Kanaka Bar Indian Band

Community Resilience Plan

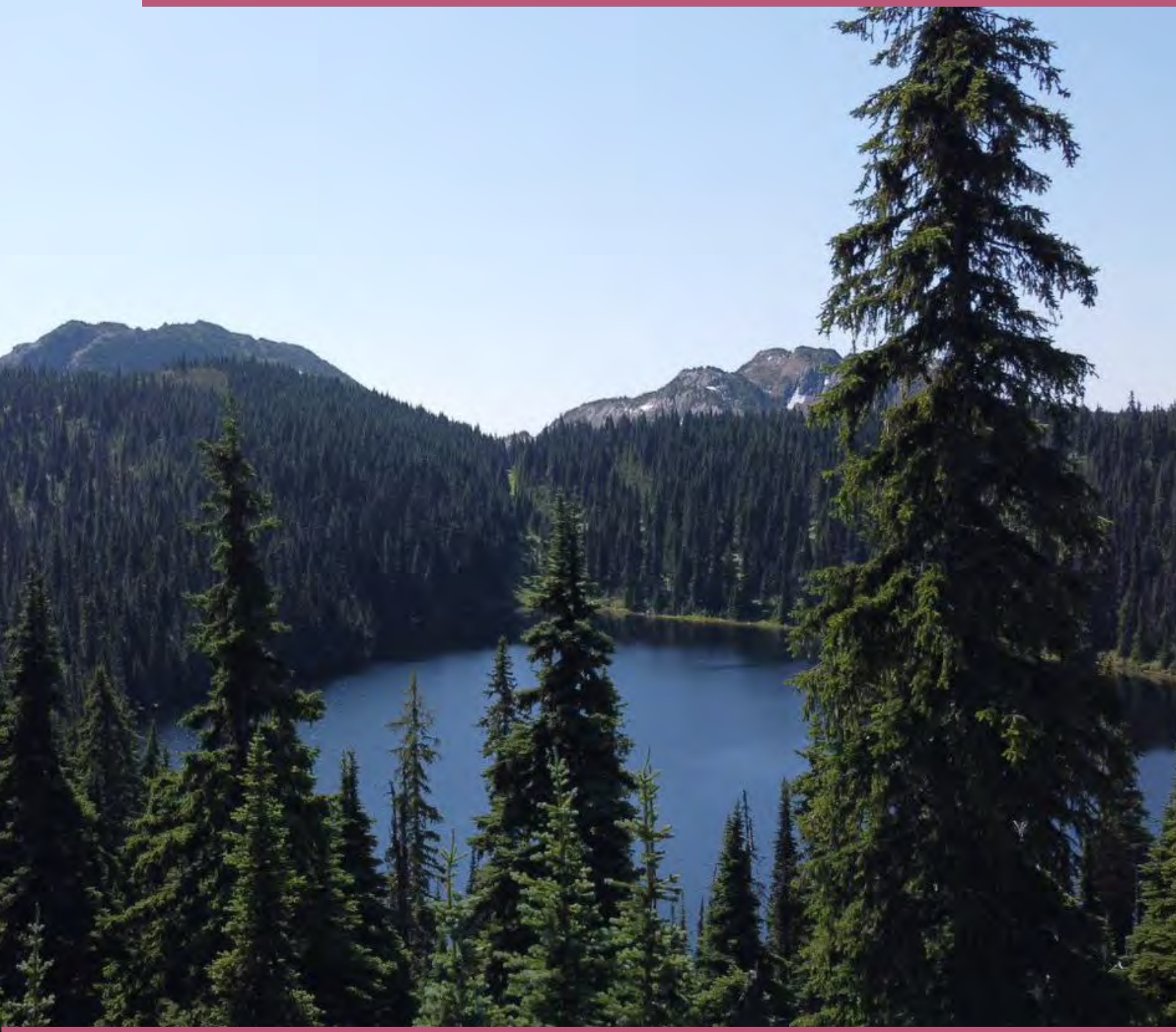


Table of Contents

1.0 Executive Summary 1
2.0 Acknowledgements 4
3.0 Message from Leadership 5
4.0 About T'eqt''aqtn'mux 6
5.0 Introduction to Community Resilience Plan 7
6.0 What We Heard 12
7.0 Guiding Principles 38
8.0 Prioritization 39
9.0 Implementation 43

Appendices

Appendix A – Summary Reports
Appendix B – Links to Recording of Engagement Sessions

Please visit our StoryMap for a summary of Kanaka Bar's Community Resiliency Plan and implementation journey.

1.0 Executive Summary

1.1 About the Plan

As a nationally and internationally recognized leader for its efforts to reverse the adverse impacts of colonization, Kanaka Bar is committed to a journey for community resilience that started back in the late 1970s. To advance Kanaka Bar's social, economic, and cultural growth and prepare for challenges brought on by climate change, the Community Resilience Plan (CRP) will replace the Community Economic Development Plan (CEDP) as a medium-term strategic document for the next five years. Its purpose is to help the Kanaka Bar people withstand the continued impacts of colonization, overcome future challenges, encourage sustainable growth and identify ways to help the people advance as a collective. The plan aims to provide a strategy and diverse actions that will be taken across different community planning areas to achieve Kanaka Bar's vision to **use its lands and resources to maintain a self-sufficient, sustainable, and vibrant community.**

1.2 Overview of the Development Process

Planning Themes: To maintain focus on the community's vision and ensure alignment with past, current and future strategic goals, the community was engaged on the following themes: Land and Resources; Governance; Health; Culture; Education; Infrastructure; and Economic Development. Engagement sessions were themed in this manner and discussion outcomes for each theme are presented in its dedicated section of this CRP.

Proactive engagement: Valuing transparency and participation by all, members of the community were actively engaged throughout the development of the CRP. Facilitated by the CRP planning team, twelve community engagement sessions were held between October 2020 and March 2021 to collect ideas and feedback from all participants, including Chief and Council. A youth-dedicated engagement session took place to ensure youth voices were heard and reflected within the CRP.

Consolidation and Scoring: After collecting input through engagement sessions, a thorough scoring system was developed and used to determine the implementation priority of action items derived. All actions were sorted over the short (1 to 2 years), medium (3 to 5 years) and long-term (5+ years) timeframes. This was done in a way that captured all input provided by the community.

1.3 Key Highlights

Land and Resources: As the authority and caretaker responsible for the Traditional Territory, Kanaka Bar is self-mandated to protect it from unsustainable use while increasing land use for the benefit of community in a strategic and sustainable manner. As guided by the CRP, Kanaka will work to enhance its water security; support opportunities for land use for community purposes; implement land and resource stewardship programs; and invest in climate and environmental resiliency.

Governance: Kanaka governs with transparency. The Council provides strategic and tactical leadership to the community by fulfilling the following functions: maintaining political relationships outside of Kanaka, engaging community, developing laws and policies, recruiting senior managers to facilitate program implementation, monitoring organizational performance and undertaking financial management. As guided by the CRP, Kanaka will work to move towards self-governance and focus on capacity development, community engagement and strengthening the organization.

Health: Committed to supporting the health and wellness of the community as a whole, Kanaka has always worked to implement individualized and communal programs for young children, youth, adults, and elders. It is essential to achieve a balance between physical, mental, emotional and spiritual aspects of health. As guided by the CRP, Kanaka will work to advance food security initiatives; implement holistic wellness initiatives; provide access to quality care; and enhance community-based services to achieve this balance.

Culture: The future generations of Kanaka are at the core of the survival of Kanaka's culture. Reversing the cultural losses resulting from colonization requires collective efforts to create opportunities for Kanaka Bar's children and grandchildren to revive our culture. As guided by the CRP, Kanaka will work to ensure language revitalization, transfer of traditional knowledge and preservation of traditions to achieve this objective.

Education: Kanaka supports all community members in their education and training goals regardless of their age, residency, and current education levels. As guided by the CRP, Kanaka will work to provide resources to youth through "ready-for-hire" experiences; support learning in language and Traditional Knowledge; support all stages of learning; and enhance foundational life skills and knowledge to support education endeavors of the community members.

Infrastructure: Kanaka actively invests to build key infrastructure projects such as the Upper Kanaka Resiliency Space, new raw water infrastructure and the Crossing Place Affordable Housing Project. As guided by the CRP, Kanaka will work to enhance community infrastructure; create affordable housing and buildings; increase community connectivity and self-sufficiency; and improve service levels to ensure that the community owns resilient infrastructure

Economic Development: Kanaka's mandate is to generate short and long-term economic benefits for the community, employment for the membership and capacity development for all. As guided by the CRP, Kanaka will create new business opportunities; help community members reach their potential; advance feasible opportunities outside the Traditional Territory; and build its local economy to strengthen the community's economic foundations.

1.4 Looking Ahead

A detailed 5-year action plan will guide the implementation of the CRP. As ongoing monitoring and reporting is performed, an assessment will need to be made to evaluate the effectiveness of action items against the overall community vision. Reporting streams are in place to ensure constant and transparent communication with community members. The CRP will be a living document, incorporating updates and revisions as necessary.

2.0 Acknowledgements

Kanaka Bar commenced the journey to develop a 5-year Community Resilience Plan in the fall of 2020. The process took place over the course of 6 months, 12 community engagement sessions and several internal working meetings. It was a respectful and educational collaborative experience.

During a global pandemic, when we could not gather in-person, we utilized virtual technology to guide this process. Community members were invited to participate virtually through Zoom, either by video or phone. We navigated through some speedbumps in the first few sessions as everyone familiarized themselves with this new virtual engagement process. As we proceeded, the sessions took on their own form and improved each time.

Some members opted to provide feedback in writing after viewing the sessions that were recorded. Overall, 53 unique participants voiced their thoughts about how Kanaka could advance to become a truly resilient community. A collective and amazing experience was shared by all.

We would like to thank the following parties for their contributions to the Community Resilience Planning process:

- Community members who took the time to share their stories, ideas and vision for the betterment of Kanaka Bar, as a community.
- Chief and Council who provided the leadership and guidance throughout the engagement process.
- Planning, coordinating and facilitating team which included:
    - Kanaka Bar's Kathryn Brooks, Serena Michell-Grenier and Julia Munro
    - Urban Systems' John Kenney and Aaron Coelho
    - ZN Advisory's Zain Nayani, Asad Nayani, Himani Ghambir and Sehar Nayani
- Terrestrial Studies Initiative and New Relationship Trust for their funding support.

3.0 Message from Leadership

For more than 8,000, T'eqt'aqtn (The Crossing Place) sustained a self-governing indigenous population who lived in harmony with Nlaka'pamux Nation's land and resources. With colonizer first contact in 1808, a 49th parallel creation in 1846, a British Colony declaration of 1858 and finally Canadian Confederation in 1871, Nlaka'pamux communities and peoples were disregarded, labelled, marginalized, and dispossessed from family, land, resources and for a long time - there was despair.

In 1973, Canada's highest Court recognized Canadian indigenous populations and that indigenous title existed (both without definition) and for the Crossing Place People, a path of recovery opened. Kanaka members have been working, hard ever since, to find a balance with todays "modern" lifestyle and a return to old ways of self-determination and sustainable living.

Completing a Hydro Project in 2014, Codifying as a collective, a Land Use Plan in 2015 and an Economic Development Plan in 2016, our community came to realize that something was amiss. In 2018, our community completed a comprehensive traditional territory Climate Change Assessment and Adaption Plan. In short - climate change was real, happening here, right now and was going to get worse.

