



Project Name	Building Skwxwú7mesh’s Community Plan – Creating Our Future Together
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Project Summary

The Squamish Nation (SN) is asserting its governance and strengthening their identity through community and capital project planning to take place on Squamish core lands. A Squamish Nation view of planning is one that values the processes of engaging Squamish citizens, reflects Squamish culture and identity, and includes environmental sustainability throughout.

SN Council has mandated the preparation of a successful community-led planning process that will ultimately lead to a document that identifies core Direction statements based on community principles, values, needs, preferences and priorities. The core Directions are to be identified through a collaborative, community-led process that is participatory, strength-based, culturally respectful, inclusive and fun.

The planning approach and methodology utilized to achieve the above mandate will be through the Comprehensive Community Planning (CPP) process. The CPP will assist in achieving the Nations vision and core directions for lands and cultural stewardship through a community-driven and nation-based approach to planning.

Comprehensive community planning is a holistic process that enables a community to build a roadmap to sustainability, self-sufficiency and improved governance capacity. It is a community-led approach to planning, where the process is driven and owned by all community members rather than by a small group, committee or council. SN requires a unique approach to planning that can be adapted to our culture and traditions — it can help make a positive difference in addressing the specific issues in our community.

A CCP addresses key planning areas, all of which are interrelated and interdependent: governance, land and resources, health, infrastructure development, culture, social issues and the economy. Consideration of all key planning areas through one unified process defines community planning as a holistic and integrated exercise that can lead to sustainable development. A Skwxwú7mesh’s CCP will be a critical step for SN in achieving its mission, values, and strategic visions (2020-2023 and long term).



A CCP is:

- ▶ “Comprehensive” because it includes planning for all aspects of the community.
- ▶ “Community” because it is a process that is driven and owned by everyone in the community.



Mission

The Sk̓wx̓wú7mesh Úxwumixw will protect the Amalgamation and enhance the Úxwumixw cultural values and traditions through respect, equality and harmony for all.

Values

Values provide a clear guiding compass for CCP decision-making. The Squamish Nation's six (6) organizational values to guide decision making are:

- a) Úxwumixw - "Nation; Village [Houses and Inhabitants]; Community; People"
- b) Stélmexw - "Indigenous Person; Human Being; Human People"
- c) Nexwníw - Advice; Teaching; Upbringing; Instructions; Ways; Fashion; Manners."
- d) Wenáxws - Treat (Someone) With Respect; Believe (Someone); Respect (Someone); Honour (Someone)."
- e) Siyámin - "Area Belonging to a Siyá m; Responsibilities Related to The Role of a Leader."
- f) Snewíyalh - "Advice; Teachings; Cultural Knowledge."

Vision

The Comprehensive Community Plan is the long range (25 years or longer) vision for the Squamish Nation rooted in community input and direction. It will identify the Nations long range aspirations for the Úxwumixw based on the Nation's Snewíyelh and Nexwníw.

For The People - A child born today will be able to walk with guidance, confidence, support, identity and independence in the life they choose and see Squamish language and culture reflected to them anywhere in the traditional territory.

For Our Organization - Everyone has the responsibility to take care of one another, from our youngest to oldest, and to create safe spaces to live and grow.

For the Land and Waters - A child born today will be able to walk with guidance, confidence, support, identity and independence in the life they choose and see Squamish language and culture reflected to them anywhere in the traditional territory.

For Our External Relations - Building on current and past protocols and relationship agreements, the Squamish Nation will strive towards nation-to-nation relationships with all other levels of government, including all Indigenous and non-Indigenous governments, including our neighbors, which are based on mutual respect, collaboration, equality, and meaningful engagement.

Planning Approach

The CCP will be utilizing a '*communicative action approach*' to planning, which is an interactive activity with listening, questioning and dialogue at its core. We will also focus on *mutual learning*, with an emphasis on building inter-personal relationships and skills within the community. Both this approach and focus will be reflected in our engagement strategy outlined below.



Process, Methods and Tools

There are four phases in the development of the Sk̓wx̓wú7mesh Comprehensive Community Plan:

1. **Getting Ready to Plan**
2. **Building and Completing the Plan**
3. **Implementing the Plan**
4. **Assessing the Results of the Plan.**

The table includes the four planning phases and associated components of each phase:

Community and Nation Health and Wellness Planning Phases	
Phase	Components
Phase 1 – Getting Ready to Plan	<ul style="list-style-type: none"> – Inform leadership and seek guidance on process and engagement – Define benefits to the community and Nation – Clarify expectations on the outcomes of the plan – Organize internal resources (including human) – Create an Community and Stakeholder Engagement Strategy and Communications Plan based on best practices, organizational experience and insight, existing information and data
Phase 2 – Building and Completing the Plan	<ul style="list-style-type: none"> – Gather technical data – Integrate the best local and cultural knowledge and what is important to the community – Engage the community leaders and stakeholder groups to ensure a high level of participation and involvement – Complete situational analysis – Create goals, objectives and alternatives based on the Sk̓wx̓wú7mesh mission, values, visions and priorities – Create an action framework that outlines where the community wants to go and how it will get there. – Ensure department plans are connected – Create relevant departmental workplans – Document and communicate the results planning sessions
Phase 3 – Implementing the Plan	<ul style="list-style-type: none"> – Take goals, objectives and action priorities and begin implementation – Organize people, resources and tools required to carry out policies, programs or projects
Phase 4 – Assessing the Results	<ul style="list-style-type: none"> – Analyze the results of the initiatives taken to realize goals, objectives, and action priorities – Track and assess the impacts of decisions and to celebrate results – Make adjustments to the plan at this stage to ensure that it remains active, useful and relevant



Planning & Capital Project will focus Phase 1 of the CCP process: **Getting Ready to Plan**, and Phase 2, **Building and Completing the CCP** from January 2021-2022. These two phases of the project aim to: mobilize human resources, define project governance and relationships, determine roles and responsibilities, understand members' process needs and preferences, design a community strategy for engagement and communication, and assemble base-line information for community decision making to prepare the community to engage and decide the future direction of Squamish Nation.

Methodology

The methodology outlined below will inform the development of strategic community and Nation health and wellness plans that will inform regional decision-making, priorities and investments. "Strategic planning is a systemic decision-making process that focuses attention on important issues and how to resolve them. Strategic planning provides a general framework for action: a way to determine priorities, make wise choices and allocate scarce resources."¹

Community Engagement and Support

A successful Sk̓wx̓wú7mesh comprehensive community planning process will be community-driven and based on Sk̓wx̓wú7mesh values. and. Everyone member of the community should have an opportunity to be informed and to participate, including elders, youth, families, and members residing within and outside the community. The plan must accommodate the needs of community members in order to have validity, credibility and member support for ongoing implementation.

With engagement, the community becomes a source of new ideas for discussion and action. Participation encourages people to take responsibility for initiating and implementing projects, and also creates momentum and sustains support. Engagement expands the leadership base of the community and presents opportunities to transfer planning and responsibility to other community members over time. For this reason, our engagement and communications plan must be varied and provide multiple opportunities for community members to be informed and engaged at every phase of planning.

Capacity Building and Training

Although Sk̓wx̓wú7mesh have been successfully planning for generations, the concept of a community-based, community-driven plan may be new to many individuals within their communities. Community members may not be familiar with the steps of developing a comprehensive community plan. Strategic partners, such as consultants, may be engaged to perform the technical work, but are typically not

"Planning is an opportunity to empower our community and our people. It strengthens our connection to our inner selves and to the outer world."

Gwen Phillips, Ktunaxa Nation

"We were a community that had experienced significant trauma. Through our CCP process, we have started working through those issues."

Jessie Hemphill,
Gwa'sala-'Nakwaxda'xw Nation

¹ Ecoplan International, inc. (2005). "Promoting Local Economic Development Through Strategic Planning." United Nations Human Settlements Programme (UN-HABITAT).



community members and will not be responsible for implementing the plan.² That's why Sk̓wx̓wú7mesh will continue to need to build the internal capacity to actively lead in planning and implementation overseen by the Planning & Capital Projects.

The following section outlines the process and opportunities for engagement for Phase 1: Getting Ready to Plan and Phase 2: Building and Completing the Plan. The steps are further broken down in relationships and project governance; engagement and communications; creating the community profile; delivering the engagement process; analyzing the results; and finalizing the CCP.

Community involvement is essential for all stages of the planning process and community members must be provided the opportunity to become involved regardless of stage of planning process.

Phase 1: Getting Ready to Plan

Pre-planning and getting ready to plan is the time to inform the community and its leaders about the planning process and gain their support, and prepare the groundwork for an open, inclusive and effective planning process. Sharing information is a key component of the pre-planning stage so that community members are more supportive and have an understanding of the process.

A. Relationships and Project Governance

- Inform leadership (council and directors) and seek guidance on CCP process and Community Engagement & Stakeholder Engagement Strategy
- Prepare, recruit, organize Planning Teams (2), including structure, relationships, roles and responsibilities
 - 1 Community Planning Team (member representatives from Squamish Valley, North Vancouver, and those living away from the communities)³
 - 1 Technical Planning Team (staff representatives from each department)⁴
- Prepare, recruit, organize Elder and Youth Advisory, including structure, relationships, roles and responsibilities
- Finalize CCP Coordinator job description, recruit, and onboard new CCP staff



The planning process is like a funnel: you work down from the BIG picture (vision) to very specific actions and outcomes.

