" document of cultural protocols to be implemented during Westbank First Nation meetings and within Westbank First Nation buildings/facilities. ➔ Chief Saskatoon Berry, Goal 1</p>	<ul style="list-style-type: none"> • Culture & Language Department <i>(when established)</i>
<p>2</p> <p>Our language and teachings will be represented within our community, the region and our broader territory.</p>	<p>12. Create a list of key features and areas within Westbank Lands and Area of Responsibility to be renamed in syilx language (e.g., rivers, lakes, areas, streets, etc.). Utilize the list to commence with formal name changes.</p>	<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights
	<p>13. Continue to enhance and install entry banners and gateway signage at key locations on Westbank Lands to announce to visitors that you are on Westbank Lands.</p>	<ul style="list-style-type: none"> • Culture & Language Department <i>(when established)</i>



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Economic Development & Communications Community Services (Education & Social Development) 					✓		<ul style="list-style-type: none"> sylix Language Online Platform is operational 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) CAO / Directors of Operations Development Services (Lands) 					✓		<ul style="list-style-type: none"> Westbank First Nation is the default name for addresses on Westbank Lands 			
<ul style="list-style-type: none"> Elders Youth Membership Office of Council 							<ul style="list-style-type: none"> Language and Culture Plan created and utilized 			
<ul style="list-style-type: none"> Elders Youth Membership Office of Council 				✓			<ul style="list-style-type: none"> "Living" Cultural Protocols operationalized 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) 				✓			<ul style="list-style-type: none"> Prioritizes list of name changes Key features and areas renamed 			
<ul style="list-style-type: none"> Development Services Office of Council 				✓			<ul style="list-style-type: none"> Banners and entry signage installed 			





Culture and Language

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>3</p> <p>We will uphold our culture, language and teachings in our laws and policies.</p>	<p>14. Prepare an action plan (based on priority) to translate all Westbank First Nation Laws into syilx (nsyilxcən) language. ➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>)
	<p>15. Prepare a standard "preamble" for all Westbank First Nation's Laws that includes specific information on culture, language, teachings, governance, rights and title, etc. ➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services)
	<p>16. Update Part VIII- Law Enactment Procedures of the Westbank First Nation Constitution to accommodate for traditional governance and law protocol(s) and practice(s). ➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services)
<p>4</p> <p>We will increase cultural programming.</p>	<p>17. Conduct a Cultural Programming Needs Assessment to identify cultural programming of interest to Members to inform the development of a long-term Cultural Program Plan. ➔ Chief Saskatoon Berry, Goal 2</p>	<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>)
	<p>18. Develop a long-term Cultural Program Plan to inform annual planning. This should include looking for additional mediums to share culture (e.g., online, apps) to meet the needs of Members living on and off Westbank Lands. ➔ Chief Saskatoon Berry, Goal 2</p>	<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>)
	<p>19. Conduct a review of student activities offered through the Sensisyusten House of Learning to determine if any activities could be carried out in a way that preserves the timx^w. The timx^w refers to all of creation and can be used to specifically mean the animals, people and plants.</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development)

Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Elders Membership 	<ul style="list-style-type: none"> Syilx Knowledge Keepers 			✓			<ul style="list-style-type: none"> Preamble drafted and included in Laws 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 					✓		<ul style="list-style-type: none"> Westbank First Nation Constitution amended to include provisions for culture and teachings. 			
<ul style="list-style-type: none"> Membership 				✓			<ul style="list-style-type: none"> Cultural Programming Needs Assessment complete 			
<ul style="list-style-type: none"> All Departments Membership 					✓		<ul style="list-style-type: none"> Long-term Cultural Program Plan developed 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) 				✓			<ul style="list-style-type: none"> Review of student activities offered through the Sensisyusten House of Learning completed List of activities updated (as needed) 			





Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will have respectful, clear and timely communication within our community.</p>	<p>1. Create a Communication and Engagement Strategy focused on internal and external communications. The Strategy should address the following:</p> <ul style="list-style-type: none"> • Procedure for youth engagement • Member outreach activities through various platforms (in-person and online) • Membership involvement in the referral review process • Service Standards • Media relations • Conflict management/ trauma informed • Provide guidelines on email sign-off to manage expectations when communicating with Members or external stakeholders and partners • Among other topics 	<ul style="list-style-type: none"> • Economic Development & Communications
	<p>2. Create a Communication Code of Conduct for Members that includes provisions for written and oral communication, in-person meetings, social media platforms, and interface with others Members, staff and leadership.</p>	<ul style="list-style-type: none"> • Economic Development & Communications
	<p>3. Develop and implement a Member and Staff Meeting Protocol that includes specific provisions for language, Captik[™]l, and cultural teachings and practices.</p> <p>➔ Foundational Theme: Culture & Language, Goal 1</p>	<ul style="list-style-type: none"> • Office of Council Culture & Language Department <i>(when established)</i>
	<p>4. Establish a Member Engagement Team. Consider including a dedicated Community Liaison Champion position.</p>	<ul style="list-style-type: none"> • CAO / Directors of Operations



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Community Priority Action			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> Office of Council All Departments 	<ul style="list-style-type: none"> Consultant 						<ul style="list-style-type: none"> All Westbank First Nation Laws into syilx (nsyilxcən) language 			
			✓				<ul style="list-style-type: none"> Preamble drafted and included in Laws 			
<ul style="list-style-type: none"> Office of Council CAO / Directors of Operations Human Resource 				✓			<ul style="list-style-type: none"> Westbank First Nation Constitution amended to include provisions for culture and teachings. 			
<ul style="list-style-type: none"> Office of Council Community Services (Membership Services) 				✓			<ul style="list-style-type: none"> Communication and Engagement Strategy created 			






Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will have respectful, clear and timely communication within our community.</p>	<p>5. Create a centralized “Communications Hub” on the Westbank First Nation website for Members only that could include: key Westbank First Nation Governance documents (e.g., Constitution, Land Use Law, Self-Government Agreement), calendar of upcoming events, recent news stories, content from different Departments, links to recent email communications, integration with social media platforms.</p> <p>As part of the “Communications Hub”, create a “Member Achievements” and “Let's Talk” communication platform specific to Westbank First Nation Members.</p> <p>6. Develop a Westbank First Nation Communication Platform and/or App to share news, ideas, and to solicit feedback (e.g., events, IK/LRU), etc. to promote Member participation and transparency in decision-making processes.</p> <p>➔ Chief Black Bear, Goal 5</p>	<ul style="list-style-type: none"> • Economic Development & Communications • Economic Development & Communications



Legend:

 Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			✓				<ul style="list-style-type: none"> Code of Conduct for Members developed and implemented 			
							<ul style="list-style-type: none"> Staff and Member Meeting Protocol implemented All meetings have included language, Captik™, teachings and/or practices 			





Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead (C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>We will work together to make inclusive decisions that reflect the diverse voices within our community.</p>	<p>7. Maintain existing Westbank First Nation Committees/ Commissions.</p> <ul style="list-style-type: none"> • EDC Selection Committee • Community Planning Committee • WFN Law Making Committee • Council Committees • Parent Advisory Committee • Allotment Commission • Among others 	<ul style="list-style-type: none"> • All Departments
	<p>8. Review existing Westbank First Nation Committees/ Commissions as part of 5-year Comprehensive Community Plan review.</p>	<ul style="list-style-type: none"> • CAO / Directors of Operations
	<p>9. Develop non-verbal communication materials and activities to accommodate language learners (e.g., design charrettes, photos, infographics).</p>	<ul style="list-style-type: none"> • Economic Development & Communications
	<p>10. Prepare Plain Language Summaries of key Westbank First Nation Laws (draft and final) utilizing images and graphics to further explain concepts. For draft laws, facilitate review sessions in a manner that encourages discussion and understanding to further engage Members.</p> <p>➔ Chief Black Bear, Goal 4</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
	<p>11. Create a formalized process for tracking Membership issues to ensure they are assigned to the applicable department and dealt with fairly and equitably through the Community Liaison Champion.</p>	<ul style="list-style-type: none"> • Office of Council
	<p>12. Amend 2017-04 Advisory Council Law to include a gender diversity clause.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
						✓	<ul style="list-style-type: none"> Member Engagement Team operational 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 					✓		<ul style="list-style-type: none"> Communication Hub" on website created, including "Let's Talk Corner" and "Achievements" area Increased website traffic 			
<ul style="list-style-type: none"> Office of Council Membership Culture & Language Department (<i>when established</i>) 					✓		<ul style="list-style-type: none"> Communication Platform and/or App i operational on Android & Apple iOS Use is consistent by staff and members 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Communications 					✓		<ul style="list-style-type: none"> Consistent attendance and meeting of 5 listed Westbank First Nation Committees/ Commissions throughout CCP cycle 			
<ul style="list-style-type: none"> Membership Economic Development & Communications 				✓			<ul style="list-style-type: none"> Five-year review of existing Westbank First Nation Committees/ Commissions 			
				✓			<ul style="list-style-type: none"> Positive feedback from language learners Ability to integrate more syilx language into future engagement 			





Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>3</p> <p>We will improve communication and aim to build better relationships within our community.</p>	<p>13. Establish a Media Contact List to identify who in Westbank First Nation is to be contacted for specific topics/ issues</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>14. Identify key staff roles within the Economic Development & Communications Department to handle media relations for specific projects.</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>15. Develop an information package for non-Members living or working on Westbank Lands with a focus on education, cross-cultural awareness, governance, land, services, etc. ➔ Chief Bitterroot, Goal 1</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>16. In collaboration with the Advisory Council, develop an External Non-Member Communication Plan to communicate with Non-Members living on Westbank Lands. ➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>17. Continue with regular Advisory Council meetings to create a space for open dialogue with Non-Member residents to share relevant information to provide an avenue for residents to voice their opinions, concerns, and aspirations.</p>	<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights
	<p>18. Incorporate Westbank First Nation culture, practices and protocols (values, principles, ceremony, etc.) into the Advisory Council Annual General Meeting (AGM).</p>	<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Cpplete
<ul style="list-style-type: none"> Office of Council 						✓	<ul style="list-style-type: none"> Plain Language Summaries of Laws completed Increased level of engagement during law review sessions 			
						✓	<ul style="list-style-type: none"> Membership Issue Tracking process formalized and utilized 			
<ul style="list-style-type: none"> Development Services Intergovernmental Affairs / Title & Rights 							<ul style="list-style-type: none"> Equal gender representation (2-3 or 3-2) on Advisory Council 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Intergovernmental Affairs / Title & Rights 							<ul style="list-style-type: none"> Media Contact List is maintained and updated 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) Economic Development & Communications Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> Elimination of "No Comment" and message consolidation 			
<ul style="list-style-type: none"> Culture & Language Department (<i>when established</i>) 						✓	<ul style="list-style-type: none"> Non-Member Information Package developed and distributed regularly 			





Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>4</p> <p>We will improve communication and aim to build better relationships between Government and Membership.</p>	<p>19. Create a "Chief and Council Corner" on the Westbank First Nation website and/or other communication platforms (e.g., app) that could include: leadership updates, announcements, meeting agendas, notice on meeting agenda items that are accepted or rejected, meeting minutes, etc. ➔ Chief Black Bear, Goal 5</p>	<ul style="list-style-type: none"> • Office of Council
	<p>20. Initiate a quarterly Elders meeting with Chief & Council to solicit guidance, feedback and knowledge from Elders. ➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> • Office of Council
	<p>21. Host quarterly informal Chief and Council "chats" to supplement regular Membership meetings and to carry on the oral tradition. ➔ Chief Black Bear, Goal 6</p>	<ul style="list-style-type: none"> • Office of Council
	<p>22. Review and reflect on Chief and Council Meeting Minutes to determine if changes (e.g., formatting) are required to make them easier and more accessible for Members.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)
	<p>23. Review and provide educational materials for Members on how decisions are made to increase transparency.</p>	<ul style="list-style-type: none"> • All Departments
	<p>24. Continue to offer online video options to create a more inclusive Council Chambers to enhance Member's ability to observe Council meetings.</p>	<ul style="list-style-type: none"> • Legal Counsel / Council Secretariat (Legal Services)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	Community Priority Action			Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
			1 - 2	2 - 5	5 +					
<ul style="list-style-type: none"> Economic Development & Communications 			✓				<ul style="list-style-type: none"> External Non-Member Communication Plan developed and implemented 			
<ul style="list-style-type: none"> Community Services (Membership Services) 			✓				<ul style="list-style-type: none"> Consistency of monthly meetings 			
<ul style="list-style-type: none"> Economic Development & Communications 			✓				<ul style="list-style-type: none"> Culture, practice, protocol incorporated into AGM 			
<ul style="list-style-type: none"> Office of Council 			✓				<ul style="list-style-type: none"> Updated Website Increased user visits 			
		✓					<ul style="list-style-type: none"> Quarterly Elders & Chief and Council Meetings occur 			
<ul style="list-style-type: none"> Economic Development & Communications Office of Council Financial Services (Information Technology) 			✓				<ul style="list-style-type: none"> Quarterly Community Chats Attendance 			





Communication

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>5</p> <p>Westbank First Nation staff will have the information needed to be effective in their roles.</p>	<p>25. Create and implement a standardized Document Control / Management Procedure to be employed across all Departments. As part of this action, update and implement a File Naming Convention to be employed by all Departments.</p>	<ul style="list-style-type: none"> Financial Services (Information Technology)
	<p>26. Create and implement a Cultural Training Program for all staff. Modules should be prepared to specially cater to both Member and Non-Member staff.</p> <p>➔ Foundational Theme: Culture & Language, Goal 1</p>	<ul style="list-style-type: none"> Human Resources
	<p>27. Provide quarterly updates to Staff on governance initiatives.</p> <p>➔ Chief Black Bear, Goal 5</p>	<ul style="list-style-type: none"> CAO / Directors of Operations
	<p>28. Provide mentorship to Staff on existing Service Standards to increase compliance.</p>	<ul style="list-style-type: none"> Human Resources
	<p>29. All Departments are to host a monthly Departmental Staff Meeting.</p>	<ul style="list-style-type: none"> CAO / Directors of Operations
	<p>30. Update the Okanagan Nation Alliance (ONA) Relationship Protocols.</p> <p>➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> Office of Council (Chief)
	<p>31. Create and implement Healthy Communication Guidelines to increase Departmental communication through more collaboration, updating one another, and being open to different perspectives. Healthy Communication Guidelines should be provided to new hires as part of onboarding. Workshop sessions on guidelines may be offered to existing staff.</p>	<ul style="list-style-type: none"> Human Resources



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Cpplete
<ul style="list-style-type: none"> • CAO / Directors of Operations • Legal Counsel / Council Secretariat (Records and Information Management) 					✓		<ul style="list-style-type: none"> • Review of Chief and Council Meeting Minutes • Feedback from readers 			
<ul style="list-style-type: none"> • CAO / Directors of Operations • Culture & Language Department (<i>when established</i>) 							<ul style="list-style-type: none"> • Shared educational materials with Members 			
<ul style="list-style-type: none"> • Office of Council Economic • Development & Communications • All Directors 						✓	<ul style="list-style-type: none"> • Council Meetings are held through online video platforms 			
<ul style="list-style-type: none"> • All Departments 			✓				<ul style="list-style-type: none"> • Document Control / Management Procedure established and utilized • File Naming Convention utilized 			
<ul style="list-style-type: none"> • All Directors 						✓	<ul style="list-style-type: none"> • Cultural Training Program operationalized • All staff complete the Cultural Training Program annually 			
<ul style="list-style-type: none"> • Intergovernmental Affairs / Title & Rights 	<ul style="list-style-type: none"> • Okanagan National Alliance 				✓		<ul style="list-style-type: none"> • Quarterly updates completed 			
<ul style="list-style-type: none"> • Economic Development & Communications 				✓			<ul style="list-style-type: none"> • Compliance • Reduced number of complaints 			





Sustainability

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>1</p> <p>We will be leaders in sustainable community living.</p>	<p>1. Create and implement a Westbank First Nation Sustainability Charter. As part of the Sustainability Charter, determine the need for a funded Sustainable Expert position.</p>	<ul style="list-style-type: none"> • Development Services
	<p>2. Develop a Sustainability Criteria/Checklist to be applied in infrastructure and community plans and applicable policies (e.g., Purchasing Policy).</p>	<ul style="list-style-type: none"> • Development Services
	<p>3. Create and implement a Green Development Standard. The Green Development Standard should consider the use of renewable energy infrastructure in the retrofit of existing community-owned buildings and new developments. ➔ Chief Bitterroot, Goal 4</p>	<ul style="list-style-type: none"> • Development Services
	<p>4. Create a Green Operations Plan that focuses on "greening" Westbank First Nation's facilities and operations (e.g., support the purchase and use of local food, banning single use serving containers for community events, etc.). ➔ Chief Spring Salmon, Goal 4</p>	<ul style="list-style-type: none"> • Development Services
	<p>5. Update the Master Drainage Plan and Wasterwater Service Plan to include direction on sustainable water usage (e.g., smart consumption, landscaping, reuse of wastewater, etc.). The update should be informed by the siwłk™ Water Declaration and guided by Westbank First Nation culture and teachings. ➔ Chief Bitterroot, Goal 4</p>	<ul style="list-style-type: none"> • Development Services
	<p>6. Partner on an Annual Sustainable Living Workshop to bring other communities together to strategize and share best practices and lessons learned on sustainable living.</p>	<ul style="list-style-type: none"> • Development Services
	<p>7. Continue to implement Food Sovereignty initiatives including community-led food production (e.g., community gardens), hunting, fishing, and traditional harvesting. ➔ Foundational Theme: Culture & Language, Goal 1</p>	<ul style="list-style-type: none"> • Community Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> All Departments 				✓			<ul style="list-style-type: none"> Sustainability Charter created and implemented 			
				✓			<ul style="list-style-type: none"> Sustainability Criteria/ Checklist developed and utilized 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 					✓		<ul style="list-style-type: none"> Green Development Standard created and implemented 			
<ul style="list-style-type: none"> All Departments 							<ul style="list-style-type: none"> Green Operations Plan operationalized 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights Legal Counsel / Council Secretariat (Legal Services) 				✓			<ul style="list-style-type: none"> Water Master Plan updated 			
<ul style="list-style-type: none"> Office of Council Economic Development & Communications Intergovernmental Affairs / Title & Rights 					✓		<ul style="list-style-type: none"> Annual Sustainable Living Workshop hosted 			
<ul style="list-style-type: none"> Office of Council All Departments Elders Youth 							<ul style="list-style-type: none"> Food Sovereignty initiatives ongoing 			