Immediately, the need to gather, engage and agree on mitigation (reduction) of our impacts on land and resources and the need to get ready for what was coming became the only priority. Getting ready is not just about talk, it's about actually doing by proactively investing in resilient physiological certainty – so that our children and grandchildren will have a quality of life tomorrow.

Despite Covid-19, a Kanaka Community Resiliency Plan (or CRP 2021) represents once again a "Made at Kanaka, By Kanaka, for Kanaka" written document created by our members (regardless of residency) to set out an initial 5 years of programs and projects in a logical order to create "built" capital assets and develop human capacity. The Covid-19 Pandemic showed again how people can adapt as our membership did not physically come together – but met virtually to brainstorm and prioritize our future. A process which will continue now as we share and report CRP efforts through meeting, social media and off course our website. Thank you Kanaka, from your Council for giving us the direction to move us forward - with hope and opportunity for all.

4.0 About T’eqt’’aqtn’mux

Traditionally known as the T'eqt''aqtn'mux (or the crossing place people), Kanaka Bar is one of the 15 Indigenous communities that make up the Nlaka’pamux Nation. We are located 14 kilometers south of Lytton in the Fraser Canyon region of British Columbia, Canada. Our people have sustainably lived in our Traditional Territory for over 7,000 years while maintaining adequate levels of social, cultural, and economic stability.

With the onset of European colonization in 1808, Kanaka Bar’s lifestyle was negatively impacted, and our customs, laws, lands, and people were disregarded by colonizers. For the next 170 years, the discriminatory policies and practices imposed upon us deteriorated our physical, spiritual, mental, and emotional well-being. It encouraged dependency among our people and caused anger, frustration and despair. In the late 1970s, however, Kanaka Bar made a collective and conscious choice to reclaim who we were (and still are) and embarked on a journey of self-determination and self-governance. Over the next four decades, our people came together to develop and implement a sustainable governance system, resilient local infrastructure, a long-term strategic plan, and execution of some key economic development initiatives – all aimed at bringing the community back to a self-sufficient, sustainable, and vibrant living model.

Today, a profiled leader, Kanaka Bar is recognized regionally, nationally, and internationally for the community’s efforts in food, energy, employment and financial security. Our efforts have reversed the adverse impacts of colonization and continue to do so. Kanaka Bar’s vision and commitment to using its land and resources to maintain a self-sufficient, sustainable, and vibrant community has been the key to this recovery. Since codifying this vision in the Land Use Plan in 2015, we have implemented several community-based initiatives, all aimed at making Kanaka Bar resilient. Now, by bringing the Community Resilience Plan into action, Kanaka Bar intends to build on the foundations established over the past five years and take the next step towards achieving our community’s vision.

5.0 Introduction to Community Resilience Plan

5.1 Why is it needed?

Colonization led to massive negative impacts on Kanaka Bar's lands, resources, and people – it hurt the T'eqt''aqtn'mux way of life. During the 170 years of active colonization, the negative impacts were further exacerbated by the process of industrialization, globalization, and urbanization. These, in turn, have caused cumulative effects and climate change at Kanaka and around the world. While we have made commendable efforts to reverse the adverse effects of colonization and climate change, there is much more that needs to be done to make the community truly resilient. The community has identified a strong need to understand what is happening to Kanaka Bar's collective lands and resources, and create a resilient path forward to give life to the community for the next thousand years.

The process to understand the key details about the community's lands and resources at Kanaka Bar commenced in 2014 when we started working towards our first Land Use Plan (LUP). The LUP led to a codified long-term vision and since then we have taken concrete steps to get closer to achieving this vision:

Kanaka Bar is committed to using its lands and resources to maintain a self-sufficient, sustainable, and vibrant community.

Another key strategic component was the Community Economic Development Plan (CEDP). The CEDP was endorsed by the community in 2016 after a comprehensive review of the various opportunities and challenges that existed at the time. Included within the CEDP was a 5-Year Implementation Plan that summarized the various initiatives Kanaka Bar needed to pursue and the timeline for each one. This provided the community leadership and management with a clear roadmap to incrementally achieve the community's vision of using land and resources in a self-sufficient, sustainable, and vibrant manner. Over the past five years, Kanaka Bar has successfully completed most of the CEDP initiatives. However, the CEDP implementation cycle came to an end on March 31, 2021 and we needed a renewed roadmap for the next five years. Therefore, the community leadership proactively engaged its members to brainstorm solutions, prioritize options and work towards a practical implementation plan. We called it the Community Resilience Plan.

5.2 What is it?

The Community Resilience Plan (CRP) is a medium-term guiding plan that will replace the Community Economic Development Plan (CEDP) at Kanaka Bar. The CEDP was primarily focused on community's economic development goals and vision – today, however, Kanaka Bar is at a very different stage of its growth cycle. Community members identified a need to develop a more holistic, comprehensive and all-encompassing plan to guide community for the upcoming five years. That is where the concept of CRP originated. As a community, Kanaka Bar understands that it is important to work together with a clearly articulated common vison, defined goals, identified needs and priorities, and ways to measure success. The CRP elaborates and codifies these perspectives. It provides an understanding of the specific actions, identified by our people, that can be taken across different community planning areas to improve Kanaka Bar's resilience to changing conditions.

Our people share similar values no matter where they live; they want to feel included and safe. The CRP is a medium-term strategic document that takes into consideration such perspectives of community members, regardless of their residency, and articulates how Kanaka Bar can build a stronger future. The purpose of the CRP is to withstand against the continued impacts of colonization, overcome future challenges, encourage sustainable growth and identify ways to help our community advance as a collective.

To help structure our thoughts and create focus, the CRP was sub-divided into themes as shown in the image below. Over the past 6 months, our people came together virtually to discuss each of these themes, including the progress made to date and plans for the next few years. More information on each theme can be found in the What We Heard section of this plan.

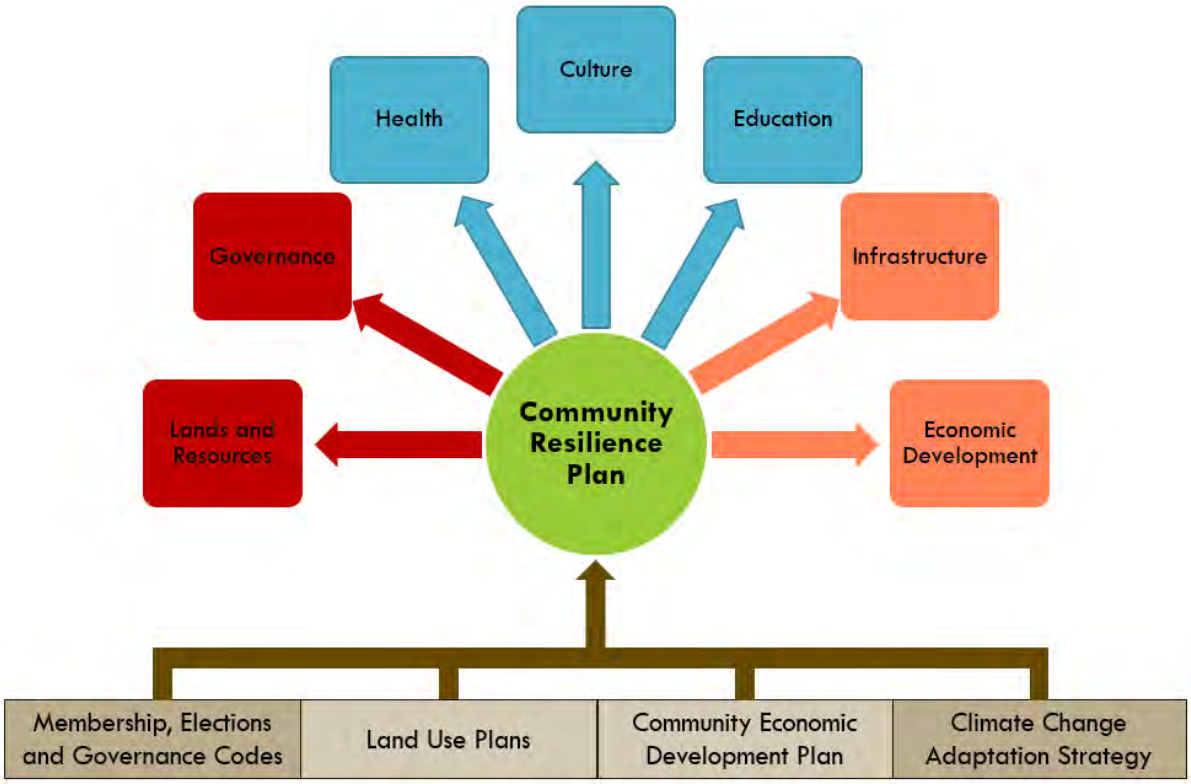


Figure 1 - Community Resilience Tree

5.3 Who was involved?

In the fall of 2020, Kanaka Bar initiated the planning process of identifying short, medium, and long-term priorities and actions that would contribute towards our community's resiliency. As part of this process, a total of 12 community engagement sessions were virtually hosted and over the course of 6 months. 53 unique participants voiced their thoughts about how Kanaka Bar could become resilient. The participants included youth, adults and Elders. Throughout the engagement sessions, all participants provided valuable feedback and input to advance these discussions.

In addition to community members, Chief and Council provided a vision and ongoing guidance to navigate the engagement and overall planing process. They helped steer difficult conversations at a strategic level, actively

participated in the engagement sessions, as well as the prioritization exercise, and offered practical solutions to advance the CRP.

Finally, the CRP planning team played a key role in the success of these engagement sessions. They provided behind-the-scene planning and coordination, facilitation and documentation for the sessions. The planning team included Kanaka Bar's staff and community advisors from Urban Systems and ZN Advisory.

5.4 How was it developed?

To develop the CRP, the CRP planning team worked closely with our people and leadership. It was extremely important to gather as much community input and feedback as possible. However, due to the pandemic-related restrictions on in-person engagement, a virtual engagement strategy was launched and we invited community members to join us on this incredible journey via Zoom. The goal was to make the sessions accessible for as many as possible, in order to achieve a strong ownership of the plans which were to be set in motion for the coming years.

