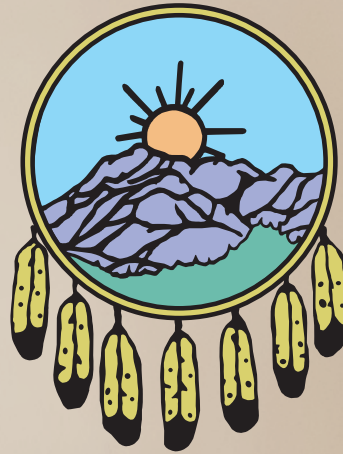




Akisqnuq First Nation
Comprehensive Community Plan
Adopted: March 30, 2016



Akisqnuq First Nation: Comprehensive Community Plan



MESSAGE FROM OUR CHIEF

Ki-suk kyukyit “api niski (Greetings Everyone)



As a Councillor for many years and now current Chief for our community, I have been privileged to witness the resilience of ʔakisqnukniks, which is a proud reflection of our Ktunaxa value. Our greatest power as a people is coming together to identify our challenges, opportunities, and planning for a bright future so that together we can celebrate success.

This Comprehensive Community Plan (CCP) is the result of hard work by staff and community coordinators and facilitators who carefully listened to the voices and concerns of ʔakisqnukniks regarding our present condition and the way forward in achieving prosperity for our community.

I feel deeply honored to have witnessed this tremendous community participation in setting goals and objectives that will preserve our lands, language, culture, and open opportunities within which our membership will achieve individual and collective goals.

Therefore, by adopting this Comprehensive Community Plan, we encourage the collective energy of our leadership, membership, and program staff to implement the goals and objectives identified in this document and

celebrate success for our community.

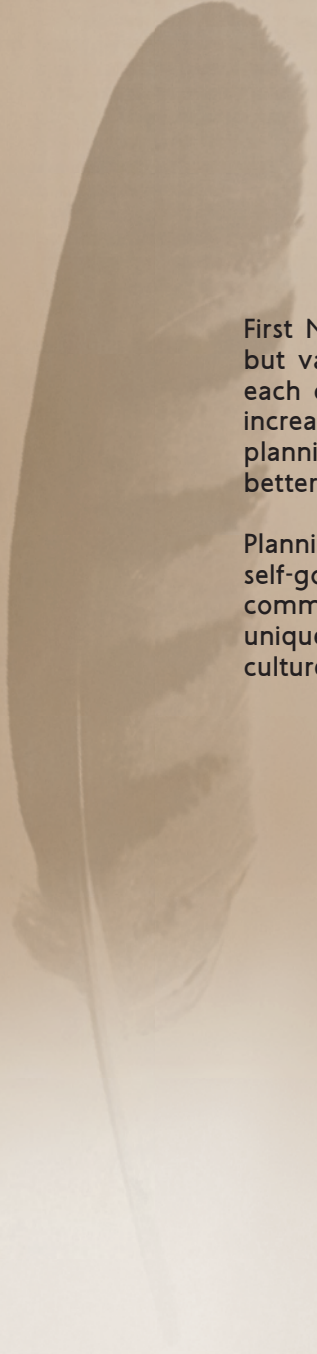
I personally feel proud to declare that the future of our community is bright! Most importantly, as long as we have our lands, as long as we appreciate our language and culture, and as long as we listen to the voice of each member with respect and consideration, ʔakisqnuq First Nation will rise above the fray and emerge as a strong and self-reliant community with many opportunities to explore.

I am therefore honored to serve as your Chief and provide transparent and responsible leadership along with my fellow Councillors to reaffirm the trust that members of ʔakisqnuq First Nation have imposed in us and implement this Comprehensive Community Plan with fairness and equality for our entire membership and lay the foundation for future generations to achieve similar prosperity.

*Taxas (Thanks you).
Nasu-kin Chief) Lorne Shovar*

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1.1 INTRODUCTION

First Nation communities in British Columbia have rich, but varied traditions and cultures that are unique to each community. First Nation communities are becoming increasingly involved in comprehensive community planning as a way to adjust to change and plan for a better future.

Planning is an important tool that leads the road to self-governance and builds capacities in First Nation communities. Each First Nation community requires a unique approach to planning that can be adapted to the culture and tradition of that community.

1.2 WHAT IS COMPREHENSIVE COMMUNITY PLANNING?

Comprehensive community planning is a holistic process undertaken with a broad community participation. It enables a community to build a roadmap to sustainability, self-sufficiency and improved governance. During the planning process, community members come together to identify community's priorities and develop a plan of action to achieve those priorities.

Therefore, a comprehensive approach:

- Enables the community to establish a vision for its future and implement projects and programs to achieve this vision,
- helps to ensure that community projects and programs are thought through, make sense and are the best use of resources,
- integrates and links all other plans that the community has produced.

A process that utilizes input from the community is most effective in achieving positive change. That is why the comprehensive community planning process is inclusive and represents the perspectives of all members including Elders, Youths, and family representatives.

Comprehensive Community Plan (CCP) addresses key planning areas, all of which are interrelated and these are Governance, Land and Resource, Health, Education, Infrastructure Development, Culture, Social Development, and Economic Development.

1.3 COMPREHENSIVE COMMUNITY PLANNING MODEL

The comprehensive community planning model is a picture that shows the coming together of all program areas to form a single plan that will guide the community towards its vision. The model shows that all program areas are connected around a single planning process.

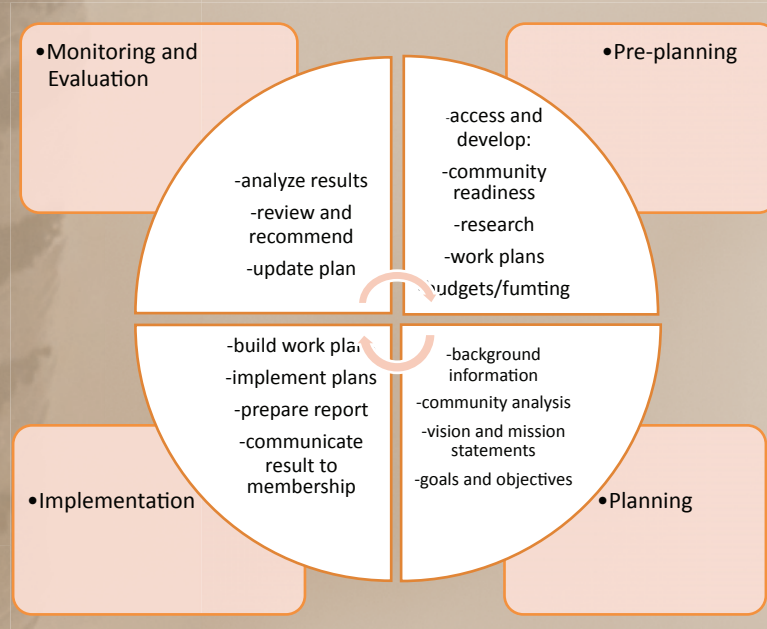
Each program area plays a vital role in establishing a strong overall vision for moving the community forward. These program areas are by no means static. Depending on the needs of the community, some of these areas may become of more priority than other areas, or some may be combined.

However, to satisfy the requirement of a true comprehensive community plan, all these areas become an integral part of the planning process because together, they cover all aspects of a community's livelihood.



Comprehensive Community Planning Model

1.4 THE PLANNING CYCLE



Comprehensive community planning is a cycle with 4 phases:

- Pre-planning Phase.
- Planning Phase.
- Implementation Phase.
- Monitoring and Evaluation Phase.

The model on the left shows that all four phases of the planning model repeat in a cycle. Each phase requires a set of unique activities.

The end of one phase in the planning cycle is the beginning of another phase. Therefore, the process requires continuous learning and adaptation in ways that create value at every phase.