Sustainability

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>2</p> <p>Our community will be built on resilient infrastructure, and innovative and sustainable technologies.</p>	<p>8. Update the Infrastructure Master Plan to include Sustainable and Resilient Infrastructure policies that are embedded in planning and investment criteria for infrastructure development. ➔ Chief Bitterroot, Goal 4</p>	<ul style="list-style-type: none"> • Development Services
	<p>9. Conduct a “Green Infrastructure Inventory and Evaluation” to understand baseline/present conditions and develop next steps for “greening” Westbank First Nation infrastructure. ➔ Foundational Theme: Communications, Goal 5</p>	<ul style="list-style-type: none"> • Development Services
	<p>10. Explore opportunities for "green" infrastructure development through P3s and the P3 Canada Fund.</p>	<ul style="list-style-type: none"> • Development Services
	<p>11. Work with other governing bodies (e.g., City of Kelowna) to efficiently plan for long-term sustainable infrastructure across jurisdictions. ➔ Chief Black Bear, Goal 2</p>	<ul style="list-style-type: none"> • Development Services
	<p>12. Create and implement a Solid Waste Management Master Plan with a focus on zero-waste to landfill, composting, and recycling.</p>	<ul style="list-style-type: none"> • Development Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
					✓		<ul style="list-style-type: none"> Sustainable and Resilient Infrastructure policies developed and enforced 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights 				✓			<ul style="list-style-type: none"> Green Infrastructure Inventory and Evaluation completed 			
<ul style="list-style-type: none"> Financial Services 					✓		<ul style="list-style-type: none"> Ability to secure a performance based payment structure as a small community 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights CAO / Directors of Operations 						✓	<ul style="list-style-type: none"> Infrastructure and Servicing Plans are integrated 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights Legal Counsel / Council Secretariat (Legal Services) 					✓		<ul style="list-style-type: none"> Solid Waste Management Master Plan developed and implemented 			





Sustainability

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>3</p> <p>We will empower our knowledge keepers to share and pass down our teachings of sustainable living.</p>	<p>13. Revise and continue with the "On-the-Land Learning Program" inclusive of all ages to facilitate cultural and intergenerational learning and is acknowledged as school credits. ➔ Chief Black Bear, Goal 1 ➔ Chief Bitterroot, Goal 3</p> <p>14. Create a plan for the expansion of connections with Elders and Knowledge Keepers.</p>	<ul style="list-style-type: none"> Community Services (Education & Social Development) Community Services
<p>4</p> <p>We will manage our lands, water and resources according to our teachings.</p>	<p>15. Initiate and complete a Natural Resources Inventory on Westbank Lands and Area of Responsibility. ➔ Chief Bitterroot, Goal 5</p> <p>16. Create and implement in partnership with Okanagan Nation Alliance, a Land and Living Animals Declaration.</p> <p>17. Develop and implement a Land and Water Guardianship Program guided by Westbank First Nation teachings and practices. ➔ Chief Black Bear, Goal 1</p> <p>18. Create and implement a Bear Smart Program that is tailored to Westbank First Nation teachings. ➔ Chief Saskatoon Berry, Goal 4</p>	<ul style="list-style-type: none"> Office of Council Intergovernmental Affairs / Title & Rights Intergovernmental Affairs / Title & Rights Legal Counsel / Council Secretariat (Legal Services)



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Community Services (Youth & Recreation) Ntitiyx Development Corporation 		✓					<ul style="list-style-type: none"> On-the-Land Learning Program operationalized 			
<ul style="list-style-type: none"> "Culture & Language Department (<i>when established</i>) Membership" 				✓			<ul style="list-style-type: none"> Plan created for the expansion of connections with Elders and Knowledge Keepers 			
<ul style="list-style-type: none"> Intergovernmental Affairs / Title & Rights Ntitiyx Development Corporation 					✓		<ul style="list-style-type: none"> Natural Resources Inventory complete 			
	<ul style="list-style-type: none"> Okanagan National Alliance 			✓			<ul style="list-style-type: none"> Land and Living Animals Declaration operational 			
<ul style="list-style-type: none"> Membership 	<ul style="list-style-type: none"> Okanagan National Alliance 			✓			<ul style="list-style-type: none"> Land and Water Guardianship Program operationalized 			
<ul style="list-style-type: none"> Economic Development & Communications Culture & Language Department (<i>when established</i>) 		✓					<ul style="list-style-type: none"> Bear Smart Program operational 			