Initiated in October 2020, the development process was divided into the four phases as follow:

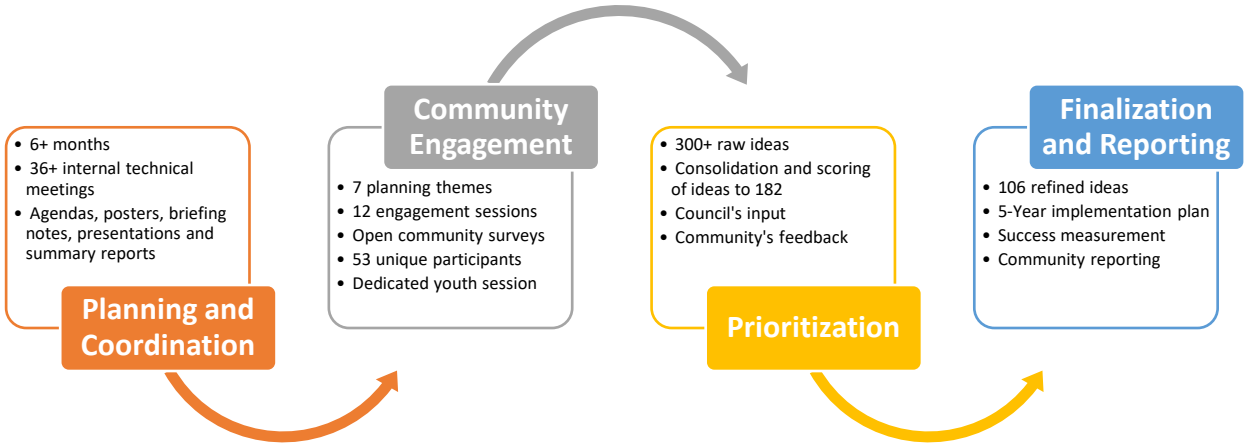


Figure 2 - CRP Development Process

Over a period of 6 months, Kanaka Bar engaged community members and conducted 12 virtual engagement sessions as listed below. These sessions served as the foundation of the CRP development process.

The goal of these sessions was to engage community members to understand their views and perspectives on what needs to be done as a community. Each CRP session was designed purposefully to understand the efforts made to date by the community and discuss the direction we need to take going forward.

Table 1 - Participation at Community Engagement Sessions

Session	Date	Description	# of Participants
1	October 7th	Welcome	20
2	October 28th	Introduction to Community Resilience Plan	14
3	November 18th	Lands and Resources	21
4	November 25th	Governance	23
5	December 9th	Health	24
6	December 23rd	Culture	10
7	January 6th	Education	19
8	January 20th	Infrastructure	15
9	February 3rd	Economic Development	13
10	February 17th	Other Topics	16
11	February 24th	Youth	11
12	March 24th	Implementation Plan	21

Two special sessions, i.e. “Other Topics” and “Youth”, were conducted to ensure thoroughness and inclusion of youth voice.

During each engagement session, facilitators presented the past and current efforts made by Kanaka Bar, followed by thought-provoking questions to gather feedback on what could be done in the future. Community members provided their input by speaking during the session and sharing their thoughts via chat messaging. Additionally, participants were encouraged to contribute through anonymous surveys, emails, and phone calls. All sessions were recorded (session video, ideas, and information shared during) and a summary was shared with the community at the end of each session. Detailed summaries of each session and links to recordings are available in Appendix A and Appendix B respectively.

Over 300 raw ideas were put forth by the community during the planning process. At this stage, the CRP team started the consolidation process to narrow this list down without losing the essence of each idea put forward. The Prioritization section of this report discusses, in detail, the process of consolidation and how a total of 106 actions and initiatives for implementation were prioritized over the short- (1 to 2 years), medium- (3 to 5 years), or long-term (5+ years). The refined list was presented to the community in the final engagement session. The input received during and after the session was embedded in the Implementation section described later in this report.

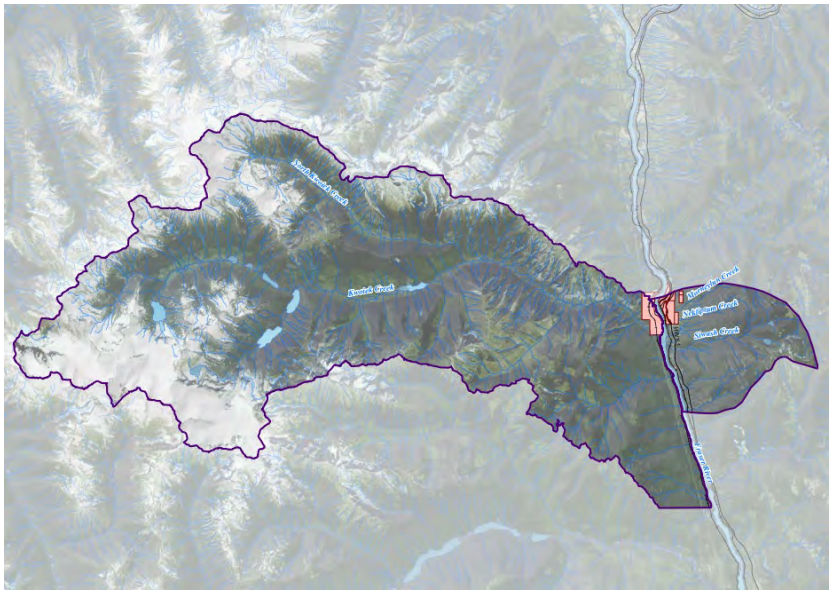
Kanaka values transparency as a community and it is crucial to report back to the community. Therefore, a StoryMap has been created to showcase and share Kanaka's journey to date. This StoryMap will be the tool for tracking and acknowledging Kanaka's successes and resiliency as well as progress on CRP actions. In addition to the StoryMap, detailed progress will be reported to the community through regularly scheduled monthly meetings (third Thursdays) and the Bi-annual Plans. These Bi-annual Plans will provide updates on the progress made on the CRP action items over the last six months and the plan for the next six months.

5.5 The Planning Themes

Figure 3 - Community Planning Themes

6.0 What We Heard

6.1 Lands and Resources



For over 7000 years, our ancestors used our Traditional Territory to live sustainably. Kanaka Bar's present and future generations have the same right, responsibility and ability to achieve self-sufficiency through access to meaningful employment opportunities, a secure and healthy supply of water and food, healthy homes, a strong and united community, and a diverse and sustainable economy. Our lands and resources represent the foundation of our community's past, present and future.

Over the last five years, Kanaka Bar has made significant investments to increase its land and resource stewardship capacity. These investments include returning to our traditional stewardship and governance practices, becoming more proactive in using our lands for community development, and, most notably, establishing new approaches to prepare Kanaka Bar for the anticipated challenges resulting from global climate change.

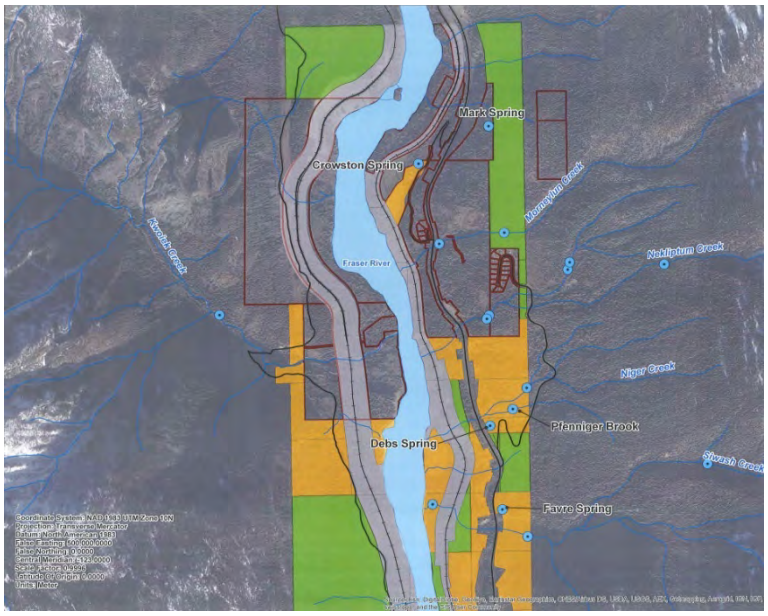
Our Approach

As a community, we have always worked to protect and use our lands and resources sustainably. This is core to who we are.

Kanaka Bar's "land-base"[1] has been and continues to serve as the foundation to key community development needs and opportunities. More specifically, Kanaka works to utilize its land base and local water resources to advance the community's self-sufficiency goals and respond to the anticipated challenges of climate change. This includes supporting opportunities for new housing, community-agriculture, commercial/retail development, community gathering places, and the protection of valued lands.

Kanaka Bar maintains our authority and caretaker responsibility for the Territory. As stewards of the Territory, Kanaka Bar strives to protect it from unsustainable use, while maintaining the access and use of the land for the benefit of the entire community, today and in the future. In this spirit, Kanaka Bar has worked to support the resiliency of our Territory for generations through the following key measures:

[1] Reserve and fee simple land + unceded territory



- **Caretakers of The Territory:** Kanaka Bar has always been and will continue to serve as the caretakers of our lands and resources to see them utilized in an environmentally sustainable manner by investing in the capacity of the Lands Department and membership.
- **Declaration of Title and Rights:** Kanaka Bar continues to declare its Title and Rights on the Traditional Territory as we have never ceded nor surrendered these lands and resources to the Government of Canada or the Government of British Columbia (i.e. the Crown). Kanaka Bar maintains that Chief and Council (the Kokpis of today) remain the final decision makers with respect to land and resource use within Kanaka Bar's Territory.
- **Requiring Free, Prior and Informed Consent:** Kanaka Bar maintains that it must be engaged to offer free, prior and informed consent to all land and resource decisions and activities on the Territory. Should consent be provided, the expectation will be to:
    - Do it right
    - Take only what is needed
    - If you take it in, take it out
    - Return the remainder lands back to its natural state when finished
- **Promoting Community Engagement:** Kanaka Bar's Chief and Council will facilitate opportunities for all community members (on and off reserve) to provide input on key decisions that will significantly influence the overall well-being of the Territory.
- **Creating Partnerships:** Kanaka Bar will seek to explore and pursue partnership opportunities with third parties throughout the Territory that contribute to a vibrant, sustainable and diverse local economy.
- **Working Towards Shared-Governance:** Kanaka Bar expects that the Crown will work in good faith through a shared-governance model to facilitate reconciliation and co-management of our lands and resources.
- **Facilitating Responsible Development:** Kanaka Bar expects that all activities occurring on Kanaka Bar's lands must:
    - Be done safely
    - Be of the highest standard
    - Be legal
    - Be environmentally sustainable.
- **Respecting Indigenous Protocols:** Kanaka Bar's use of Nation lands and resources is not unfettered. We will respect and advocate for Nlaka'pamux Nation protocols. Kanaka Bar will defer to proximal

communities on project proposals as the key Indigenous decision-making authority and expects that this will be reciprocated.

Next Steps in Our Resilience Journey

With the implementation of the *Indian Act*, the reserve system, and the introduction of the concept of private property (fee simple land), Kanaka Bar's access and use of its traditional lands became extremely constrained. The resulting impacts have been diverse and significant to the territory and our people. Yet, our resilience and strength continue to empower our survival. Today, Kanaka Bar is continuously overcoming historical challenges and proactively addressing new challenges like climate change in order to re-invent our relationship with ourselves and lands.

A critical step in this journey has seen Kanaka Bar expand its land base beyond Kanaka Bar's Indian Reserves. The community has already strategically invested in the acquisition of five fee-simple lands. Through these investments, Kanaka Bar seeks to advance its vision of using its lands and resources to maintain a self-sufficient, sustainable and vibrant community.

In the COVID-19 pandemic environment, Kanaka Bar's Lands Team continues to advance many tasks and priorities. Our work includes , but is not limited to: managing many land referrals, supporting engagements with project developers (such as TMX and HVC) and advancing a "Made in Kanaka" monitoring program. We continue to manage many day-to-day tasks related to Kanaka's ongoing projects.