1.5 THE PLANNING PROCESS

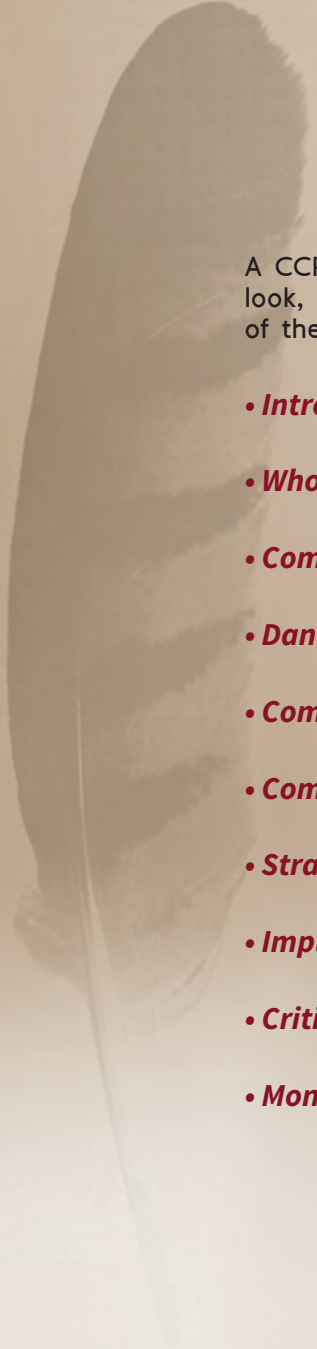
Beginning in 2008, ʔakisq̓nuk First Nation began the first stage towards the completion of the Comprehensive Community Plan. The first task was to assess leadership and community readiness; once completed, the next step was to solidify funding to carry out the planning process.

Upon the completion of these steps, the Pre-planning stage was underway where the planning team conducted meetings in order to identify and evaluate the process of the work plan and agenda for the community.

Being that the idea behind the CCP is to engage the community, the first major step was to conduct a community meeting and for members to complete questionnaires. As the transition from Pre- planning to planning commenced through these steps, the planning team collected background information, which was used to form a vision statement, to assess and identify goals and objectives for the Strategic Framework portion of this Plan.

In July 2009, the implementation and monitoring & evaluating of the Strategic Framework goals were undertaken. The purpose of implementation is to complete the actions that were identified based on the goals outlined in the Strategic Planning Framework.

However, because Chief and Council did not approve the initial draft of the CCP, the community has decided to repeat similar consultation process to confirm whether the goals and objectives previously identified still remain relevant for the community. Therefore, this revised CCP is an improvement on the previous draft in 2009-2010. The current CCP includes the Dan George Community Dialogue report. So if adopted, this will be the first time that ʔakisq̓nuk First Nation will have a genuine plan put in place to guide the community in planning for a better future.



1.6 STRUCTURE OF THE CCP

A CCP is a guide that is broken down into many key parts. There is no standard template for how the Plan is to look, however a general direction of flow is necessary in order to accurately articulate the process, vision, and mission of the community. Therefore, the structure of this CCP is as follows:

- *Introduction*
- *Who we are*
- *Community Consultation Process*
- *Dan George Community Dialogue*
- *Community Governance Structure*
- *Community Vision, Mission, and Core Values*
- *Strategic Planning Framework*
- *Implementation and Evaluation*
- *Critical Factors to Implementation*
- *Monitoring and Evaluation*

1.7 KEY DEFINITIONS

Community-----refers to all registered members of ʔakisq̓nuk First Nation living both on-reserve and off-reserve
AFN-----refers to ʔakisq̓nuk First Nation
Members-----refers to all registered members of ʔakisq̓nuk First Nation both on-reserve and off-reserve
CCP-----refers to Comprehensive Community Plan
KNC-----Kutunaxa Nation Council

2.1 WHO WE ARE

ʔakisq̓nuk First Nation is a vibrant, growing community comprising 272 strong members. The community is situated in the Columbia Valley, southeast British Columbia in Canada. Members of ʔakisq̓nuk First Nation are people of the Ktunaxa (pronounced „too-na-ha”) Nation.

Since time immemorial, the Ktunaxa have lived in their traditional territories, which include the Kootenay areas of British Columbia, into Alberta and the American States of Washington, Idaho and Montana. In fact, the word “ʔakisq̓nuk” is the Ktunaxa name for the place now known as Windermere.

ʔakisq̓nuk First Nation is one of six Ktunaxa Indian Reservations, four of which are in Canada, and the other two in the United States. The Ktunaxa language is unique among Native languages in North America; it cannot be linked to any other Native language.

Like many North American Native languages, Ktunaxa is at risk of being lost.

Therefore, all efforts are being made to preserve the language for future generations to learn their history and retain the Ktunaxa culture. Our community is a warm and family friendly environment that allows traditional knowledge sharing and encourages young people to appreciate our culture.



Traditional Ktunaxa People



Youths exhibit traditional regalia at a cultural event

2.2 GEOGRAPHY

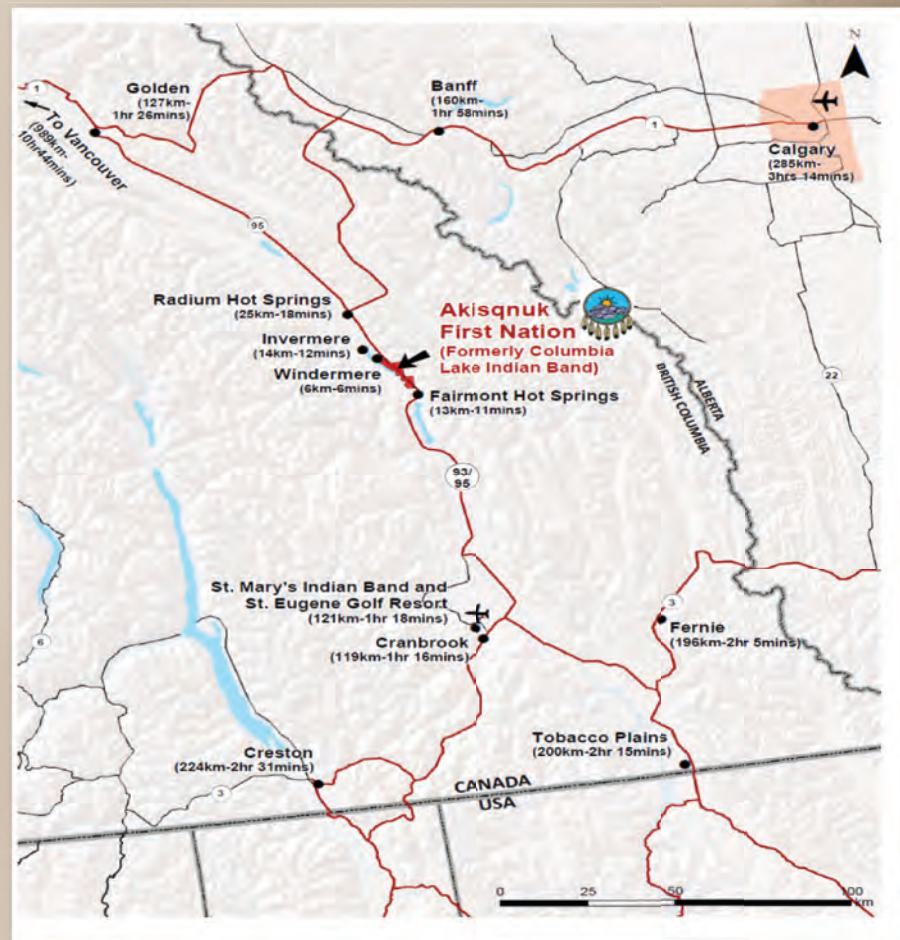
Located in the tourism hot spot of British Columbia, the community proudly boasts of a geography of unparalleled natural beauty.

?akisq̓nuk First Nation neighbours the communities of Windermere to the north and Fairmont Hot Springs to the south. The western border reaches 14 kilometres (nine miles) along the pristine shores of Lake Windermere.

The eastern boarder lies at the base of the Rocky Mountains. By car ?akisq̓nuk is located just over one-hour (120 km) away from Cranbrook, which is the major service centre within the Columbia Valley.

The community is just two-and- a-half hours (280km) drive from Calgary; the most enterprising city of Canada's largest oil producing province of Alberta.