² CCP Handbook: Comprehensive Community Planning for First Nations in British Columbia Third Edition (2016). https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/ccphb2013_1378922610124_eng.pdf

³ The Community Planning Team will be created to drive the planning process, on behalf of the community, in determining its own goals, objectives and activities/projects. Community leaders can provide direction, encouragement and endorsement of the plan.

⁴ The Technical Planning Team (TPT) will represent, SN administration, including managers and key staff, and will support the more detailed planning stages of identifying strengths and issues, developing goals, objectives and activities, and linking funds and resources to these activities.



- Issue Request for Proposals and retain consultant
- Launch CCP process with a dedicated CCP website and newsletter

B. Engagement and Communication

- Engage Planning Teams (Community and Technical) to ensure a high level of participation and involvement
- Develop and publish a Community and Stakeholder Engagement Strategy and Communications Plan
- Update community on CCP website and with dedicated newsletter
- Create brand identity, including naming the CCP

C. Creating the Community Profile

- Review relevant documents, plans, policies, investment strategies, analysis already completed etc. Summarize planning history once complete
- Complete community census literature review
- Undertake community profile research as part of the CCP planning context and to inform the community census
- Complete draft community census questions and methodology
- Undertake population projection and analysis
- Undertake Squamish Nation and community workforce projection and analysis
- Undertake housing needs assessment
- Undertake land inventory and infrastructure update
- Update SN historical timeline
- Hire community census coordinators
- Update community on CCP website and with dedicated newsletter

Phase 2: Building the CCP⁵

D. Delivering the Engagement Process

- Meet and greet with Co-Chairs and Council to provide overview of Phase 2
- Meet Planning Teams (Elder and Youth Advisors, Community Planning Team, and Technical Planning Team) to review Phase 2 methodology
- Implement Community & Stakeholder Engagement Strategy
 - Including community review of Phase 1 and introduce Phase 2, to begin identifying community priorities, and to report back on what we heard
- Design & deliver on-line and paper survey to further identify community priorities. Include one-on-one interviews for the same purpose
- Design & deliver community census
- Design and host community workshops to gather input into Squamish vision, goals, actions and objectives.

⁵ We will retain consultants for technical and planning expertise or use partners to help community members learn about the process. They may also review existing planning documents and analyze engagement results to develop the CCP framework.



- Create vision, goals, actions, and objectives for review. Present alternatives for consideration based on the values and priorities
- Document and communicate the results planning sessions (i.e. CCP newsletter)

E. Analyzing Results

- Analyze feedback and results from engagement sessions, planning team meetings and surveys results
- Undertake relevant research that may arise due to the feedback analysis and develop the vision, goals, actions and objectives
- Identify people, resources and tools required to carry out policies, programs or projects and next steps in preparation for Phase 3 of the CCP – Implementing the Plan
- Meet with the Community Planning Team and Technical Planning Team to review feedback analysis

E. Documenting the CCP Framework

A CCP framework provides the basis of the community plan. The framework is organized into planning areas, each of which contains the goals, objectives, projects/activities and desired outcomes that reflect the community vision.

- Create a framework that outlines where the community and Nation wants to go and how it will get there based on research and analysis
- Meet with the Community Planning Team and Technical Planning Team to present the draft outline and framework of the CCP
- Circulate Draft CCP report and finalize CCP based on feedback
- Finalize community census report
- Host Community Celebration
- Update community on CCP website and with dedicated newsletter

Planning Deliverables

The deliverables (process and product) for the phase one process include:

Part	Process Deliverables	Product Deliverables
A. Relationships & Project Governance	Meeting with leadership (Council and Directors) Community Planning Team recruitment Technical Planning Team finalized Elder and Youth Advisory recruitment Planning Staff recruitment (1) Consultant retained	Council Mandate / Resolution Terms of Reference for Community Planning Team and Technical Planning Team Community Newsletter # 1 CCP Coordinator Job Description Request for Proposal issued
B. Engagement & Communication	Community Planning Team meetings Technical Planning Team meetings Staff session Community Open House One on one survey participation	Community Survey Engagement and Communications Plan Community Newsletter # 2 Community Census CCP Brand



C. Community Profile	Community Planning Team Meetings Technical Planning Team meetings	Population Analysis & Report Historical Timeline Community Profile (<i>socio-economic, land, infrastructure inventory, and population analysis</i>) Community Newsletter # 3
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The deliverables (process and product) for Phase 2 process include:

Part	Process Deliverables	Product Deliverables
D. Delivering the Community Engagement Process	Community Planning Team, Technical Planning Team, Elder and Youth Advisor meetings Community and Family sessions On-line and paper survey One on one interviews Community Census Coordinators recruited Community Census implemented	Design website launch On-line survey Paper Survey Interview Questionnaire Community Newsletter # 4 Community census
E. Analyzing Results	Community Planning Team, Technical Planning Team, Elder and Youth Advisor meetings	Group Session Report Family Session Report On-Line Survey Report Paper Survey Report Situational Assessment Report Community Census Report CCP Framework Development Community Newsletter # 5
F. Documenting the CCP	Community Planning Team, Technical Planning Team, Elder and Youth Advisor meetings Co-chairs & Council Meeting Directors & Staff Meeting Community Presentation	CCP Report Outline CCP Draft CCP Final Community Census Final Report Community Newsletter # 6

Planning Schedule

The proposed timeline for the two phased CCP process (6 parts) components of work is as follows:

Phase 1	Product Deliverables	Timeline
A. Relationships & Project Governance	Council Mandate / resolution Terms of Reference Work Plan /Budget Community Newsletter # 1	March 31, 2021
B. Engagement & Communication	Community and Stakeholder Engagement Strategy and Communications Plan Community Newsletter # 2	April 30, 2021



C. Community Profile	Population Analysis & Report Historical Timeline Community Profile <i>(accomplishments brochure, socio-economic, land and infrastructure inventory and population analysis)</i> Community Newsletter # 3	April 30, 2021
Phase 2	Product Deliverables	Timeline
D. Delivering the Engagement Process	Design website launch On-line survey Paper Survey Interview Questionnaire Community Sessions Family Sessions Community Newsletter # 4	September 30, 2021
E. Analyzing Results	Group Session Report Family Session Report On-Line Survey Report Paper Survey Report Situational Assessment Report CCP Framework Development Community Census Report Community Newsletter # 5	September 30, 2022
F. Documenting the CCP	CCP Outline CCP Draft CCP Final Community Census Draft Community Census Final Community Newsletter # 6	December 31, 2022

Benefits

Once in place, an effective comprehensive community plan can:

- Empower the community -the community becomes more self-aware, creates its own future, and has the tools to respond to change in an effective manner.
- Improve performance - Having a plan leads to informed decision-making, combines fragmented efforts, decreases duplication, enables efficient use of resources, and identifies and solves organizational problems.
- Build teamwork and expertise - Planning improves communications within Sk̓wx̓wú7mesh government, builds managerial and staff skills and supports capacity-building efforts.
- Position the Sk̓wx̓wú7mesh Nation for economic development opportunities
- Respond strategically to external initiatives and demands
- Address community growth
- Protect sacred, cultural and significant ecological areas
- Celebrate Sk̓wx̓wú7mesh Nation traditions and culture



- Identify and respond to Skw̓w̓w̓7mesh Nation environmental concerns
- Strengthen community involvement and self-reliance

Success Criteria

The success criteria are as follows:

1. Council endorsement, support, and commitment for CCP planning mandate
2. Respecting Skw̓w̓w̓7mesh protocols, culture, and local knowledge
3. Building on Skw̓w̓w̓7mesh Nation's planning history, strengths, and successes
4. Mobilized capacity and focus (community and staff)
5. Establish clear roles and responsibilities (including governance structure)
6. Allocating sufficient resources and work is completed on budget
7. Understanding what planning and engagement means for the community
8. Having an adequate planning budget to carry out appropriate research, community engagement and analysis
9. Completion of deliverable on time (completion date TBD)

Project Needs

- Community engagement and support
- Capacity building and training
- Communications
- Social media (i.e. website)
- Resources
- Mentorship

Project Risks

Potential risks include:

- Ensuring that the division of labour is maintained for project activities
- Supporting ongoing quality and consistency of communication
- Engagement fatigue due to multiple SN projects underway requiring community input
- Availability and commitment of (staff and planning team) individuals due to workloads and capacity
- Lack of (timely) access to SN current and historical information
- Covid-19 implications for community engagement (frequency, time, timing and turnout)
- Not being able to complete a full planning cycle
- Limited internal and external capacity to carry out a planning cycle
- Lack of implementation funding
- Leadership and staff turnover
- Natural and human risks may disrupt timeline of results
- Perception is that plan is not community driven –competing agendas
- Distribution and timing of results back to community leading to decreased participation



Success Factors

Success factors include:

- Adequate budget
- Clear scope of work, timeline and relationships
- Clear roles and responsibilities
- Responsiveness and availability of Staff
- Timely delivery of community engagement survey
- Participation levels and quality of involvement

Planning Team

The Planning Team will consist of several groups:

- Planning & Capital Projects Committee
- Planning and Capital Projects Staff
- Community Census Coordinator

Revision History

Revisions include any changes to the document after initial approval. Please consult with project sponsor.

Version	Date	Name	Description