What We Heard

On November 18th, 2020, community members participated in the Lands and Resources CRP Engagement Session. The community discussed key topics including increasing the land base, building the Land Department's capacity, implementing Title and Rights, and responding to climate change. Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Gathering, preserving, and sharing traditional knowledge is critical to the well-being of our community.
- Building capacity within the lands department will support the successful implementation of foundational plans, but also support skill development and employment for community members.
- Involving children and youth in the land and resource management work will bring them closer to the land, Territory, and culture.
- Kanaka will work to expand our land base by potentially acquiring fee simple property or land in other areas where off-reserve members reside.

- Kanaka will and must work tirelessly to protect our traditional lands so that they are never lost.
- By monitoring and studying natural systems (i.e. creeks, erosion, landslides, glaciers, fish, plants, animals, and birds), we will be able to better prepare for a changing climate.
- Investments in climate adaption technologies are needed to be a resilient community equipped for the future.

Core CRP Priorities

Based on the core outcomes of the engagement sessions and input provided by Kanaka members, four core "Lands and Resources" priorities have emerged for the CRP. These core priorities include:

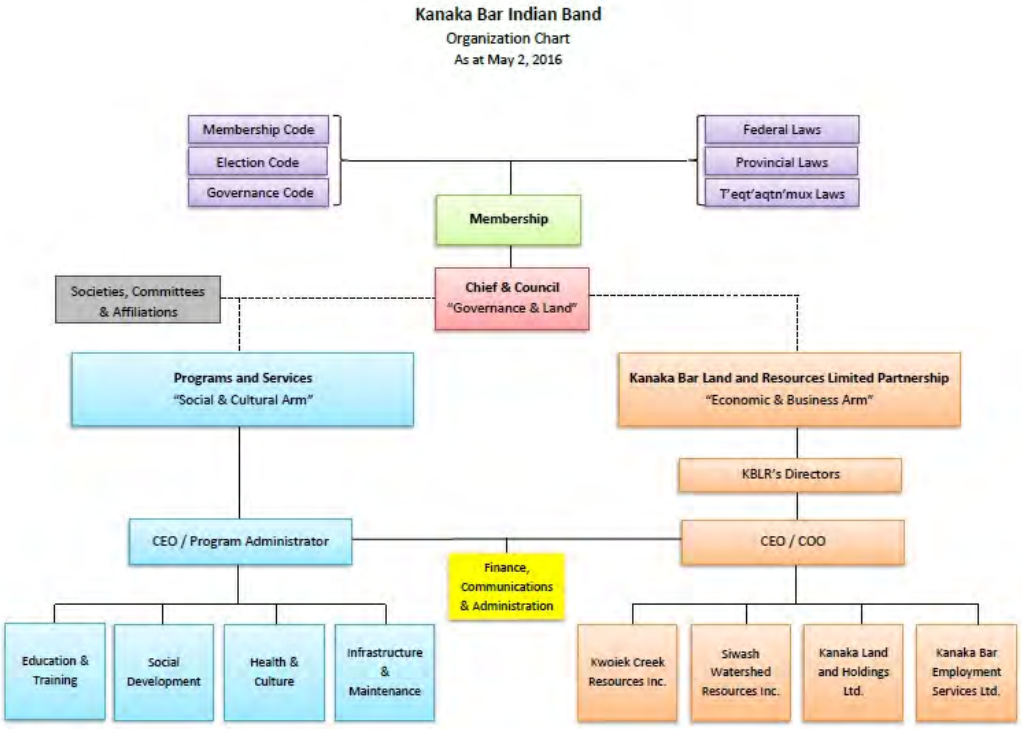
- Priority 1: Enhancing Water Security
- Priority 2: Increasing Climate and Environmental Resiliency
- Priority 3: Implementing Land and Resource Stewardship
- Priority 4: Using Lands for Community Purpose

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Lands and Resources section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our Territory, and lands and resources provide the foundation for our community's vibrancy today and forfuture generations.

6.2 Governance

Before colonization, the T'eqt''aqtn'mux ("the crossing place people") sustainably lived within the community's Traditional Territory for over 7,000 years. The community was always self-governing with its governance system of appointing "*kokpe*" (head men and women) to make decisions and manage relationships with other communities in the region. When it comes to governance, today and in the future, T'eqt''aqtn'mux have the same rights, responsibilities and authority as our ancestors did. We enforce it by developing and implementing our own community codes, laws, structures, systems, policies, and practices.

Since the recognition of Indigenous rights and titles by the Canadian courts in 1970s, Kanaka Bar has made tremendous progress in improving our ability to govern our lands, resources and people. We have revitalized our governance systems to provide a transparent leadership framework and ensure prudent decision-making. We have established structures that separate business from politics, and decision-making from implementation. As a community, we are committed to conducting our affairs on the basis of democratic principles while keeping in mind the needs of younger generations.

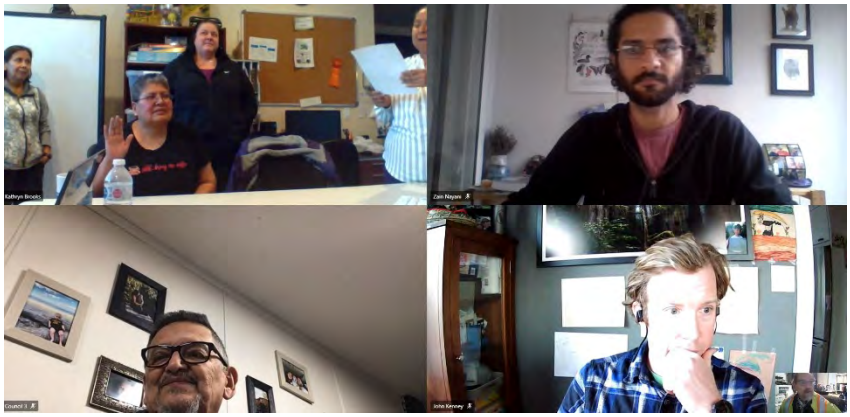


Our Approach

As a self-governing community, we have always determined the laws and legal traditions for lands and resources within our Traditional Territory, and the people living within or passing through it. That is what defines us as T'eqt''aqtn'mux.

Kanaka Bar governs through transparency which has been key to our community development. Our governing body is the Council, and they are responsible for advancing the vision articulated by the community. Council's

mandate is to fulfill the social, educational and economic objectives of our people to build the foundation for our future generations' success and prosperity. The Council achieves this mandate by providing ongoing strategic and tactical leadership to the community. More specifically, Council must maintain political relationships, engage community, develop laws and policies, recruit senior managers for implementation, monitor organizational performance and undertake financial management.



Governance at Kanaka Bar is not static. It lives, breathes and grows as time and circumstance evolve. Kanaka Bar's commitment to transparency and ensuring good administration for future generations is key to our governing style. The basis of our governance systems can be defined through the following measures:

- **Legitimacy and Voice**: Kanaka Bar has always maintained that those interested in community affairs will always have a voice in community decision-making. This is implemented through regular community meetings and other forms of engagement.
- **Strategic Direction:** As people vocalize their thoughts, visions and ideas through regular engagement, Council's mandate is to document, plan and implement them. This provides the Council with a strategic direction for the short (1-2 years), medium (3 to 5 years) and long term (5+ years).
- **Effective Performance:** Council is responsible for ensuring that there are effective systems in place to provide quality services to the community. This is achieved via meetings on a bi-monthly and bi-annual basis, when Council meets to discuss progress and develops plans respectively.
- **Accountability and Transparency:** The relationship between Members and Council is governed through the Membership, Elections and Governance Codes. These codes collectively establish rules by which Council answers to the Members in a manner that creates accountability and transparency.
- **Equity, Fairness, Consistency, and Clarity:** To create accountability and transparency, Council develops impartial rules and implements equitable application of such rules by creating laws, policies, systems, structures, processes and practices.

Next Steps in Our Resilience Journey

Colonization caused severe disruption in the governance systems of Kanaka Bar. The discriminatory *Indian Act* and forceful establishment of the reserve land system limited our ability to expand our systems of governing. The impact of such policies has been detrimental. However, we have persevered and continued to reverse the adverse effects of colonization today by strategically investing in our lands, resources and people. Our challenge today is combating issues such as climate change.

Since 2012, Kanaka Bar has developed and implemented over 500 pages of new codes, laws, policies, and practices. The community has established a resilient and holistic organizational structure. We have also invested time and resources in creating transparent systems and accountability among our members, leaders and staff. There has not been an instance where a regularly scheduled community meeting was rescheduled or postponed. We have successfully reported our monthly and bi-annual progress and plans to the community through active engagement, both in person and virtually. As the implementation plans expired, we have found alternative and creative ways to revitalize them (e.g. the CRP). Governance at Kanaka Bar is ever-evolving!

What We Heard

On November 25th, 2020, our community participated in the CRP Engagement Session on Governance. During the session, the community discussed key topics such as moving towards self-governance, developing capacity, engaging the community and strengthening our organization.

Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Engagement should be accessible for those who live off-reserve, those who work until 5:00 pm, and those who would like to provide input anonymously.
- Dedicating resources to mentorship, job training, life coaching, and knowledge sharing within the community would support overall well-being.
- Building governance capacity in youth through a youth council, youth apps, contests or events, and a Youth Councilor would keep younger community members engaged.
- Reporting could be improved to keep members better engaged through more detailed engagement reports and financial statements.
- Strengthening the different components of the organizational structure will lead to improved operations and sustainability.
- Encouraging members to engage with each other through a community-owned and managed online platform would help support the overall engagement process.

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core "Governance" priorities have emerged for the CRP. These include:

- Priority 1: Engaging Community and Sharing Information
- Priority 2: Developing Our Collective Capacity
- Priority 3: Strengthening Our Organization
- Priority 4: Providing Support to Members in Need

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Governance section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our governance practices provide the foundation for our community's vibrancy today and future generations.

6.3 Health

Our ancestors have lived in our Traditional Territory for over 7,000 years while maintaining their physical, mental, emotional and spiritual health and well-being. Our people today and those who are yet to come, have the right to do the same for their health and wellness. Through traditional practices such as hunting, fishing, and gathering, we stayed connected to the land and maintained a healthy balance in life. Over time, these practices evolved in a sophisticated manner and will continue to evolve as the world changes. These practices kept our ancestors healthy and will do the same for us and our future generations.

Colonization created damaging gaps in our community's overall health and well-being. It moved our people away from healthy traditional diets, disconnected us from our lands and resources, and banned our traditional ceremonial, healing and spiritual practices. Over the last few decades, however, Kanaka Bar has reversed the adverse effects of colonization by reconnecting with the land and resources and revitalizing traditional values. The community has extensively invested in well-being of our people through community-based programs and services aimed at promoting traditional practices, healthy food choices, active lifestyle, and mental/emotional health.

Our Approach

Kanaka Bar's approach to health has always been holistic – it is rooted in food, water, work, culture, family, and community. Respecting elders, caring for people, and coming together in crisis situations are all strong aspects of our community's values. Kanaka Bar, with support from outside agencies, seeks to nurture a more resilient and healthy community through the revival of our history.