A community with its own natural tourism destination, and surrounded by two natural hot springs and the Panorama Natural Resort, and an assortment of beautiful golf courses, ?akisq̓nuk First Nation continues to attract tourists from near and far.



Geographic Map of ?akisq̓nuk First Nation

2.3 DEMOGRAPHICS

Table 2.3 Age Distribution of Members of Akisqnuq First Nation

AGE GROUP (YEARS)	ON-RESERVE	OFF-RESERVE	ON OTHER RESERVES	ROW TOTAL	% DISTRIBUTION
0-6	6	6	3	15	6%
7-12	4	9	5	18	7%
13-19	9	23	3	35	13%
20-29	6	43	7	56	21%
30-39	10	13	7	30	11%
40-49	13	28	4	45	17%
50-59	13	16	6	35	13%
60 and over	19	14	3	36	13%
COLUMN TOTAL	80	152	38	270	100%

Source: Local Indian Registry, current as of March 31, 2016

Referring to Figure 2.3 above, in general, 56.3% of registered members of AFN live off-reserve, which amounts to 152 people. Overall, with most members falling between the ages of 20 and 59 years. This means that the membership can be described as a working class. This age range is considered to be active participants in the workforce.

However, 100 people of this age cohort live off-reserve, which is more than double the number living on-reserve with only 42 people. Similar

trend is consistent with elementary students (7-12 years), and high school students (13-19 years). The large number of membership living off-reserve can possibly be explained by two factors:

1) The large number of people living off-reserve might have been the result of out-migration due to the lack of economic opportunities in the area, or perhaps the lack of adequate housing, or a combination of both.

2) Perhaps most members living off-reserve were born unto one or two registered members living off-reserve at the time of birth and are comfortable with where they currently live.

Whatever the case may be, the primary goal of Akisqnuq First Nation is to plan its economic development programs and initiatives in ways that will enable the entire membership living on-reserve and off-reserve to have a fair chance of achieving individual and collective economic goal.

2.4 COMMUNITY CONSULTATION PROCESS

This section provides a detailed description of the community-driven consultation process. Several forms of community consultation were undertaken as part of the planning cycle. Below is a summary of each community consultation format.

2.4.1 News Letter

In July 2008, the initial consultation about the CCP began with a publication in the community's newsletter. The purpose of the article was to introduce and explain the rationale for the CCP.

Furthermore, the article announced who would be heading up the CCP's project and informed the community that a questionnaire/interview would be conducted to engage community members in the CCP process. Throughout the planning process, information pertaining to the CCP was published in multiple issues of the Community's Newsletter.

2.4.2 Questionnaire/Interview

During August and September of 2008, following the newsletter, the ʔakisq̓nuk First Nation Lands Coordinator conducted interviews through a questionnaire process that was undertaken by project members.

The questionnaires were often preceded by phone calls informing community members of a visit from a project member. Upon arrivals



First Session of Community Meeting

to members' homes, the questionnaires were conducted with the assistance of a project member in an interview-like manner. The questionnaires sought the opinions of community members regarding all the major themes to be addressed in the CCP.

The members ranked and prioritized themes within the community and provided a commentary on each program area. The results gave the planning team an idea of the goals and objectives that were to be set to promote the long-term viability of the community. Very importantly, the goals and objectives are the platform for the Strategic Planning portion of the CCP.

Subsequently in July and August of 2009, house-to-house interviews were conducted by a Land Use Planning Assistant to summarize the results from the questionnaires and get further feedback on additional issues and/or goals that the community would like to see identified. So, having collected over two hundred (200) pages of results, the project team incorporated additional comments into the existing goals and action plan and used the overall result to develop priorities for the community.

2.4.2.1 RESULTS FROM 2008 QUESTIONNAIRES

The members completed the questionnaires through survey monkey and the results were followed by house-to-house interviews to summarize the results and commentaries. Table 2.4.2.1 below breaks down the survey results into respondents' age group and place of residents.

Table 2.4.2.1 Community CCP Survey Response Results, 2008

AGE GROUP (YEARS)	ON-RESERVE	OFF-RESERVE
10-19	14	0
20-29	13	2
30-39	16	0
40-49	14	1
50-59	16	1
60 and over	8	1
TOTAL	81	5

Source: tabulated from all responses received from members of ?akisqnuuk First Nation

The data in Table 2.4.2.1 above were suppressed to provide information relevant to this CCP. As such, age group 0-9 year were excluded from the original responses. This age cohort has minimal understanding to provide an accurate assessment of the challenges faced by the community. However, we used the responses from 10-19 years as a proxy to understand the perspectives of the youth and children.

In Table 2.4.2.1, 81 people living on-reserve responded to the survey followed by only 5 people living off-reserve with a total of 86 respondents. The highest responses came from 30-39 years and 50-59 years with a tie of 16 responses for each age group. Age groups 10-19 years and 40-49 years provided the second highest responses with a tie of 14 responses per age group. With a total response of 86 out of an eligible response population of 240 people in 2008, the response rate was 35.8 % (86/ 240), which was encouraging-although we had expected more. Nevertheless, only 5 people living off -reserve responded to the survey. The results implied a strong need to encourage more members living off -reserve to participate in community engagement initiatives.

2.4.3 Community Meeting

Start-Up Meeting, June 7, 2008

On June 7, 2008, a start-up meeting was held between project members and members of the community to formally introduce the CCP process. During the meeting, an agenda and work plan were created to support the framework of the CCP process. The agenda provided duties, completion dates and steps towards the completion of the CCP.

Comprehensive Community Plan Introduction Meeting, October 16, 2008

The introduction meeting included community members, project leaders and external consultants who were hired to assist with the project. The purpose of the meeting was to introduce community members to the CCP and the process involved in completing the plan.

The introductory meeting asked community members to share opinions, narratives, and thoughts on what the community may look like in the future, and the means to achieve such image.

Youth Meeting, November 13, 2008

A meeting was held with the youth of ʔakisq̓nuk. This meeting was facilitated by the Land Use Coordinator, Education Coordinator, and Culture Coordinator to seek input from the youth on topics such as need for activities and implementation of incentive programs. This meeting was also used to inform the youth of all the programs and funding available to encourage youth involvement in school.

Elders Meeting, December 3, 2008

The Elders meeting was facilitated by the Land Use Coordinator and involved a review of all program areas of the CCP to generate conversation. The elders then provided recommendations on Governance; Traditional Knowledge and Language, and Social Housing.

Department Meetings, November – December 2008

Meetings were held with various department heads to provide insights on current projects as well as inputs on recommended services and needs.

Chief and Council Meeting, December 9, 2008

This meeting began with the Land Use Coordinator providing an update to Chief and Council on the progress of the CCP project. A Power Point presentation was prepared to seek input on all program areas of the CCP. Based on the input from Chief and Council, economic development and governance were top priorities.

Community Open House and Presentation, February 3, 2009

A community open house was made available for membership, staff, and others to view comments and suggestions received on the CCP. This was followed by an evening presentation summarizing the process, input, and goals highlighted by the community. The meeting concluded with additional comments and inputs.

Comprehensive Community Plan Community Meeting, October 15, 2009

The community was updated on the progress of the comprehensive community plan. The goals and objectives were discussed, and

items requiring urgent priority were identified. A comprehensive community plan working group composed of twelve members was also formed. At the time, the Indian Beach Estates referendum and upcoming elections were identified as the two priority areas for the working group.

Comprehensive Community Plan Community Meeting, October 21, 2009

The Indian Beach Estate (IBE) referendum was the main topic of this meeting. Background information on the IBE was discussed as well as key points in moving forward with the referendum. Later in the meeting, the goals with respect to the governance sector were outlined.

Community Meeting – Planning for our Future (Economic Development), November 12, 2009

This meeting was open to the entire community and dealt with the economic component of the CCP. The goals and objectives generated in Phase one of the CCP were reviewed and confirmed. The establishment of an Economic Sector Volunteer Committee was also discussed.