Sustainability

<i>Goals</i>	<i>Actions / Strategies</i>	<i>Lead</i> <i>(C&C, DEPARTMENT, COMMUNITY)</i>
<p>4</p> <p>We will manage our lands, water and resources according to our teachings.</p>	<p>19. Develop a Wildfire Prevention Framework based on traditional practices and mitigation strategies. ➔ Chief Bitterroot, Goal 5</p>	<ul style="list-style-type: none"> Office of Council
<p>5</p> <p>We will be part of the solution to reduce and mitigate the impacts of climate change.</p>	<p>20. Develop education materials on Climate Change. ➔ Foundational Theme: Communications, Goal 5</p>	<ul style="list-style-type: none"> Development Services
	<p>21. Develop an Energy Management and Greenhouse Gas (GHG) Reduction Plan that includes: a benchmark of current energy consumption, energy use profile, GHG emissions inventory, targets/goals, strategic actions, etc.</p>	<ul style="list-style-type: none"> Development Services
	<p>22. Undertake a Renewable Energy Feasibility Study to explore options for renewable energy generation on Westbank First Nations Lands and within the Area of Responsibility.</p>	<ul style="list-style-type: none"> Economic Development & Communications
	<p>23. Construct/promote Electric Vehicle Charging Stations on Westbank Lands.</p>	<ul style="list-style-type: none"> Development Services



Legend:



Community Priority Action

<i>Support</i> (C&C, DEPARTMENT, COMMUNITY)	<i>Supporting Partners</i> OUTSIDE OF WFN	Started	1 - 2	2 - 5	5 +	Existing Ongoing	<i>Measure(s) of Success</i>	Not Started	In Progress	Complete
<ul style="list-style-type: none"> Development Services Culture & Language Department (<i>when established</i>) Intergovernmental Affairs / Title & Rights Ntitiyx Development Corporation 		✓					<ul style="list-style-type: none"> Wildfire Prevention Framework developed and utilized 			
<ul style="list-style-type: none"> Economic Development & Communications 				✓			<ul style="list-style-type: none"> Climate Change materials distributed quarterly 			
<ul style="list-style-type: none"> Financial Services Legal Counsel / Council Secretariat (Legal Services) 					✓		<ul style="list-style-type: none"> Energy Management & GHG Plan developed and implemented 			
<ul style="list-style-type: none"> Development Services Financial Services Intergovernmental Affairs / Title & Rights 					✓		<ul style="list-style-type: none"> Renewable Energy Feasibility Study complete and findings utilized 			
<ul style="list-style-type: none"> Legal Counsel / Council Secretariat (Legal Services) 						✓	<ul style="list-style-type: none"> Electric Vehicle Charging Stations in key areas 			





6

Implementation - Staying on Course

kx^wćxikstmnt

Interpretation: the energy we create through the work that is done.



Implementation is the process of putting our plan into action. It is taking our ideas and carrying out the actions needed to achieve our goals and long-term vision. We can't do everything all at once so this section lays out a proposed timeline for moving our actions forward, keeping in mind that priorities may change over time.

Lazy Boy

This is a journey about a boy who learns about self-care, wellness and giving back to community.

Breathe life back into - 4x^wlal.

Listen Here!

nsyilxcən:

<https://www.syilx.org/wellness/resources/books/>

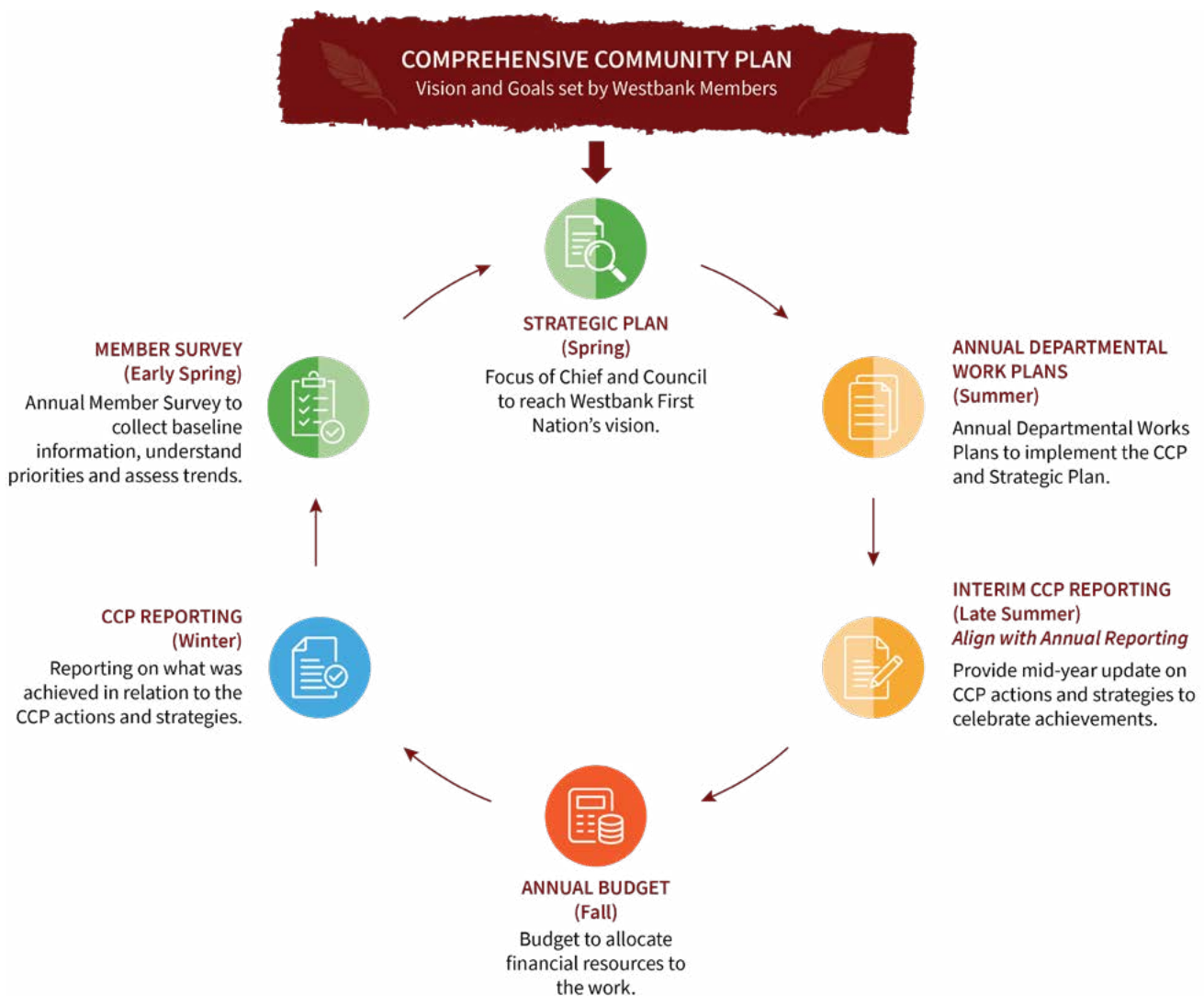
English:

<https://www.youtube.com/watch?v=EzK3eM1Ylog>

6.1 Integrating the CCP

As illustrated in **Figure 18**, the approach for implementing our CCP is based on its integration with our Strategic Plan, annual departmental work plans, fiscal planning and budgeting, annual reporting structures, and ongoing Member engagement.