Today, Kanaka Bar seeks to implement individualized and communal programs on an ongoing basis for young children, youth, adults, and elders to support the health and wellness of the community as a whole. Our approach to individual and community wellness can be found within the medicine wheel as follow:

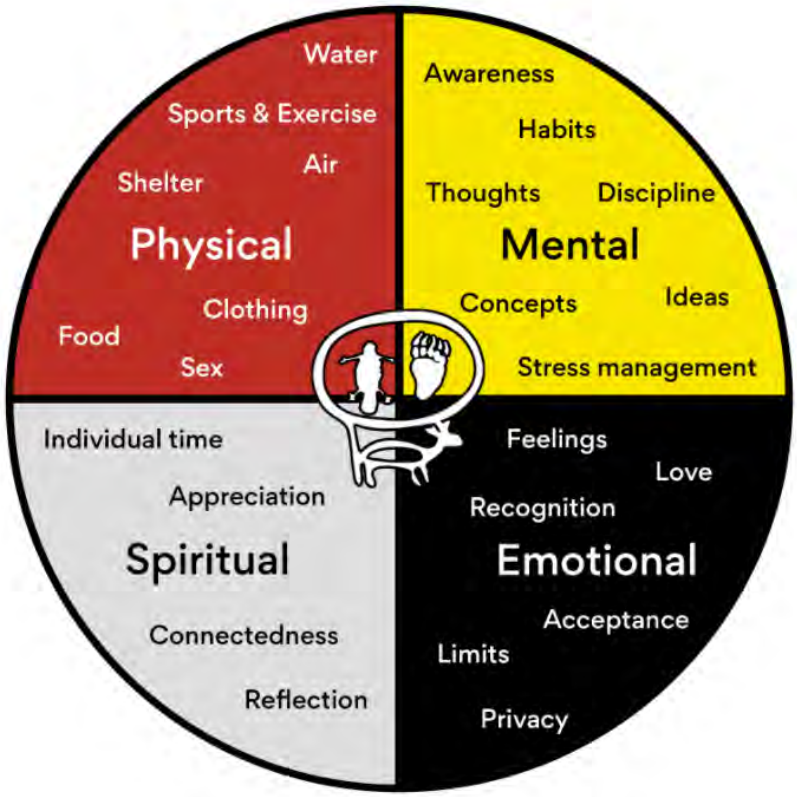


Figure 4 - Kanaka's Holistic Approach to Health and Wellness

Next Steps in Our Resilience Journey

Despite the diverse negative impacts of colonization we have persevered. We have been actively reversing the adverse impacts of colonization for the past few decades by engaging our people and advancing self-determination. Today, we have an inter-related yet different challenge (i.e. climate change) that brings uncertainty about our future and encourages us to redefine our relationship with each other and our lands and resources.

Key steps we have taken over the years to overcome challenges pertaining to health include initiatives such as introducing community-based health programs and services to our people through the Health Department. In addition to that, we have actively pursued initiatives to find a balance between physical, mental, emotional and spiritual aspects of health. This includes advancing our food security initiatives, encouraging people to stay on the land through meaningful work and non-work related opportunities, bringing qualified professionals to provide counselling and other forms of support to people in need. Our overall objective has always been to implement individualized and communal programs on an ongoing basis to young children, youth, adults, and elders.

What We Heard

On December 9th, 2020, community members participated in the Health CRP Engagement Session. The community discussed key topics, including healthy lifestyles, traditional wellness, services at Kanaka, and accessing external resources. Based on the input received at the session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Invest in mentoring young community members through processing plants and animals, traditional wellness and medicine, sex and adolescence education, and more. The community could benefit from a stronger transfer of traditional knowledge from one generation to another.
- Providing more educational opportunities for all members centered around dancing, drumming, beadwork, traditional food, and smudging would strengthen the connection to culture.

- Creating more recreational opportunities would encourage healthier lifestyles among members (especially youth).
- Members who travel for medical reasons need financial support and transportation.
- More attention is needed to end-of-life planning through education, legal access (estate plans and wills), and Elder knowledge of traditional ceremonies.

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core "Health" priorities have emerged for the CRP. These core priorities include:

- Priority 1: Advancing Food Self-sufficiency Vision
- Priority 2: Implementing Holistic Wellness Initiatives
- Priority 3: Enhancing Community-based Services
- Priority 4: Providing Access to Quality Healthcare

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Health section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our health initiatives provide the foundation for our community's vibrancy today and for future generations.

6.4 Culture

Kanaka Bar Indian Band is one of 15 Indigenous communities that make up the Nlaka'pamux Nation. Since time immemorial, Kanaka's Traditional Territory and resources have sustained our community's governance, culture, and people. Cultural practices represent the fundamental components defining Kanaka's individuality with the Nation, including language, social structures, and relationships with the land. Culture is woven into our natural environment and can be found in our history, education, guiding values and principles – it is in everything we do.

Our Approach

We have been a self-reliant, self-governing people, with a distinct language, culture and lifestyle developed into one Nation living in harmony with the land and with each other. The kokpe system was put in place to deal with issues, and traditional protocols were put in place by the community, family and groups sharing their values.

Today, we embrace and express our culture in many ways including language, songs, drums, storytelling, hunting, fishing, gathering, making clothing and regalia, creating tools, walking, social gatherings, trade, governance, family, ceremonies, hereditary family trees, smudges and gathering of traditional medicines, to name a few.

Food brings people together – gathering to enjoy a meal as a family or as a community was a shared role and critical for survival and serves more of a social purpose today. Seasonal practices, gathering and hunting, preparation and techniques were and still are passed down, and the cultural knowledge of the locally sourced game and produce supports food security and stewardship of cultural practices.

Whether as a form of trade or identification for membership or tribe, we use art to express culture and self-identify. Art forms that may be found at Kanaka include:

- Beadwork, knitting, baskets and leatherworks
- Soapstone, jade, jewelry, and tools
- Hand drumming, songwriting, and storytelling
- Creating clothing and items to wear

Traditional teachings are needed to prevent the loss of linkage to our cultural and historical past. Revitalizing endangered language(s) may be a challenge, as we always had an oral-only language and there was no writing style that predated contact. The linguistics connection gives a sense of identity and websites such as www.firstvoices.com offer the chance to learn the language regardless of one's geographical location.

Our cultural practices and shared beliefs and values are expressed in many ways, all of which contribute to preserving our identity.

Next Steps in Our Resilience Journey

We have shown that instead of giving up, all the past wrongs, shared history and loss have created a common collective built on the identity of the 'Indian'. We share one voice and one power - that is our existing Aboriginal rights and titles based on use and occupation of the land and recourses since time immemorial. We are in the process of recovery and asserting ownership/stewardship of our Traditional Territory and demanding accountability from users of these lands and resources. We are doing this by using and benefitting from modern-day technology, abiding by existing laws, while maintaining a personal connection to the community, language, ceremony, hunting, gathering, and teaching youth to do the same.

The loss of language and traditions caused a disconnect from our historical past, but we are improving cultural practices and gaining a sense of identity by listening to community members share knowledge and stories and capturing them with modern technology to share with future generations.

The next generations of Kanaka are leaders of tomorrow. The survival and strength of our culture depend on the successful transfer of traditional knowledge onto the youth; preserving and preparing food and medicine, creating artwork, songs and dance, baskets and drums, language learning and embracing traditional culture. By doing so, we will be able to mend the disconnection caused by colonization. Our goal is to ensure that our children and grandchildren have every opportunity to participate in their own culture.

What We Heard

On December 23rd, 2020, community members participated in the Culture CRP Engagement Session. The community discussed key topics including language and traditions, food and medicine, honouring our past and looking to our future. Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Develop a library that will help preserve existing traditional knowledge.
- Create a platform to enhance community and membership connections.
- Offer virtual or in-person classes for beading, leather work, dream catchers, language, drumming, singing, medicine making, and food processing.
- Develop language programs, including youth activities and voice recording database for all members.
- Provide support for end-of-life traditions (e.g. ceremonies, legal support for estate plans and wills).
- Re-invigorate the honour system (e.g. handshakes, verbal agreements, respect for Elders, culture of giving).
- Hire a Traditional Knowledge Keeper to gather, preserve and share traditions and encourage wellness within the community (e.g. On-call Elders).

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core "Culture" priorities have emerged for the CRP. These core priorities include:

- Priority 1: Honouring Our Past
- Priority 2: Keeping Traditions Alive
- Priority 3: Revitalizing Language
- Priority 4: Looking to Our Future

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Culture section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our culture will be maintained and strengthened to support the community's vibrancy today and for future generations.

6.5 Education

Since time immemorial, Kanaka Bar's learnings were handed down verbally through stories and mentorship experiences at home and community gatherings. Kokpis and elders generously shared their knowledge, skills, and experiences with each other and younger generations. Learning was an experiential effort whereby individuals learned by doing or through trial and error. Skills such as hunting, fishing, gathering, making clothes, tools, and other necessities took many years to advance. Similarly, the community's 'shared knowledge' including language, history, culture, and governance systems was transferred from one generation to another through many experiences which helped to create a vibrant community.

Contact and subsequent colonization changed many things for us, including a forceful alteration of our education philosophy, first through the *Indian Act* and then through residential schools. The attempt to "civilize" and assimilate our people caused a trauma, which created and widened the gap in a well-defined process of knowledge gathering, storing, and transferring developed over millennia. Over the past few decades, however, Kanaka Bar has reversed many adverse impacts of colonization. This includes supporting our people with their education endeavors, bringing in qualified trainers and mentors to the community, and providing hands-on practical experiences to our people, regardless of their age, skills or experiences.

Our Approach

Kanaka Bar sees education and skills development training as a critical priority for achieving our community's goals of being vibrant, self-sufficient, and sustainable. Building skills and overall capacity is essential to achieving a higher quality of life. Education at Kanaka has been holistic and all-encompassing.

We continue to take concrete steps to support members in their educational aspirations and skills development goals. In doing so, Kanaka Bar seeks to revitalize core community processes of knowledge gathering, storing, and transferring. In recent years, our approach to education has been to:

- Revitalize our cultural identity and learnings by sharing and passing down stories, knowledge, and skills.
- Support younger generations so they can achieve their life, employment, and career goals.
- Create space for knowledge sharing with individuals, families and the wider community.
- Encourage experiential learning and provide skills development opportunities within the Territory on tangible projects that contribute to Kanaka's well-being
- Create meaningful employment and training opportunities through community economic development
- Adopt modern technology to stay connected with each other and the world

Next Steps in Our Resilience Journey

Colonization created massive deficiencies in our people and restricted our growth as individuals and a community. We have incrementally been reversing that. Today, Kanaka Bar strives to provide educational resources and support to all members, regardless of residency. Educational resources and supports that Kanaka Bar offers are both formal and informal, strategically allocated for early childhood, kindergarten to grade 12, post-secondary, and adult learning.

We support all community members in their education and training goals regardless of their age, residency, and current education levels. Our focus remains on youth by providing hands-on work experiences through initiatives such as Summer Youth Employment Program, and encouraging them to think about their careers. Additionally, we continue to work closely with local schools and organizations that provide education, learning and training services and support to our people in a customized way.