Community Meeting – Planning for our Future (Lands and Resources), November 18, 2009

This meeting was open to the entire community and dealt with the lands and resources component of the comprehensive community plan. The goals and objectives generated in Phase one of the CCP were reviewed and confirmed. A community visioning exercise was conducted asking attendees to envision the community 5-20 years into the future and like what it may look.

Youth Visioning Session, November 19, 2009

The youth were first given an overview of the comprehensive community planning process. This included a review of Phase one as well as the various program areas included within the plan. This was followed by a community visioning exercise in which the youth were asked how they envisioned the community in the future.

Community Meeting – Planning for our Future (Traditional Knowledge & Language), November 25, 2009

This meeting was open to the entire community and dealt with the traditional knowledge and language component of the CCP. The goals and objectives generating in Phase one of the CCP were reviewed and confirmed. Guest speaker Margaret Teneese, an archivist for the Ktunaxa Nation Council, gave a presentation on Ktunaxa history and how to preserve the culture moving forward. This was followed by discussions on archaeology, treaties, as well as the comprehensive community planning process.

Community Meeting – Planning for our Future (Governance), January 6, 2010

This community meeting dealt with the governance sector of the CCP. The goals and objectives generating in Phase one of the CCP were reviewed and confirmed. Potential action plans to meet these goals and objectives were also discussed. The evening ended with a community visioning discussion.

Community Meeting – Planning for our Future (Social Development), January 20, 2010

This meeting was open to the entire community and dealt with the social components (education, health, housing, and

social development) of the CCP. The goals and objectives of each component were reviewed and discussed. Then and there, vision/goal statements were generated for each Program area.

We could not record the number of community members who participated in each consultation meeting. However, we ensured that all age groups participated and their perspectives were incorporated into the final goals and objectives identified in the CCP.

After all the community consultations and meetings, the community also undertook a general community dialogue regarding roles and responsibilities within the community. This initiative led to the Dan George Community Dialogue exercise followed by a report.

2.5 DAN GEORGE COMMUNITY DIALOGUE

Members of ʔakisq̓nuk First Nation (AFN) came together on June 4 & 5, 2014 to discuss their roles and responsibilities and how the community may organize itself for greater success.

The sessions focused on the following anticipate outcomes:

- **Clarify:** roles of responsibilities of the many moving parts of AFN including Chief and Council, staff, and community members.
- **Create:** the condition for our community meetings to be positive and productive.
- **Engage:** in value-added, solution-oriented dialogues that will chart our critical path forward.

2.5.1 Systems Thinking

Participants were asked to consider multiple perspectives and viewpoints during the session through contemplating systems thinking approach. Systems thinking is the belief that a department, an organization, a community, is more than the sum of its parts; that it is an integrated system that cannot be divided into independent parts.

Systems thinking is important to effective leadership and management because it indicates that when one element is changes, the effect on all elements must be examined and evaluated.

This diagram on the right was used to focus meeting participants on the different levels of the “AFN system” for two primary reasons:

- 1) To clarify the different moving parts of the system and clarify the role and responsibility of each part.
- 2) To demonstrate that within a healthy system there exists high role clarification with an overarching understanding that there is high interdependence within the system. In short, if one part of your organizational and community system is unhealthy, it fouls other parts of the system.

The model is further broken down into three perspectives:

- *The View from the Mountain Top.*
- *The View from the Treetops.*
- *The View from the River's Edge.*

THE VIEW FROM THE MOUNTAIN TOPS

This level of the system is occupied by leadership (Chief and Council) and denotes that leadership is entrusted with “making space” for their members to be successful.

Mountain Tops View (Dan George Report)

THE VIEW FROM THE TREETOPS

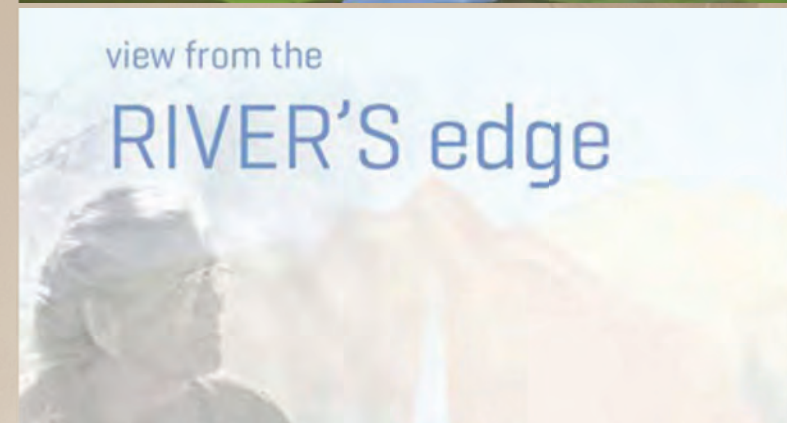
This level of the system is occupied by Senior Management and suggests that the role of senior staff is charged with the task of “defining the space” created by leadership

Treetop View (Dan George Report)

THE VIEW FROM THE RIVER’S EDGE

This is arguably the most important part of the system(s) in which we operate. Front-line workers and members occupy this level of the system. The ultimate goal of those at the Mountaintops, Treetops and River’s Edge is “getting results’ that proactively address the needs and aspirations of those you are formed to serve.

River Edge View (Dan George Report)



2.5.2 Our Desired End State: All is well

At the commencement of the community dialogue sessions, meeting participants engaged in a modified version of scenario planning. In this case, two potential scenarios were introduced as stories about the future:

One being “Dark Clouds” and the other, “All Is Well.” The intent of the two scenarios was to brainstorm likely future outcomes based on what we know about the present and what we know about how the world works.

When participants were asked, “When you look five years into the future and there exists “Dark Clouds” hanging over our children, families and community, what is occurring in terms of our relationships and outcomes?” The community expressed some challenges.

However, AFN is a very positive and hopeful community. When participants were then asked, “When you look five years into the future and “All is Well” with our children, families and community, what has changed for the better in terms of our relationships and outcomes?” they responded with the following comments:

- *We are happy, shiny people!*
- *We have people owning their own homes, and taking pride in ownership.*
- *People are looking after the land.*
- *Traditional values returning, sense of community strong.*
- *Own crews are building our own homes.*

- *We are learning our language.*
- *We have social services in place.*
- *We are self-reliant and self-sufficient.*
- *The band office is not the biggest employer of our people; we are prospering in many fields.*
- *Educational attainment is high with our youth.*
- *Our youth are engaged and attending meetings.*
- *Everyone knows one another inter-generationally.*
- *We are compassionate, encouraging, and helpful.*
- *There is no discrimination and no lateral violence.*
- *A strong sense of community returns; many gatherings are being held.*
- *We have many partnerships with others who share our vision.*

The purpose of beginning the sessions with a future look towards AFN’s desired end state was to tell a story that matters; that leads to better decisions. In practice, scenario planning begins by identifying the focal issue or decision. The point of the short exercise was to agree on the ideal future, five years hence, and to use this positive vision “All is Well” to motivate and direct the work of the organization and community. Following the two scenarios exercises was the clarification of roles and responsibilities.

2.5.3 Clarification of Roles and Responsibilities

AFN accomplishes its vision and mission with and through the energies of many contributors. To ensure that the experiences of each person are as positive and productive as possible as they work together, it is important that everyone be clear about one another’s roles and responsibilities.

Therefore, Chief and Council have ultimate governance authority over the organization and community. In simple terms, Council has fiduciary responsibility and responsibility for the trust that is understood to exist between the mission of AFN and the ʔakisq̓nukniks and external stakeholders the AFN serves.

On the other hand, staff is tasked to carry out and manage the day-to-day operations of the AFN. Staff must ensure that all operations align with the goals and objectives set by Chief and Council.

For community members, they have the authority to elect their leaders and offer them advice. This means that community members occupy the first layer of the roles and responsibilities model. Without the membership, there would be no leadership or staff. The roles and responsibilities model for AFN is explained in details on the following page.