Figure 18: Integrating the CCP





Let's take a closer look at how the CCP integrates with WFN's planning cycle.

The **Comprehensive Community Plan** provides the vision and goals set by our Members in the areas of governance, culture and language, sustainability, lands and resources, economic development, and community well-being. The vision and goals are brought to life through ongoing, short, medium, and long-term actions and strategies identified by our Members.

The **Strategic Plan** provides an overview of how Chief and Council intend to reach WFN's vision. The Strategic Plan reaffirms Chief and Council's commitment to the CCP.

The **Annual Departmental Work Plans** provide a detailed plan of how each department within WFN will implement the CCP and Strategic Plan.

Interim CCP Reporting provides a mid-year update on CCP actions and strategies. The interim report provides an opportunity for us to celebrate achievements and identify areas where we have not made as much progress as we'd like. It also allows us to make adjustments to the CCP actions and strategies to help us better align with our goals if needed.

The **Annual Budget** allocates financial resources to the planned work. While some CCP actions and strategies require little to no financial resources, other require short or long-term financial resources.

The **Annual CCP Reporting** summarizes our achievements in relation to the CCP actions and strategies. Reporting on the CCP keeps everyone accountable to implement the CCP.

How did we do? The **Annual Member Survey** is used to collect baseline information, understand priorities and assess trends. Through the survey, we are able to reflect on the past year to guide planning for the next year and beyond.





6.2 Updating the Community Plan Law

The CCP is approved under the *WFN Community Plan Law 2020*. Chief and Council are committed to following the CCP to promote a future that is grounded in the voices of our Members. The most effective way for Chief and Council to demonstrate commitment to the CCP is by updating the *WFN Community Plan Law*. The following **Foundational Action** will support the successful implementation of the CCP!

Westbank First Nation will undertake a comprehensive review and update of the WFN Community Plan Law to further direct the use and authority of the CCP.



6.4 Roles & Responsibilities

k'wík'w'x'w'na? na?† (Mouse and Grizzly Bear)

snəqsusm̓s

k'wík'w'x'w'na? səčtrqmix.
Mouse was winter dancing.

čusəłx̌ k'wík'w'x'w'na?, "x'w'uýx̌ ňk'w'nix".
They told Mouse, "go on, sing."

k'wík'w'x'w'na? čut, "inčá? k'wík'w'x'w'na?".
Mouse said, I am Mouse.

lut k'hta k'q'w'il' m̓.
I do not have a song.

yšayšát trqá m̓əłx̌ .
Everyone danced.

ixí? uł čut, "inčá? k'wík'w'x'w'na?".
"And then he said, I am Mouse."

lut k'hta k'q'w'il'm̓.
I do not have a song.

limt̓m̓s ki?łáw'na? x'w'ic̓ts' k'wík'w'x'w'na? wisx̌nt̓ ksyupsts.
Grizzly Bear thanked him, giving Mouse his long tail.

šapná? n̓yšayšap wisx̌n̓i? syupsts.
To this day his tail is always long.



sʔaslú sm̓s

ʔayšn̓wix'w' iʔ šňk'w'nix'w'.
The singing is shared.

tí? n̓yšayšap ňk'w'nim̓, "lut k'hta k'q'w'il'm̓, inčá?
 k'wík'w'x'w'na?".
Always he sang, "I do not have a song, I am Mouse."

ki?łáw'na?, iʔ x̌aʔtús ístrqmix' čut, "k'wík'w'x'w'na? ?..."
Grizzly Bear, head of the dance, said, "Mouse..."

lim̓l̓m̓t̓ asňk'w'nim̓. taʔt̓ k'w' ňšsč̓in̓.
Thank you for your singing. You are a really good singer.

k'wík'w'x'w'na? čut, "nínwiʔs k'x̌it̓m̓n̓.
Mouse said, "Later I will help you."

čaptik'w'† 1: N̓səłx̌ č̓in̓
 iwá? iʔ p̓isł̌aʔt̓ iʔ sqilx'w' čx̌'ap t̓ k'kňx̌čut̓n̓s.
Even big people need help.

"našm̓t̓ xʔkinm̓ mi? k'w'u? k'x̌it̓x'w'", čut ki?łáw'na?
"But what would happen for you to help me?", said Grizzly.

miyát k'w' k'w'əkw̌yúma?
You are too small.

čaptíkʷt

kwíkʷxʷna? səčtrqmix.
Mouse was winter dancing.

čusəlx kwíkʷxʷna?, "xʷuýx nkʷnix."
They told Mouse, "Go on, sing."

ʔaýsnwixʷ iʔ sńkʷnix.
The singing is shared.

kwíkʷxʷna? čut, "ińčá? kńkwíkʷxʷna?. lut kńta ktqʷil
' m̄."
Mouse said, "I am Mouse. I do not have a song".

ixiʔ ut čut, "ińčá? kńkwíkʷxʷna?. lut kńta ktqʷil' m̄."
And there he said, "I am Mouse. I do not have a
song".