What We Heard

On January 6th, 2021, community members participated in the Education CRP Engagement Session. The community discussed key topics including early childhood, kindergarten to grade 12, post-secondary, and adult

learning. Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Support is needed for first-time parents, for those who cannot afford daycare or recreational activities, for parents who are unemployed due to COVID-19, and for the families of children who learn at different speeds.
- Language and Traditional Knowledge should be taught to children at a young age (through songs, flashcards, or engaging culture packages).
- Children need tools from a young age to deal with emotions in order to become independent, respectful, and responsible.
- Investing in youth by teaching important life-skills and providing academic support for those in need would help them achieve their future goals.
- Providing meaningful career/post-secondary guidance will expose youth to diverse opportunities and help them transition to employment or higher education.
- Supporting Grade 12 students in obtaining certifications or licenses would ease their transition into the working world.
- More financial support for post-secondary students is needed by way of scholarships, food funds, and increased living allowances.
- Providing more mentorship and guidance would benefit students, both in terms of life skills development and emotional and mental health.
- More focus on developing essential skills for business management, entrepreneurship, and new technologies (e.g. Zoom, Microsoft Office).
- Leveraging technology would make learning more accessible.

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core "Education" priorities have emerged for the CRP. These core priorities include:

- Priority 1: Empowering Kanaka Children and Youth
- Priority 2: Supporting Lifelong Learning
- Priority 3: Sharing Our Knowledge, Resources and Traditions
- Priority 4: Enhancing Foundational Life Skills and Knowledge

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Education section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our education initiatives will provide the foundation for our community's vibrancy today and for future generations.

6.6 Infrastructure

At Kanaka Bar we strive to be a proactive, sustainable, and resilient community with the necessary infrastructure to deliver the core services needed for our residents today. The key to sustainably provide foundational community infrastructure services lies in how Kanaka Bar works as a community, to operate and manage our community infrastructure and assets. In other words, it is our infrastructure that represents the foundation for supporting our daily lives and the progression of Kanaka Bar's well-being and resilience.

Kanaka Bar owns and maintains an extensive portfolio of community infrastructure and assets. This portfolio includes our homes, water treatment plant, community roads, buildings, energy systems and other assets. Our infrastructure's integrity and resilience are foundational to supporting Kanaka Bar's efforts to sustainably use our lands and resources to maintain a self-sufficient, sustainable and vibrant community. This becomes more important as Kanaka Bar proactively addresses our vulnerability to climate change.

Our Approach

Kanaka Bar has a long history of managing our community infrastructure assets. In recent years, Kanaka Bar created Kanaka Land and Holdings (KLH) to hold, buy, sell and manage our community's core infrastructure and tangible assets. More specifically, KLH works to support the operation and maintenance of all community housing, community buildings, and septic systems. Our team at Kanaka Bar Employment Services (KBES) works on behalf of the community to operate and maintain our water system (treatment and distribution) and community roads. Together, KLH and KBES work to service and provide the community with the foundational infrastructure and assets needed to serve our community and our progression to self-sufficiency.

Kanaka Bar also works with other key partners in the development of infrastructure and delivery of community services. This includes but is not limited to, Indigenous Services Canada, First Nations Health Authority, and various ministries within the Government of British Columbia.

Today, Kanaka Bar is working to implement our Asset Management Plan, which aims to support a continuous improvement model that works to enhance the resilience of community infrastructure. In addition to implementing our Asset Management Plan, Kanaka Bar has established a series of protocols and systems to manage community infrastructure today and support its long-term resilience. This includes:

- Establishing schedules/timelines to complete regular reviews of core community infrastructure and assets to determine their condition, upgrade needs and replacement schedules.
- Implementing comprehensive operations and maintenance plans for key community infrastructure.
- Incorporating forecasted climate change information and data into our community infrastructure design and construction.

Next Steps in Our Resilience Journey

At Kanaka Bar, we actively observe changes around us - temperature fluctuations, precipitation irregularities, increased droughts, higher wildfire threats and continued loss of wild salmon. What is happening? The answer is “climate change” as we intuitively know. We want our community to be prepared for the environment and economy of tomorrow therefore we are actively investing and working to build key infrastructure projects such as the Upper Kanaka Resiliency Centre, new water infrastructure and the Crossing Place Affordable Housing Project. Together, infrastructure projects and initiatives will provide a resilient foundation for Kanaka Bar's economic development, community readiness, food and energy self-sufficiency and overall community well-being.

What We Heard

On January 20th, 2021, our community participated in the CRP Engagement Session on Infrastructure. During the session, the community discussed key topics such as water security, wastewater management, housing needs and innovation, community buildings, energy and self-sufficiency infrastructure. Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- Kanaka Bar needs to continue to construct practical, resilient and energy efficient homes. We must also support home energy renovations to help members save on energy costs and meet the diverse housing needs of Kanaka members both on and off the reserve.
- We must (via our Lands Team and advisors) collect the best data possible to continuously improve our understanding of the community's water needs today, and the needs of future generations in a changing climate.
- Kanaka will work to support the development of inclusive and climate-resilient infrastructure and community buildings to support everyone at Kanaka, including those with lower incomes, elders, and children.
- Kanaka should continuously invest in clean energy technologies and infrastructure to achieve our long-standing goal of energy self-sufficiency.
- We must maintain our focus on food security and invest in community gardens and livestock, and over the coming years develop a subscription-based food box program. We will also consider the use of aquaponics as an alternative fish supply as the Fraser Sockeye Salmon population continues to suffer.
- Kanaka will work to improve existing road infrastructure and community signage, street lighting, and install blind-spot mirrors to increase the safety of the community.

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core “Infrastructure” priorities have emerged for the CRP. These include:

- Priority 1: Enhancing Water and Wastewater Infrastructure
- Priority 2: Creating Resilient, Affordable Housing and Buildings
- Priority 3: Increasing Community Connectivity and Self-sufficiency
- Priority 4: Improving Service Levels

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Infrastructure section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our infrastructure and community assets provide the foundation for our community’s vibrancy today and future generations.

6.7 Economic Development

The "traditional" economy at Kanaka Bar has existed for thousands of years. Over time, our traditional barter economy evolved into a sales economy (post-contact) and eventually, a wage economy manifested. All three economies exist today, as Kanaka Bar members continue to make traditional items (e.g. food, tools and clothing) for gifts, trade and sale. Kanaka Bar has also adopted western products, attained through agricultural, forestry, energy and mining activities, for both trade and sale. Many members are employed in these sectors to earn a living.

While it took many years to realize, Kanaka's local economy underwent a significant and meaningful change with the development, construction and now operation of the Kwoiek Creek Hydroelectric project. The development and ownership of this project have led to many direct and indirect economic benefits to Kanaka Bar and the region. More importantly, the project has created diversely intangible benefits for Kanaka, helped revitalized our identity as a community and offered a foundation to strive towards self-sufficiency. With its completion, Kanaka Bar developed its first Community Economic Development Plan (CEDP, 2016). The CEDP established a series of community economic development goals, guiding principles, success indicators and a 5-year implementation plan.

Our Approach

To guide Kanaka Bar's economic development and community resilience journey, a series of principles were adopted in 2016 and summarized in the figure below.

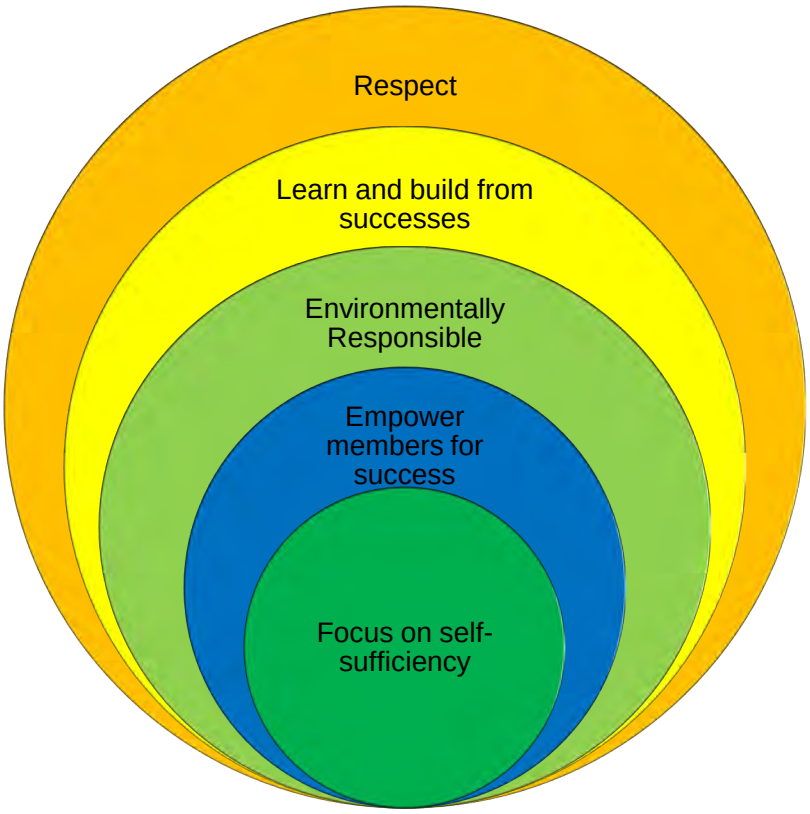


Figure 5 - Kanaka's Economic Development Principles

These principles represent Kanaka's overall approach to community economic development. They aim to reflect our shared priorities and goals in advancing projects that create jobs, generate revenues and support our community's vibrancy and self-sufficiency.

For many years, Kanaka Bar has worked tirelessly to establish a strong foundation to support community economic development and resilience. This foundation acknowledges our community's unique challenges and supports our commitment and strengths to grow as a community. Our foundation's core lies in our comprehensive policies and codes, including our Membership Code, Elections Code and Governance Code. We've also established a comprehensive financial administration system that serves the community itself and our economic development companies. It is important to highlight that Kanaka Bar developed an organizational structure and foundation that is purposeful and strategic in advancing economic development - "Orange" is the arm of Kanaka that is responsible for advancing economic development. Kanaka Bar Land & Resources LP, the parent entity, holds 4 subsidiary companies. Through these companies and our strong governance model, we are empowered to strategically advance our community's economic development priorities and strive to achieve our community vision.

Next Steps in Our Resilience Journey

As we look forward, it is important to state that community economic development entails identifying opportunities for land and resource use within our Traditional Territory and implementing community-based programs, projects and initiatives. We use our land and resources to generate short and long-term benefits for the community, employment for the membership and capacity development for all.

As the 5-Year CEDP Implementation Plan expires, we will leverage the CRP and its implementation to advance Kanaka's economic resilience over the coming years. We commit to invest in our overarching community (economic development) goals related to:

- Employment Self-Sufficiency
- Financial Self-Sufficiency
- Energy Self-Sufficiency
- Food Self-Sufficiency
- Infrastructure Resiliency

What We Heard

On February 3rd, 2021 our community participated in the CRP Engagement Session on Economic Development. During the session, the community discussed key topics including building resilient environments, identifying community economic drivers and opportunities, employment skills and training needs to empower members, and driving new economic opportunities through strategic investments.

Based on the input received at that session and other related engagement processes, a number of key priorities and ideas were captured. They are summarized as follows:

- We will continue to holistically invest in food security, renewable energy, affordable housing, aquaculture, sustainable resource recovery, and water resource management.
- We will strategically invest in developing local recreational opportunities to encourage healthy lifestyles and foster healthier employees.
- We will partner with regional entities to create and promote tourism opportunities in Kanaka Bar and throughout the Fraser Canyon.

- We will look to support our membership in their personal and business ventures in a way that maximizes community benefit and resilience.
- We will ensure that our community development projects meaningfully engage youth to provide them with foundational employment experience and skills training.
- We will invest in the Kanaka Bar economy by developing the Must Rest Stop, which is the cornerstone of our retail and commercial spaces.
- We will work to advance foundational infrastructure that supports the use of E-Commerce platforms which will support local businesses and their participation in the global economy.