MEMBERS

- The ability to hold leaders accountable and, in turn, be kept accountable by leaders Electing leadership that possesses the necessary tools, experience and values.
- Responsible for treating leadership, staff and each other with dignity and respect The authority to elect leaders and offer them advice.
- The expectation to get informed and be kept informed.
- The authority to conduct business in assemblies.
- Responsible for attending meetings, on time.

STAFF

The mandate of the Band Staff is to manage the day-to- day operations of the organization and ensure that operations are consistent with the policies developed by the Chief & Council

- Provide information and trends to inform Council decision making.
- Provide information, make recommendations and implement procedures.
- Provide reports and data.
- Provide trend information, analysis and recommendations on programs, policies and performance.

CHIEF AND COUNCIL

Articulates and communicates the vision of the organization and community

- Focuses on the whole organization, rather than on issues of interest to individuals
- Is a political body, with Council members working together as a whole
- Directs the organization's work by approving policy and monitoring its impact
- Is responsible for its own management through self- governance
- Hires, supervises, and releases only one employee: the Band Administrator
- Avoids making management and operational decisions
- Focuses on strategic planning and direction
- Speaks with one voice

After clarifying the roles and responsibilities of all components of our organizational system, the community then took the information and applied it in ways that we hope, will produce positive outcomes in all community meetings.

2.5.4 Towards Better Community Meetings

Attendance at community meetings is important so that we can learn from, and share with, one another. This is important because members of ʔakisq̓nuk First Nation strive to improve the health and well-being of the community and its people.

To ensure that members of ʔakisq̓nuk achieve the success that they deserve, meetings must be structured in a way that makes sense to the community and leads the members towards healthy outcomes. It is clear that the community is the experts; that the community has the answers to the challenges we face.

Therefore, during the dialogue sessions, members of AFN developed the following value statements to guide all community meeting and engagement sessions:

SAFETY FIRST: I protect the safety and well-being of myself, my fellow citizens, staff and the community as a whole.

BE THE BEST: I strive to be the best that I can be recognizing that my best effort is always good enough.

LET IT GO: I do not carry grudges as grudges poison my ability to positively contribute.

SHARE FREELY: It is my responsibility to regularly attend meetings and offer my positive thoughts and ideas.

STEP UP: I hold myself accountable and expect others to be accountable for delivering superior results.

WIN TOGETHER: I collaborate with others understanding that we are all family. I share in our successes and learnings.

RESULTS MATTER: I contribute to defining the expected result and do my part to exceed expectations.

BE GENTLE: I am respectful of other's feelings. I do not use hurtful words that serve to bring other's down and negatively affect their self-esteem.

DO IT RIGHT: I plan effectively and know when to move to action.

BE BOLD: I am creative and innovative, taking informed risks to move our citizens, community and Nation towards greater success.

RESPECT ALWAYS: I respect myself first so that I may demonstrate respect to others.

2.6 THE REVISED CCP PROCESS

In July 2015, the community hired an Economic Development Officer (EDO) with a mandate of completing the CCP process as component of the function of the position. The EDO worked with an Economic Committee comprising members living on-reserve and off-reserve with the following mandates: Review all previous community consultation results, incorporate the Dan George Community Dialogue report, solicit feedback and comments from the entire membership both on-reserve and off-reserve, incorporate all feedback and comments to confirm whether the goals and objectives previously identified by community members still remain relevant to guide the community into a brighter future.

The EDO contracted one ʔakisq̓nuk youth to serve as event coordinator for all committee meetings and community consultations. Before the first committee meeting, the EDO had a working meeting on January 15, 2016 with all program managers and top administrators to discuss the first draft of the CCP. The goal was to ensure that the goals and objectives for each program were realistic to reflect the views previously expressed by the community. After 5 hours of discussion, the

EDO incorporated all feedback and comments from the administrative staff. Subsequently, the EDO presented the first draft to the Economic Committee during its first meeting on January 29, 2016.

On February 11, 2016, the Economic Committee had its second meeting in which it developed the survey to solicit community comments and feedback on the revised CCP. The survey was available on the administration's website and on the community's Facebook page. Hard copies of the survey were posted to 178 households both on-reserve and off-reserve on February 18, 2016. The EDO also took hard copies to the local High School for ʔakisq̓nuk students to fill out.

After receiving 32 responses from members both on-reserve and off-reserve, the Economic Committee met on March 18, 2016 to incorporate the comments and feedback from the survey. On March 30, 2016, the EDO presented the final draft to Chief and Council for final feedback and comments. The comments and feedback from Chief and Council were incorporated into the final draft of the CCP. Results from the final community survey is broken down in Table 2.6.1 below.

2.6.1 RESULTS FROM THE 2016 CCP SURVEY

Similar to 2008 survey results, Table 2.6.1 below breaks down the results of the 2016 CCP survey.

Table 2.6.1 Community CCP Survey Response Results, 2016

AGE GROUP (YEARS)	ON-RESERVE	OFF-RESERVE
13-19	8	1
20-29	4	1
30-39	3	3
40-49	2	0
50-59	7	0
60 and over	2	1
TOTAL	26	6

Source : tabulated from the February 8, 2016 Community Feedback/comments survey

In Table 2.6.1 above, it was interesting that the highest responses came from mostly High School Students with 8 responses followed by age group 50-59 years with a total response of 7. This response rate of 13.5% (32/237 total eligible respondents), was similarly encouraging, but lower than 2008.

However, there is a consistent trend of less participation of members living off-reserve. In 8 years (2008-2016), the number of off-reserve respondents increased by only 1. Conversely, response rate decreased dramatically in 2016. Nevertheless, respondents expressed their desire to see the CCP implemented according to plan. Perhaps, implementation will motivate members and thereby encourage more participation.

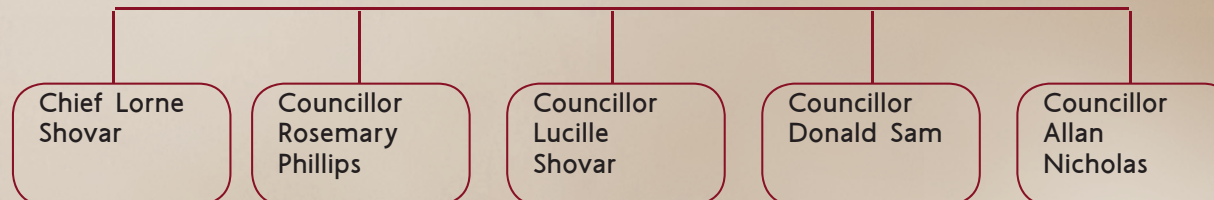
3.1 COMMUNITY GOVERNANCE STRUCTURE

ʔakisq̓nuk First Nation models its governance structure after the Ktunaxa Nation. We do not have sectors like the Ktunaxa Nation. However, we have program areas that are operated by program managers and guided by Chief and Council.

The major program areas within the organizational structure of AFN are:

- *Governance,*
- *Social Development,*
- *Health,*
- *Education,*
- *Infrastructure and Housing,*
- *Lands and Resources,*
- *Traditional Knowledge and Language, and*
- *Economic Development.*

The current members of Chief and Council (as of 2016) are illustrated below:



The Chief and Council are the political body that oversees all activities pertaining to ʔakisq̓nuk First Nation; they oversee finances of AFN. Each member of Chief and Council are responsible to report back to the community.

3.2 COMMUNITY MISSION, VISION, AND CORE VALUES

ʔakisq̓nuk First Nation people are guided by vision and mission statements that are consistent with the vision of the Ktunaxa Nation. To maintain this consistency, members of ʔakisq̓nuk First Nation have decided to adopt the Vision Statement of the Ktunaxa Nation. As such, the goals and objectives of all program areas within the community are developed in ways that will support the overall vision of the community.

3.2.1 Vision Statement of Ktunaxa Nation (also adopted by ʔakisq̓nuk First Nation)

As a Nation, we are striving to achieve strong, healthy citizens and communities, speaking our languages and celebrating who we are and our history in our ancestral homelands, working together, managing our lands and resources, as a self-sufficient, self-governing Nation.

3.2.2 Mission Statement of ʔakisq̓nuk First Nation

Through sound, responsible leadership, we will promote the well-being and economic self-reliance of our people by encouraging and fostering education and sustainable employment.