ɣʔayɣát trqá m̄əlx .
Everyone danced.

tiʔ nýʔaýp nkʷnim̄, "lut kńta ktqʷilm̄, ińčá?
kńkwíkʷxʷna?."
Always he sang, "I do not have a song, I am
Mouse".

kiʔlávna?, iʔ ʔaʔtús lstrqmix' , čut, "kwíkʷxʷna?..."
Grizzly Bear, head of the dance, said, "Mouse..."



lińlm̄t asńkʷnim̄. taʔt kʷ n̄x̄sčih̄.
Thank you for your singing. You are a really good
singer.

lińtr̄s kiʔlávna? xʷict̄s' kwíkʷxʷna? wisxńt
ksyupsts.
Grizzly Bear thanked him, giving Mouse his long
tail.

ʔapná? nýʔaýp wisxńiʔ syupsts.
To this day his tail is always long.

čaptíkʷt 1: N̄səlx čih̄
kwíkʷxʷna? čut, "nínwíʔs kńxitm̄h̄."
Mouse said, "Later I will help you".

iwá? iʔ p̄is̄ł̄aʔt iʔ sqilxʷ čx̄ʷap t kńknxčut̄h̄s.
Even big people need help.

"nax̄m̄t x̄ʔkinm̄ miʔ kʷuʔ kńxitxʷ", čut kiʔlávna?
"But what would happen for you to help me?", said
Grizzly.

miyáʔ kʷ kʷəkw̄yúmaʔ.
You're too small.





6.2.1 Members



In order to achieve our goals and ultimate vision we need our Members to:

- **Actively participate in consultation** and engagement activities. The more information and feedback we hear from you, the better our leadership can work towards advancing priorities and achieving our vision.
- **Complete the CCP Questionnaire** (spring of each year) which will provide us valuable information on baseline conditions, assess trends and understand priorities.
- **Support friends and family members** who may need assistance accessing programs and services or participating in community events.
- **Stay informed** on what is going on in the community and what is important to you. We have dedicated resources available at www.wfn.ca.



6.2.2 Youth - Shaping the Future



Consider these actions and opportunities as you go forward:

- **Provide your thoughts and ideas** on the types of programming we should be offering through the Westbank First Nation Youth Program.
- **Participate in youth mentorship and job shadowing programs.** Monitor the Youth & Recreation portion of the WFN website for updates and opportunities.
- **Stay connected** if you travel for education or job opportunities after high school. This helps us learn more about opportunities and where our Members are choosing to live, work or study.
- **Consider becoming a member of the Youth Leadership Council** if you are between the ages of 16 and 24. This group provides input on problems and opportunities facing the community, and empowers our Youth to become leaders.

6.2.3 Elders – Sharing Your Wisdom



As knowledge-keepers we humbly ask that you consider the following actions and opportunities:

- If you speak or have knowledge of the nsyilxcən language please **consider efforts to preserve and enhance our language.** If you have done so already, we thank you for your contribution.
- **Consider becoming a mentor** through the Youth Mentorship Program. This is an opportunity to grow your social circle and get involved in the future of our community.
- **Provide your thoughts and ideas** on the types of programming we should offer through the Elders Group. Getting involved and being vocal is the best way to help direct funds appropriately.
- **Share your knowledge** of traditional practices and customs.





6.2.4 Leadership, Administration & Staff

Chief & Council Responsibilities

- Ensure the annual Strategic Plan aligns with the CCP
- Engage in informal discussion with community Members (specifically Elders) to ensure pertinent issues are brought to Council attention
- Represent WFN and the CCP during interactions with other governments and agencies
- Establish and empower committees to achieve CCP goals
- Allocate financial resources to execute the CCP actions and strategies
- Promote the CCP to Members
- Participate in the CCP review
- Adhere to the Westbank First Nation Community Plan Law

Directors Responsibilities

- Remain up-to-date on CCP progress
- Communicate the CCP:
 - Ensure that staff and contractors are aware of the CCP
 - Liaise with, advise, and report back to Chief and Council on the status of CCP actions/strategies
- Create annual departmental work plans that align with the CCP and Strategic Plan(s)
- Provide direction and oversight to their specific departments to implement the CCP
- Prepare an annual budget to implement CCP actions/strategies for Chief and Council to review and approve
- Seek out alternative funding opportunities required to implement the CCP actions/strategies
- Educate themselves and staff on WFN culture and practices and how they can be applied in the work place
- Actively participate in CCP review process





Managers Responsibilities

- Remain up-to-date on CCP progress
- Communicate the CCP:
 - Ensure that staff and contractors are aware of the CCP
 - Liaise with, advise, and report back to Directors on the status of CCP actions/strategies
- Allocate human resources to execute the CCP actions and strategies
- Monitor the status of specific actions/strategies assigned to their department
- Conduct annual reporting on the progress of CCP actions/strategies
- Coordinate cultural education program for staff
- Provide department-specific inputs into annual CCP monitoring and reporting
- Seek out alternative funding opportunities required to implement the CCP actions/strategies
- Educate themselves and staff on WFN culture and practices and how they can be applied in the work place
- Actively participate in CCP review process

Staff Responsibilities

- Remain up-to-date on CCP progress
- Seek out alternative funding opportunities required to implement the CCP actions/strategies
- Manage documentation related to achievements in their department
- Educate themselves on WFN culture and practices and how they can be applied in the work place

Director of Development Services Responsibilities

- Provide overall oversight of the Approved CCP:
 - Establish and implement CCP document control and review procedures
- Coordinate and participate in annual CCP monitoring and reporting and prepare the Annual CCP Report
- Coordinate and participate in 5-year CCP review process



6.3 Funding the CCP

CCP actions and strategies will take financial and human resources to complete. Each fiscal year, Westbank First Nation sets the annual budget. To help us action and implement our CCP, it is important to:

- Align the annual budget with the CCP to efficiently assign staff and resources
- Understand staffing needs to achieve actions and strategies
- Identify quick-win projects requiring little to no financial resources to build and maintain momentum
- Identify long-term funding opportunities for more complex projects
- Continue to build and strengthen external partnerships with institutions, private sector groups, public sector governments, and not-for-profit organizations
- Seek out alternative funding sources, such as joint funding and sharing of resources with external partners



Use the CCP when seeking funding, as many grants require evidence that proposed projects are community priorities.