Core CRP Priorities

Based on the core outcomes of the engagement session and input provided by Kanaka members, four core "Economic Development" priorities have emerged for the CRP. These include:

- Priority 1: Creating New Business Opportunities
- Priority 2: Helping Kanaka Reach Our Potential
- Priority 3: Advancing Opportunities Outside of the Territory
- Priority 4: Building Kanaka's Local Economy

For each of the core priorities, Kanaka has identified several specific actions and tasks that will be implemented over the coming years. Each of these actions and tasks are summarized in the Economic Development section of the 5-Year Action Plan of this CRP. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that our economic development investments and projects provide the foundation for our community's vibrancy today and future generations.

6.8 Youth Perspectives

Kanaka Bar values the concept of generational resilience therefore it's important for us to prioritize youth capacity building and their involvement in community initiatives. Many of Kanaka Bar's initiatives are rooted in proactive planning for the future to protect the quality of life for future generations. The youth of today represent the leaders of tomorrow - it is critical that youth perspectives were captured during the CRP process.

What We Heard

On February 24th, 2020, youth community members (age 12 to 30) participated in the Youth CRP Engagement Session. The participants discussed several of the CRP themes. Based on the input received at that session, a number of key priorities and ideas were captured. They are summarized as follows:

- Implement initiatives that build governance capacity in Kanaka's youth (ex. Youth Councillor, Youth Committee).
- Implement subscription-based healthy food service (e.g. food boxes) to distribute Kanaka-produced foods.
- Implement youth-focused wellness programs (ex. sexual health and adolescent education, physical education), including mentorship opportunities on how to live a healthy lifestyle.
- Integrate climate change lens into health services and offer support to members for adaptation (e.g. ACs and air purifiers).
- Provide Traditional Knowledge learning resources to all members (e.g. harvesting, recipes, online resources, financial support, education packages, songs, flash cards).
- Provide programs and resources to support youth in post-secondary endeavors (career counselling, job fairs, rotational part-time jobs).
- Continue to improve community-led educational programing, systems and resources (e.g. computer lab and home education).
- Provide resources and programs for continuing education and technical skills (in-person and/ or virtually).
- Utilize the new community building for community programming (e.g., afterschool care, educational programing, computer access. etc.).
- Advance energy self-sufficiency (generation and energy efficiency projects) projects within community homes.

- Invest in cell phone towers to improve the reliability of communication networks in the community.
- Continue to pursue the advancement of a Kanaka micro-grid (community scale energy projects).
- Invest in outdoor kid/youth activity and playground area in Upper Kanaka.
- Investigate the cost of a community pool/water park and potential locations.
- Assess the viability of purchasing rental properties for membership housing outside of Kanaka.

Some of the above ideas were new to the CRP and others were a reiteration of what was heard during previous engagement sessions. At this session, the youth identified several specific actions and tasks to be considered for implementation over the coming years. Each of these actions and tasks are highlighted in blue in the respective sections of the 5-Year Action Plan of this CRP. This was done to distinguish them from the broader set of actions and tasks that were developed during the previous engagement sessions. In advancing each of these priorities in a strategic, thoughtful and diligent manner, Kanaka Bar will ensure that youth perspectives are integrated into the CRP and reflect the priorities of Kanaka's future leaders.

7.0 Guiding Principles

The following guiding principles have emerged throughout this community resiliency planning process. They are introduced here, as these principles offer context to the overarching goals of Kanaka Bar. Furthermore, the guiding principles aim to reflect the intent and holistic approach to community development, as represented in Kanaka Bar's overarching vision statement: Kanaka Bar is committed to using its lands and resources to maintain a self-sufficient, sustainable and vibrant community.

It is important to note that these guiding principles were developed to help advance the development of a CRP Implementation Plan and help guide the prioritization process summarized in the following section of the CRP. Each of these guiding principles is to be referenced as Kanaka Bar defines the nature of the "Actions and Tasks" that are advanced in implementing the CRP. In other words, it anticipated that

- Kanaka will empower community youth through the implementation of the CRP.
- Kanaka will incorporate traditional knowledge, customs and practices within the implementation of key CRP actions.
- Kanaka will care for the mental and physical well-being of all members to support personal and community well-being.
- Kanaka will proactively adopt climate resiliency and environmental design principles into community projects and programs.
- Kanaka will implement its Title and Rights to advance the community's overall resiliency and serve as caretakers of the Territory.
- Kanaka will promote a meaningful community engagement process to support the "by Kanaka, for Kanaka" model.
- Kanaka will collaborate with government agencies to advance the community's interests and meaningful reconciliation.

8.0 Prioritization

Throughout the CRP engagement process, many ideas were generated during the Zoom sessions, with additional ideas provided through survey responses and written responses to the Engagement Coordinator. The engagement team created a register of these ideas, ensuring that all feedback was captured and recorded as spoken or written. This register formed the foundation for developing a strategy.

To convert the community's shared ideas into a prioritized implementation plan, the engagement team developed a prioritization process that both condensed and prioritized the community's ideas while ensuring no input was lost in the process. Figure below summarizes the prioritization process. This process was vetted and endorsed by the community in engagement session #10.

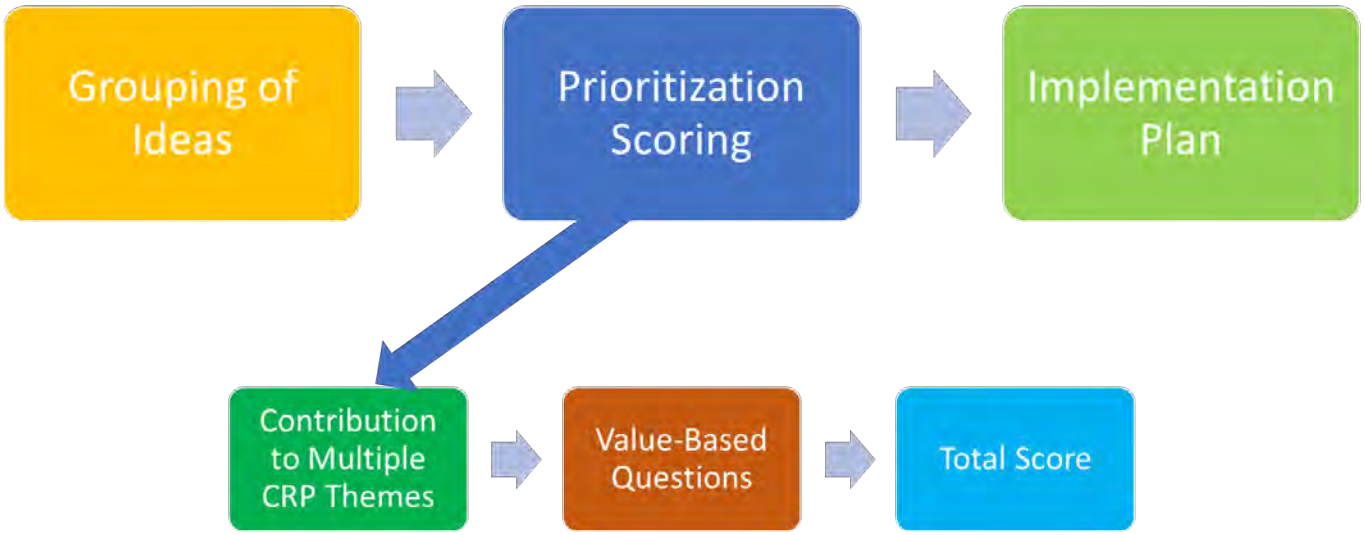


Figure 6 - Prioritization Process

The following sections provide a summary of each component of the process.

8.1 Grouping of Ideas

For each CRP theme, many of the ideas were discrete and specific. Some ideas were similar to others in nature or formed part of a broader program or initiative. In order to make the implementation plan manageable, it was important to reduce redundancy and group similar ideas together. Table below provides a summary of the total number of raw ideas by theme and the total number after the consolidation process. Note that the ideas that were generated in the "Other" engagement session were moved to their appropriate CRP planning theme during this process and therefore, the number of ideas in the consolidated column is zero.

Theme	Number of Ideas	
	Raw	Consolidated
Lands and Resources	29	20
Governance	29	21
Health	46	32
Culture	39	14
Education	52	24
Infrastructure	52	39
Economic Development	49	32
Other	11	0
Total	**307**	**182**

Table 2 - Number of Raw and Consolidated Ideas

Raw ideas were linked to their respective consolidated ideas so that every discrete and specific idea that was generated by the community could easily be traced back for future reference, as needed to support implementation.

8.2 Approach to Scoring

With the ultimate goal of developing a 5-year implementation plan, a scoring system was developed to support the prioritization of the 182 ideas generated by the community. The approach to scoring consisted of the following key elements:

- Scoring criteria
- People conducting the scoring
- Data processing

The scoring criteria aimed to reflect the values of the community with the intent that the higher the score, the greater the impact the idea would have across multiple bottom-lines. Two sets of criteria were used.

1. Contribution to multiple CRP themes – Each of the 182 ideas fall within one of the seven CRP themes. However, in some cases, the idea was related to one or more otherCRP themes. Each idea was given a score between zero and six based on the number of additional themes it would impact.

   Example: Within the Culture theme, one idea is to "Provide training to youth on Traditional activities (berry picking, making fishnets, harvesting)." This idea also relates to the Education, Health and Lands and Resources CRP themes and therefore it is assigned a score of three.

2. Impact across 10 value-based questions – The bulk of the scoring is based on 10 questions that were generated to reflect Kanaka Bar's core values (see Figure 7 below). Each of the 182 ideas received a score between one and five for each of the 10 questions based on the idea's alignment with the questions. Therefore, each idea was given a score between 10 and 50.

Taken together, this process generated a score between 10 and 56 for each idea.

Does this idea.....