3.2.3 Core Values

Core values are the principles that guide our behavior and attitude within our community. In addition to our value statements for community meetings, we also share the following core values:

The Natural Spirit of our Lands: Our land is the most important gift that we borrow from the future. Therefore, we make all efforts to manage our lands in ways that preserve our spirits, the natural environment, and wildlife.

Our Language and Culture: AFN cherishes a unique culture and a language that is at the heart of all community discussions. Therefore, we strive to preserve our language and culture to encourage future generations to not only learn, but preserve our history.

Family: Family is the most important social unit within our community. Therefore, we stand together to support our families.

Responsible Self-governance: We respect our Chief and Council. In return, we expect our Chief and Council to

- Respect our views,
- Include us in decision making, and
- manage our resources for the benefit of our members.

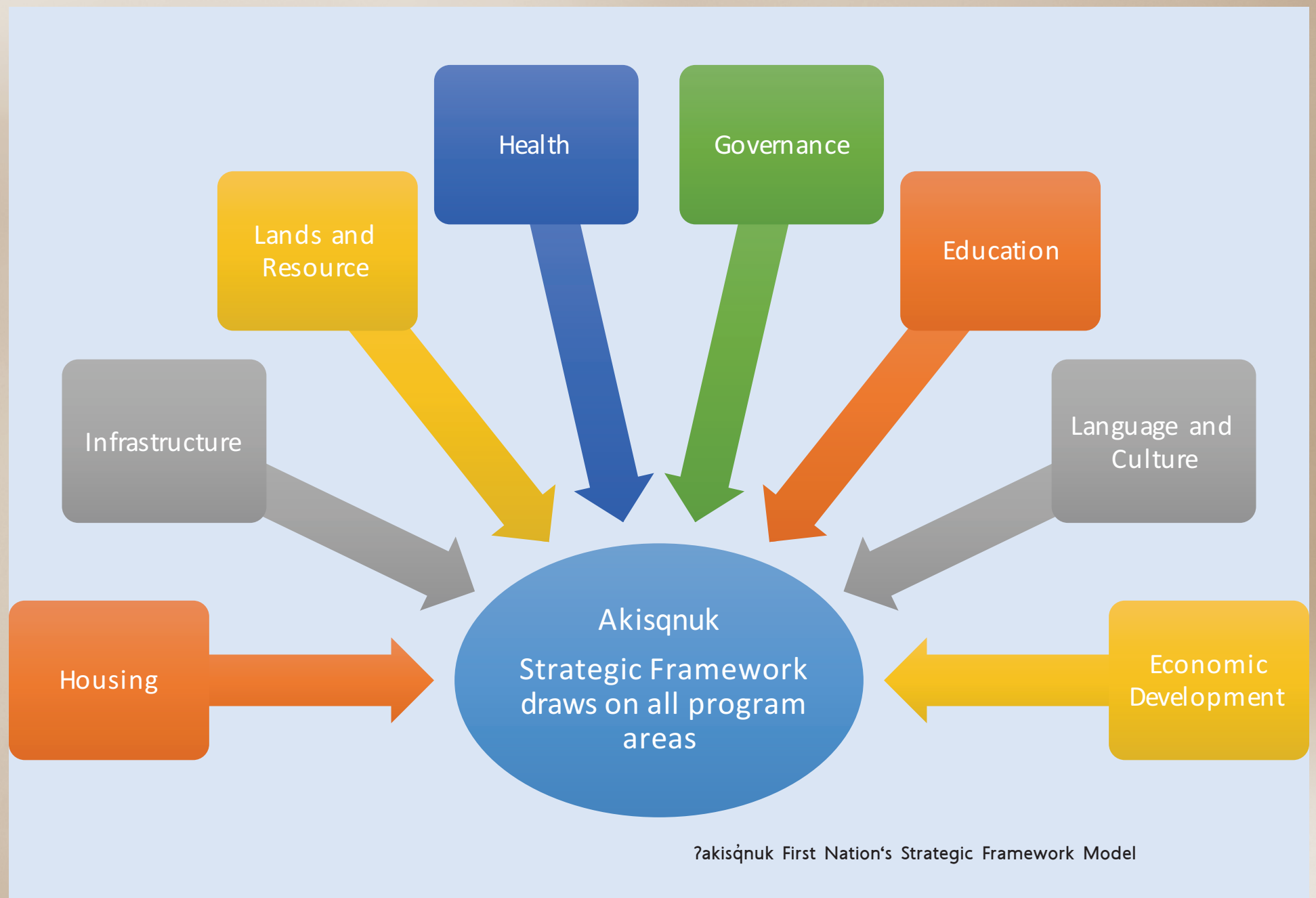
3.3 STRATEGIC PLANNING FRAMEWORK

The overall Strategic Plan pulls together information from the community questionnaires, community consultation summaries, and the focus group workshops held with the youth, the elders, program staff, and Chief & Council.

The Strategic Plan focuses on:

- Governance,
- Social Development,
- Health,
- Education,
- Infrastructure
- Housing,
- Lands and Resource Management,
- Traditional Language and Culture, and
- Economic Development.

The Strategic Framework has two components: program description, and implementation strategy. The implementation strategy includes program goals and specific objectives that are intended to achieve the various goals in each program area.



4.1 PROGRAM DESCRIPTION

4.1.1 Governance

The Governance Centre defines governance as: "...the traditions (norms, values, culture, and language) and institutions (formal structures, organization, practices) that a community uses to make decisions and accomplish its goals.

At the heart of the concept of governance is the creation of effective, accountable, and legitimate systems and processes where members articulate their interests, exercise their rights and responsibilities and reconcile their differences."

An elected Chief currently governs ʔakisq̓nuk First Nation and four elected Councillors. ʔakisq̓nuk First Nation has a custom election system and is part of the Ktunaxa Nation Council (KNC). The Chief and Council serve as the political body that oversees all activities pertaining to ʔakisq̓nuk First Nation. They oversee finances of AFN. Throughout the Comprehensive Community Planning process, majority of community members indicated that they believe there is room for improvement in governance including improved communication between community members and Chief and Council.

4.1.2 Social Development



AFN members participating in a training session



Youth enjoying a Hockey Practice

AFN's Community Advocate provides social supports to community members in all areas of social needs. Currently, the community manages a range of social support programs and initiatives. Events and activities promoted by the Social Advocate are community driven, and are intended to identify and make best use of opportunities to improve livelihood

for members of ʔakisq̓nuk First Nation. These include training and employment services.

Whether it is sharing training session with other members, or sharing information on job search, or youth engaged in sporting activities, social development remains an important priority for our community. The community values social development because it creates a sense of oneness among community members and is an opportunity for personal growth.

Part of the Social Advocate's roles is to continue to promote joint working relationships among all the different community groups and agencies so that together, they can support the shared goal of a strong, healthy and self-reliant community.

4.1.3 Health



AFN Community Health Centre

ʔakisq̓nuk First Nation (AFN) has been responsive to the need to provide adequate health care services to its members. Through

the Ktunaxa Nation, AFN entered into an agreement with College of the Rockies to provide Outreach Health Training in 2007. Some participants of the program currently work at the Community health Centre.

A Program Manager who manages the delivery of all health care services to community members heads the health Program. The program supports and assists the community to work towards becoming a healthier community.

The health program is committed to forming and maintaining mutually beneficial partnerships to advance the community's health and well-being in an equitable and holistic manner, which means mind, body, and soul.

As part of this holistic approach, community members have expressed the need for more recreational and sporting activities to facilitate active living. These include green spaces, recreational facilities, especially for seniors and youth, and any related facilities that will promote multipurpose usage for things like arts and culture, community concerts, sporting activities etc.

AFN provides the following health programs and services to its members:

- Local Doctor attends the Health Centre on a regular basis,
- Full-time Resident Care Aid (Elders and the Disabled care),
- Health Nurse services (one employed by AFN, one by KNC),
- Assess the community's health needs

annually to develop response plan including health and safety, and

- Access funding to address health-related needs including mental health, prenatal, diabetes prevention, health planning and management.