I want it to
story first
nation



Siya





7

Did we get there?

†nacx' q' ncut

Interpretation: Looking back.



Continuously monitoring our CCP allows us to assess if we are on track and to determine the impact and effectiveness of our work over time.

Did You Know?

ńcwixtn means community. This plan is a working document and we must monitor it together as ńcwixtn.

7.1 Monitoring and Evaluating our Success

Through the Measures of Success, we are monitoring our impact!

There are two methods in which we are monitoring and evaluating our CCP: **Measures of Success** and **CCP Member Survey**

7.1.1 Measures of Success

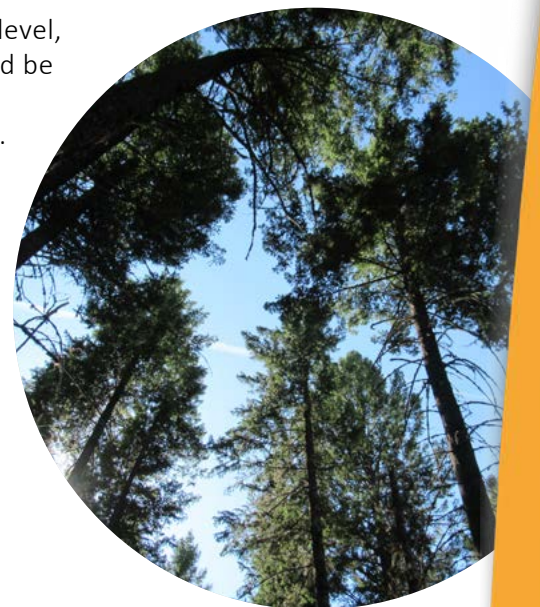
Each action or strategy has an identified **Measure of Success**. These **Measures of Success** are tangible deliverables that are either completed, in progress, or not started. By completing these **Measures of Success**, we are making progress towards a specific goal and our long-term vision.

As an action or strategy is added to an annual department work plan (see **Figure 18: Integrating the CCP**), the Lead Department will be responsible for reporting on the status of the Measure of Success as per WFN's CCP reporting cycle.

7.1.2 Annual Member Survey

To better understand the effectiveness of the CCP at the community level, we need to listen to our Members. An **Annual Member Survey** should be completed to understand community trends, priorities, and issues to determine how the community feels we are progressing on our goals.

Following CCP adoption, WFN will initiate the first **Annual Member Survey** to establish a baseline in which future surveys can be benchmarked against (e.g., understand if certain trends are improving or worsening).





7.2 Reviewing our CCP

As part of the *WFN Community Plan Law 2020* a comprehensive review and update of the CCP must be completed every 5-years. To keep track of achievements, the CCP is also reviewed each year as part of the annual reporting cycle

Figure 19 below provides an overview of the annual and 5 year review process.

Reviewing our CCP:

- Are we doing what we said we would?
- Are we achieving our Measures of Success?
- What can we do better?

Did you know!

The CCP review must be completed within 18 months from the start of review period. The CCP is approved if majority of Electors / Members vote “yes”.

Annual CCP Reports will be completed by the departments, which will summarize the achievements in relation to the CCP actions and strategies. An Interim CCP Report will be released half way through the year to celebrate achievements to date.



Figure 19: Reviewing our CCP





8

Closure

way' ixí?

Interpretation: We're done.

The Backwards Canoe

Prior to contact, stories were the method used to transfer knowledge from one generation to another. Facts are quick to learn but easily forgotten, stories are remembered. They illicit an emotional response, provoke our memory and engage thinking on a deeper level. Stories do not just tell of a past event, they also offer deeper meanings in the form of allegories or pointed moral teachings.

The story of The Backwards Canoe came up during the Community Planning Committee's discussion on culture. It is a story that offers an intimate exposition on the unique character of the WFN Community. The Backwards Canoe is based on actual events. The inclusion of this story in the Community Plan allows for a modern expression of traditional knowledge and practices.

After the settlers and other visitors had come to the Okanagan Valley, the syilx way of life changed. Some of the syilx forgot how to speak and only knew words in the language of the settlers. Others forgot how to act and started acting in ways that hurt themselves and others. The syilx forgot who they were.

The visitors did many things that hurt the syilx. The syilx would wonder if things would ever get better. One day, all the different communities came together to discuss the new problems. The Elders, Chiefs and leaders all talked about what could be done to help the syilx remember who they were. After many talks about what to do, the Elders, Chiefs and leaders had an idea. They remembered that before the settlers and the visitors came to the Okanagan, the syilx would travel up and down the valley in canoes to trade things and visit their friends and family. The Okanagan Lake was important to the syilx culture, canoes were important, visiting friends and family was important. So, they agreed to start traveling the waters by canoe. They would do it once a year.

All the Elders, Chiefs and Leaders went back to their communities to build canoes. Then when the time came, they all gathered together to travel in canoes up and down the Okanagan Lake to visit each other and learn about the old ways. All the communities brought their own canoes that were made by hand. Some canoes were fast, others were slow, and there was one canoe that was crooked, it would go left and then right. All the others laughed at the paddlers in the crooked canoe.

After many days of paddling and stopping and visiting, the paddlers of the crooked canoe were tired from fighting to keep their canoe going in a straight line like the others. They were also tired of all the teasing and laughing. One of them had an idea to turn the canoe around and paddle it backwards. So, they turned the canoe around and used it backwards. The Canoe went straight and fast. Everyone laughed because the canoe worked better backwards than forwards.

After many days of paddling and stopping and visiting the paddlers of the backwards canoe made it to the end of the journey with all the other canoes. Everyone laughed at the backwards canoe, but the paddlers were happy because they knew that their canoe was fast. They were happy that it was different from all the other canoes. Even if it had to go backwards the canoe could still keep up with the other canoes and in the end all the canoes ended up in the same place.





Thank You
way' limlamt



Dillon Consulting Limited