4.1.4 Education



The Little Badger early Learning Centre

The education department is bound to the ʔakisqnuq First Nation membership and community to deliver services and programs that will contribute to quality educational experiences for its people. One of its goals is to develop/maintain partnerships with the School District.

The education department currently offers the following:

- Administers educational funding for k-12 as well as post-secondary.
- Provides information on alternate funding opportunities and sources.
- Seeks educational related opportunities for community members.
- Accesses and report on all educational

funding received.

- Advocates/supports parents, students, and community members in educational related matters.

There is the Little Badger Early Learning Program on-reserve, but is run as a non-profit initiatives. However, this daycare service is a valuable opportunity for parents and children within the community. Some children of community members are currently enrolled in the program. In addition, the proximity of the centre makes it a bit convenient for busy parents.

4.1.5 Infrastructure



Community Water Supply

Infrastructure is critical to all economic development initiatives. Most economic development projects take place in physical spaces. Before that happens, these spaces have to be ready to support development projects. Throughout the consultation process, community members expressed the need for adequate infrastructure to support community

development services.

Part of this infrastructure development include upgrade to the community water system, upgrade to electrical supply including the current electrical supply to the Campground, and installing additional infrastructure to facilitate land use and reuse on the reserve. Infrastructure development also includes repair to roads and bridges and undertaking capital improvement projects to upgrade or increase the community's physical assets through new infrastructure projects.

4.1.6 Housing

Housing is one of the top priorities if not the number one priority within the community. Throughout the consultation process, members expressed the need to invest in community housing to provide adequate accommodations for members living on-reserve or wanting to live on-reserve. There currently is a high demand for housing within the community. In fact, lots of community members are on waiting list for housing due to the lack thereof.

The community has formed a Housing Committee to develop a housing strategy that will guide the community in investing in community housing. Part of the strategy is to hire a Housing Officer to manage future housing needs of community members including, managing rent payments, helping members to access financing for housing, collaborating with other departments to execute and manage housing development projects. The Housing Officer will also oversee maintenance of community facilities,

renovation of existing and future housing.

Housing is very important to reinforce a sense of belonging for community members. According to the Community Foundations of Canada, sense of belonging and leadership are among the top priorities for communities across Canada. Therefore, investment in community housing will create a sense of belonging for community members, minimize the potential of out-migration, and hopefully will encourage some members living off-reserve to reconsider the community as a welcoming place to raise a family.

4.1.7 Lands and Resources

Land and resources are the greatest assets of the community. As such, the community is always critical about the usages of its lands while fostering economic development and growth. The community emphasizes environmental stewardship in a context that will respect the traditions, the culture, and the archeology of the lands. Therefore, it is difficult to separate lands and resource management from economic development. All or most economic development activities utilize land use and reuse.

Therefore, the starting point for any land use and reuse is to put in place a strategic Land Use Plan. In so doing, the community has expressed the desire to develop or update its existing Land Use Plan to guide physical development activities on-reserve. A proper Land Use Plan will provide a clear direction for the community to take advantage of existing and emerging economic opportunities, which will unlock employment

opportunities and generate additional revenue for members of AFN. This means that the land and resource department works hand in hand with the economic development department to promote opportunities for economic development and growth.

The existing land use composition of I.R.#3 is diversified. There are a number of developed areas. Residential land use can be found in two main areas located on I.R.#3: The north subdivision, which is located across the Highway from the Administration Building, and The Central Area subdivision.

I.R. #3 is the site of 46 residential single-family homes. The housing units are a mix of single family and manufactured dwellings. Community facilities are located on I.R. #3 including Health Centre, Administration Building, Church, Playground, Ball Field, and Cemetery. Certificate of Possession (CP) lands is the largest occupier of existing land use.

The lands and resource department is responsible for the management of all land use activities on the reserve. Part of this responsibility include:

- Environmental Protection, and
- Wildfire Prevention.

Environmental protection is a top priority for land use. According to our Ktunaxa's belief, we borrow our lands from future generations. As such, we owe a responsibility to utilize the lands in ways that will not minimize the chances for future generations to meet their own needs.

Part of this framework includes protecting species at risk and preserving the history and

archeology of our lands. In addition, our land and resource management agenda is to protect and restore every part of the ecosystem that shows signs of environmental degradation and exposure to wildfire risk. A primary example is the old barite mine site that the department intends to restore to its natural state. Part of this restoration process is to prevent and protect the community against wildfire and related environmental risks.

One of the beauties of our land base is it provides myriad opportunities for land use and reuse. This may include real estate development, septic waste disposal, and commercial development. These initiatives provide employment opportunities for members to use their skills and generate incomes for themselves and increase the revenue base of AFN.

4.1.8 Traditional Knowledge and Language



Members of AFN exhibit traditional regalia

The Ktunaxa Language was on the verge of extinction in 1978; from that period to

today, the Nation has been working on many initiatives to preserve the language. Many self-taught language teachers emerged to teach the language in each community.

Two members of the Nation received their BC Teachers Certificate to teach the Language in the public schools. Since then, one of those recipients has passed on. Therefore, we continue to use technology as a new way to teach and amuse the youth, to engage in language and cultural activities. Our traditional language embodies our identity as a people with unique cultural heritage.

The traditional knowledge and language initiative offered by KNC provides the following:

- The Rosary with booklet,
- Traditions and Technology Ktunaxa Language,
- Ktunaxa Words & Phrases for the Workplace,
- Ktunaxa Flash Cards Alphabets-Numbers-Colours,
- Ktunaxa Alphabet,
- Ktunaxa Language Beginners and Interactive Language DVD.

Throughout the consultation process, members expressed the need to continue holding traditional language sessions within the community.

4.1.9 Economic Development

Economic development is a primary goal for AFN. The mission of the community is to promote economic self-reliance among its

members and become a resilient community. The economic development department collaborates with lands and resources to take advantage of economic opportunities in ways that will balance the environment needs of the community with its economic mission. This framework includes a mutual understanding and implementation of the community's strategic Land Use Plan and abiding by any land code that the community may develop.

?akisqnuq First Nation has a unique location that provides many opportunities for economic development. The community is located along the eastern shores of Windermere Lake, bisected by Highway 93/95, and situated between the District of Invermere and the Town of Fairmont Hot Springs. ?akisqnuq First Nation has a good transportation network, abundant amount of undeveloped waterfront land. The community is strategically located in the proximities of Calgary, Cranbrook, Kelowna, and the US. Membership including Chief and Council work to increase ?akisqnuq's business presence and develop positive working relationships throughout the Columbia Valley.

Tourism, natural resource cultivation, benefit agreement, land use and reused are the primary drivers of economic activities within the community. In addition, the community has an opportunity to create non-resource based development. The community owns existing businesses including the Lakeshore Resort and Campground, Billboard Rentals, the Indian Beach Estate, and Forestry and Hunting Licenses. In addition, the community has external business holdings including

Nupque Development Corporation and St. Eugene Mission Resort.

To support commercial development, the community has designated 13 acres of commercial land (Lot 37-4) along highway 93/95. If developed, this land will provide business and employment opportunities for community members. In addition, commercial development will potentially increase AFN's own source revenue and unlock opportunities for entrepreneurship. Throughout the consultation process, community members confirmed that developing the designated commercial lot was a top economic development priority.



Partial View of Lot 37-4 along Highway 93/95

The lease agreement with Indian Beach Estate (IBE) is also another source of consistent cash flow from own source revenue. IBE is a property development venture on AFN's land that generates revenue and pays property taxes to the First Nation.

ʔakisqnuq First Nation also owns and operates the Lakeshore Resort and Campground, which has adequate land base for additional developments. Therefore, this business presents an opportunity for business expansion with the expectation of unlocking opportunity for additional employment and new revenue streams.





*Traditional
camping
experience of
7akisqnuks*

*7akisqnuks' Lakeshore Resort and Campground was given top honours
at the 2015 BC Aboriginal Business Awards for Outstanding Business*

5.1 IMPLEMENTATION

Now the ʔakisq̓nukniḱs have spoken! They have expressed their desire future for the community through identifying priority areas. So, it is time for action!

The Implementation Plan puts together all the strategic goals and objectives and action plans within a 5-year framework. As part of this action plan, the Economic Development Department has put together a 5-year Economic Plan, which is consistent with the priorities identified herein by the community. Our 5-year Economic Plan, will serve as a supplement to this CCP for the next five years. After the first five years, another planning cycle will commence.

To make the Strategic Plan manageable, program staff and all the people who have been tasked with related responsibilities within this CCP, will develop annual work plans that will describe the various tasks to be completed, including timelines and reporting responsibilities. Activities within these work plans must support the various program goals and objectives identified in each program area.

5.1.1 Governance

Goal: *Effective, accountable, and legitimate systems and processes where citizens articulate their interests, exercise their rights and responsibilities and reconcile their differences.*

Objective # 1: Improve communication and information sharing.

Objective # 2: Improve organizational structure to function more efficiently.

Objective # 3: Create a positive energy in the community.

Objective # 4: Promote an educated and knowledgeable leadership.

Objective # 5: Ensure accountability among leaders and more community engagements.

5.1.2 Social Development

Goal: *Promote self-reliance, health and employment opportunities to encourage social inclusion.*

Objective # 1: Develop and promote regular social inclusion events and initiatives, through continuous community engagement strategies.

Objective # 2: Assist community members to access services that will support them in reaching their goals.

Objective # 3: Provide emotional and spiritual supports to encourage community members.

Objective # 4: Encourage healthy dialogue and solicit input from the community regarding social improvement.

5.1.3 Health

Goal: *To become a Healthier Community.*

Objective # 1: Deliver effective health services to the community.

Objective # 2: Increase health program information.

Objective # 3: Encourage injury prevention within the community.

Objective # 4: Effectively respond to health and safety needs within the community.

Objective #5: Promote recreational and sporting activities.

5.1.4 Education

Goal: *To promote adequate access to educational opportunities for all ʔakisq̓nukniḱs to meet their individual goals.*

Objective #1: To ensure that our high school students are graduating prepared to take the next steps towards achieving their individual goals.

Objective #2: Maintain positive working relationship with the local school district.

Objective #3: Increase access to education-related information and opportunities.

Objective #4: Encourage parents to be more involved in their children's educational experiences.

Objective #5: Promote diversification of educational opportunities including career ready trainings, trade education, career certifications, and access to multiple available funding.

5.1.5 Infrastructure

Goal: *To maintain all capital assets and provide adequate infrastructure and housing to respond to the community's needs.*

Objective #1: Repair existing infrastructure to protect the health and safety of the community.

Objective #2: Support the expansion and building of additional infrastructure to unlock economic development opportunities.

Objective #3: Ensure that all capital assets are in a condition of best use.

5.1.6 Housing

Goal: *To ensure that the community has adequate housing units to support the growing need of its population.*

Objective # 1: Support investment in community housing to respond to housing demand within the community.

Objective # 2: Develop an effective rental regime to manage community housing program..

Objective # 3: Manage, maintain, and renovate existing and future housing units within the community.

Objective #4: Assist community members to address housing need.

5.1.7 Land and Resource

Goal: *Work with the community to gain self-governing jurisdiction over its own lands and preserve the archeology and natural environment for future generations.*

Objective #1: Assist the community to develop a land code.

Objective #2: Implement environmental protection measures including preventing wildfire risk.

Objective #3: Guide land use activities on the reserve through a community Land Code.

Objective #4: Protect all natural resources including cultural and heritage sites.

5.1.8 Traditional Language and Culture

Goal: *To preserve the Ktunaxa language and culture.*

Objective #1: Maintain language teaching sessions within the community.

Objective #2: Continue to host cultural dialogues and events.

5.1.9 Economic Development

Goal: *Promote the Well-being and economic self-reliance of our people by promoting entrepreneurship, employment opportunities, business development, and fostering education and investment opportunities.*

Objective #1: Develop a 5-year economic plan every planning cycle.

Objective #2: Retain and expand existing businesses..

Objective #3: Promote opportunities for employment and economic development.

Objective #4: Promote entrepreneurship and skill development.

Objective #5: Maintain partnerships with Ktunaxa National Council (KNC), federal government, funding agencies and the local business community.

Objective #6: Promote new business development including internal and external investment opportunities.

6.1 CRITICAL FACTORS TO SUCCESSFUL IMPLEMENTATION OF THE CCP

This Plan was put together through the joint efforts of Chief and Council, community members, and program staff. Therefore, each group will contribute through special roles and responsibilities to help the community achieve its vision. This is a bottom-up approach that starts first with our community members. Therefore,

Community Members will:

- Read and understand the vision, mission and objectives of the CCP.
- Participate in all program activities to achieve the overall vision of the community.
- Communicate the importance of the CCP to all friends and family members.
- Commit to the vision of the community.
- Contribute energy to support the work of the community.
- Celebrate success, embrace opportunity, and work hard to find solutions to future challenges.

Chief and Council will:

- Approve the CCP.
- Communicate the vision to all members of the community.
- Represent the interest of the CCP to all

stakeholders.

- Advocate on behalf of the CCP.
- Support Program staff and the community to implement the CCP.

Administrative Staff will:

- Implement the CCP according to instructions from Chief and Council.
- Use the CCP as a guide to carry out program activities.
- Provide expert advice to Chief and Council that align with the vision and mission of the CCP.

Overall, our goal is to encourage systems thinking whereby we will support each program area in ways that will not lose sight of other important areas. We recognize that our community is a tree that is supported by many branches. Therefore, in order to provide a balance for our community, we need to maintain all branches. Thus, a positive step forward will require continuous community engagement.

Continuous community engagement is important to us because we are inspired by the spirit of our ancestors, the richness of our culture, and the energy of our people. Together, we are determined to make ʔakisq̓nuk First Nation a prosperous and economically self-reliant community. This joint commitment is motivated by our desire to bring this CCP alive and become the change we hope to see in our community.

6.2 Community Engagement Strategy

One of the strategic goals of AFN is to motivate all its members living on-reserve and off-reserve to actively participate in all community engagement initiatives. Therefore, this CCP will be made available to all community members at the AGA, and hard copies will be posted to all 178 households both on-reserve and off-reserve. Chief and Council and the administrative staff will work harder to ensure that all members of Akisq̓nuk First Nation remain engaged throughout the implementation of this CCP. Our hope is to engage particularly our members living off-reserve to participate more in community engagement initiatives.

6.3 Monitoring and Evaluation

Our CCP is a living document. As such, we will continuously monitor and periodically evaluate our performance and make necessary adjustments. In two years of implementation, we hope to have established a baseline against which our future progress will be compared. Every five years, we will conduct a summative evaluation of our CCP to identify whether the Plan addressed the needs of our community and the impacts our programs have made on the lives of community members and the community at large. This evaluation will be a repeat cycle for every new phase of the next planning process.

We at ʔakisq̓nuk First Nation pride ourselves on our determination and positive energy. So, may our Creator guide and strengthen our vision, may the spirit of our ancestors remind us of our rich culture, and may the light of determination and prosperity guide us towards a brighter future for our community.

ACKNOWLEDGEMENTS

All members of ʔakisq̓nuk First Nation contributed to developing this Comprehensive Community Plan. Therefore, we thank all ʔakisq̓nukniḱs for participating to make our CCP a success. Special thanks to the following members who served on the Economic Committee during the planning process:

Chief Lorne Shovar member

Beatrice Stevens member

Jason Nicholas member

Darcy Fisher member

Cheyenne Nicholas-Hall member

Justin Grosso Youth Coordinator

The Economic Committee also wants to thank our leadership for providing support during the process.

Chief Lorne Shovar

Councillor Rosemary Philips

Councillor Lucille Shovar

Councillor Allan Nicholas

Councillor Donald Sam

Special thanks to our Graphic Designer Theresa Kains for the beautiful aesthetics and layout.

Special thanks to Indigenous and Northern Affairs Canada for providing funding for the project.



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