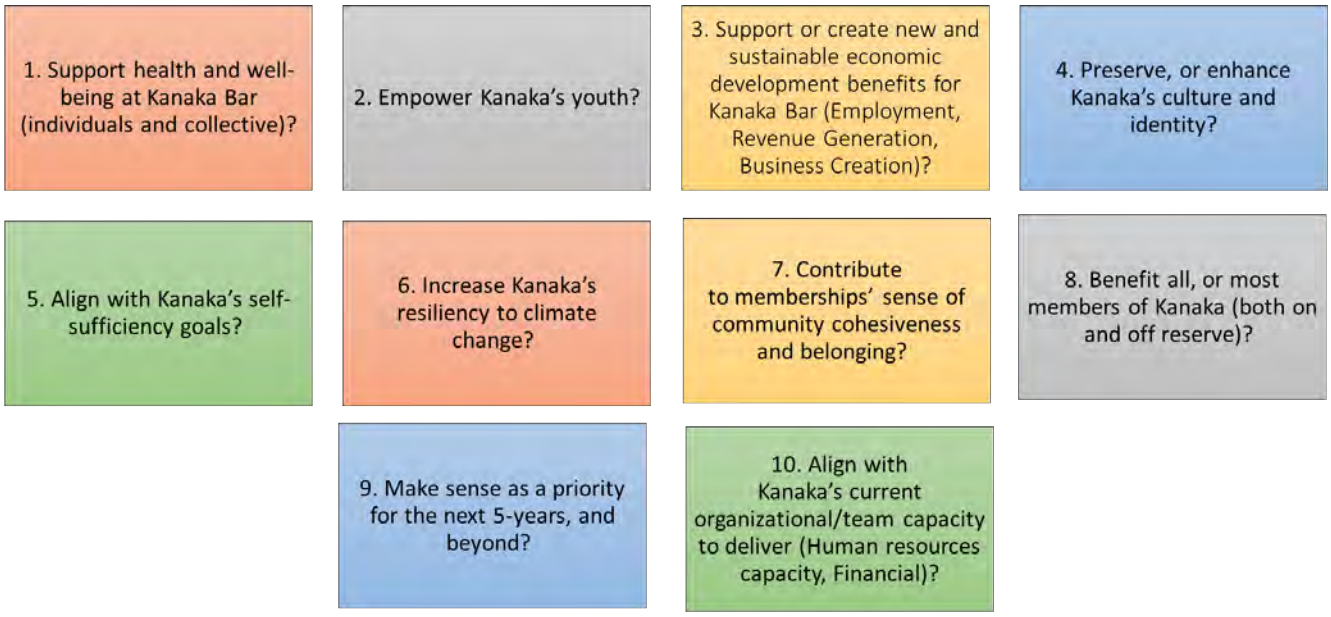


Figure 7 - Value-based Questions

Scoring each idea from one to five for each of the 10 questions is a subjective process, based on the thoughts, feelings and biases of the scorer. Therefore, it was important to have several individuals complete the scoring. The scoring was completed by 14 individuals consisting of the following:

- CRP Team Members (nine individuals)
- Chief and Council (five individuals)

This process generated 14 individual scores (between 10 and 56) for each of the 182 ideas. In order to remove outliers and produce a single score for each idea, the following data processing steps were followed:

1. Remove outliers – Individual scores that were significantly higher or lower than scores from the rest of the group were removed.
2. Average group scores – The average score for each initiative was calculated from the individual scoring. This process was completed separately for the CRP team scores and Chief and Council scores. This process generated two scores per idea, one CRP team score and one Chief and Council score.
3. Average CRP team and Chief and Council scores – For each idea, the two average scores generated by the CRP Team and Chief and Council were added and divided by two to calculate the final score.

In addition to the scoring, all ideas that were either generated in the youth session or endorsed by the youth members were colour-coded. This did not impact the scoring, but instead provides a visual cue for leadership and the community to reflect on those initiatives that were most important to the youth.

8.3 How the Results Support the Implementation Plan

The process outlined above resulted in a single score for each of the 182 ideas. Within each theme, the ideas were ranked based on the scores. Then, thresholds were used as an initial way to assign each idea to a timeframe within the implementation plan. The thresholds and timeframes are outlined in Table 3 below.

Scoring Thresholds	Implementation Timeframe
41 to 56	1 to 2 Years
31 to 40	3 to 5 Years
10 to 30	5+ Years

Table 3 - Scoring Threshold and Implementation Timeframe

The results of this process provided a starting point for development of the implementation plan. The key benefits of this approach include the following:

- All ideas generated by the community throughout the engagement process are included in the plan.
- The prioritization process is heavily weighted on a scoring system that reflects Kanaka Bar's core values.
- The overall approach created a foundation for the development of the implementation plan.

The following section provides a summary of the implementation plan process and final action plan.

9.0 Implementation

The process to plan our future does not end with the completion of the CRP. It is only the beginning. This section provides information about the timeframe within which Kanaka Bar will act on the priorities identified by the community for the various planning themes. It also addresses how progress will be monitored, evaluated and reported back to people interested in our community affairs. Finally, it articulates how this living document and the report on its implementation progress will be made available to people on an ongoing basis.

As we conducted the community engagement session, we divided the session theme into four priorities. These priorities were based on what we heard from the community during the engagement sessions. All relevant action items pertaining to the themes were then placed within these priorities. This allows us to be organized and follow the implementation plan while reporting back to the community on an ongoing basis.

All ideas generated by the community during the engagement process have been included in the final implementation plan described in the pages that follow. Where there were multiple ideas that pointed to the same action, we packaged them as a single item without losing the essence of multiple ideas. Ideas that were more of a guidance than an actionable item became a guiding principle that will define how things will be done at Kanaka Bar over the coming years. Items highlighted in blue in the tables below are items that were brought up by the youth members of the community during the youth engagement session.

The packaging of similar items and embedding guiding principles as part of the implementation led us to narrow down the list from 182 consolidated ideas to 106 refined actionable items across all planning themes. The implementation timeframe was then determined on the basis of scores that each item received as a result of the prioritization process. Each item, depending on its score, was considered actionable in short (i.e. 1 to 2 years), medium (i.e. 3 to 5 years), or long (i.e. 5+ years) term. The tables on the following pages provide details of the items for each of the seven planning themes and their respective timeframes.

The CRP is essentially a medium-term plan. In the tables below, however, we also have included items that will be pursued after the initial five-year period. These are items that scored low during the prioritization process. These items can be prioritized and implemented in an earlier timeframe, if they are brought forward to the community's attention at a regular meeting, discussed openly and respectfully with everyone present in the room, planned appropriately, and receive an approval from community members.

The CRP will be a living document – as we start implementation, we will need to define how each action will happen, who will be responsible, when it will be executed, what it would cost and where the money will come from. Answering these questions will form the basis of work plans for the different departments at Kanaka Bar.

9.1 5-Year Action Plan

LANDS AND RESOURCES				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Enhancing Water Security	Continue to advance long-term water monitoring programs in creeks, lakes and the Fraser River			
	Develop a community water use and conservation plan			
	Assess the feasibility of Siwash Creek as long-term community water source			
	Investigate and construct water storage/reuse options to improve water security (ex. residential rain barrels, and community reservoirs)			
Increasing Climate and Environmental Resiliency	Continue to advance weather monitoring program and data management systems			
	Increase monitoring of traditional and valued ecosystem resources			
	Advance climate change resiliency strategies and any actions remaining from the 2018 Adaptation Strategy			
	Invest in fisheries habitat restoration opportunities in Kanaka's Territory			
Implementing Land and Resource Stewardship	Recruit key technical staff and advisors to support long-term land stewardship priorities			
	Create a guidebook for Kanaka's youth on (traditional) lands and resource activities			
	Invest in referral management processes and systems (see Traditional Lands and Resources Strategy)			
Using Lands for Community Purpose	Strategically invest in (the purchase of) land and resources within Kanaka's Territory			
	Improve community access to upper watershed lakes			
	Increase monitoring of Territorial access points and establish a reporting process for visitors			
	Develop Lot-16 and neighbouring properties for community use			

GOVERNANCE				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Engaging Community and Sharing Information	Create a platform/app for on and off reserve members to access information and provide feedback on community projects and initiatives			
	Maintain Engagement Coordinator staff position and continue to improve community engagement processes			
	Continually increase Kanaka's financial transparency and accountability			
	Develop a directory/section on the website for members to share their life stories, experiences and education			
Developing Our Collective Capacity	Hire separate CEOs for each colour of the organization			
	Create meaningful mentorship opportunities within Kanaka's various governance and business units			
	Implement initiatives that build governance capacity in Kanaka's youth (ex. Youth Councillor, Youth Committee)			
Strengthening Our Organization	Mandate climate change accountability within community plans, codes and projects			
	Create strategic partnerships with developers in the region to advance Kanaka's resiliency goals			
	Reorganize the Health and Culture departments to serve membership needs better			
Providing Support to Members in Need	Provide subsidy and/or support to on and off-reserve members to improve home energy performance			
	Provide a fixed stipend to off-reserve members			
	Support off-reserve members with mortgage payments, down payments and act as guarantors			
	Provide financial support to help cover rent for off-reserve members			

HEALTH				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Advancing Food Self-sufficiency Vision	Develop Traditional food and medicine programs for all ages			
	Invest in innovative food security initiatives (e.g. aquaponics, livestock, greenhouses, composting etc.), expand existing operations and enhance infrastructure			
	Develop an inventory of the different types of Traditional foods in the Territory			
	Implement subscription-based healthy food service (e.g. food boxes) to distribute Kanaka produced foods			
Implementing Holistic Wellness Initiatives	Implement youth-focused wellness programs (ex. sexual health and adolescent education, physical education), including mentorship opportunities on how to live a healthy lifestyle			
	Implement additional programs homecare, addictions, disease and illness support			
	Provide a "health care spending account" to support healthy lifestyles (e.g. physical activity, monitoring devices, gym memberships etc.)			
Enhancing Community-based Services	Hire additional staff (e.g. home care aide) for the Health Department, and better plan for succession			
	Integrate climate change lens into health services and offer support to members for adaptation (e.g. ACs and air purifiers)			
	Provide a platform for members to share comments and concerns regarding the provision of health services at Kanaka			
	Conduct regular health check-ins (formal or informal) with elders and those with ongoing medical issues			
	Implement monthly social clubs for community members			
Providing Access to Quality Healthcare	Improve access to health programs and resources, including E-health			
	Develop elder and long-term health care support programs and facilities locally or in partnership with other regional communities			
	Regularly engage trained professionals/facilitators for mental and emotional health			
	Improve communication processes with external health care service providers, including FNHA			

CULTURE				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Honouring Our Past	Provide culturally relevant support and training programs for parents (ex. cradle making, first time parents)			
	Provide support for end-of-life traditions (e.g. ceremonies, legal support for estate plans and wills)			
	Continuously reinstate the honour system (e.g. handshakes, verbal agreements, respect for Elders, culture of giving)			
Keeping Traditions Alive	Hire a Traditional Knowledge Keeper to gather, preserve and share traditions and encourage wellness within the community (e.g. On-call Elders)			
	Provide Traditional Knowledge learning resources to all members (e.g. harvesting, recipes, online resources, financial support, education packages, songs, flashcards)			
	Develop a process/programs for Traditional Knowledge transfer and storage between generations (e.g. youth camp, smudging, recording conversations)			
Revitalizing Language	Use online platforms to virtually share Traditional Knowledge and teachings in Nlakapamchin language			
	Engage a language speaker to teach and share the language amongst Kanaka residents			
	Create a language database with voice recordings that is accessible to all members			
	Create fun learning activities for kids and the younger generation to pass on Kanaka traditions using the language			
Looking to Our Future	Develop a library (physical and/or digital) to gather, store and share community knowledge			
	Work as a community to develop family trees and the history of families			

EDUCATION				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Empowering Kanaka Children and Youth	Provide programs and resources to support youth in post-secondary endeavours (career counselling, job fairs, rotational part-time jobs)			
	Continue to improve community-led educational programing, systems and resources (e.g. computer lab and home education)			
	Develop additional financial support programs (e.g. bursary) to support students pursuing post-secondary education programs			
	Provide guidance, counselling and tutoring resources to students			
	Train and hire community members to provide early childhood education and programming			
Supporting Lifelong Learning	Improve access to skills training and accreditation for members based on individual learning plans and/or community priorities			
	Provide resources and programs for continuing education and technical skills (in-person and/ or virtually)			
	Provide increased access to life coaching, webinars and engagement sessions to empower the community			
	Provide financial resources to support families in unique situations that require (emergency) support from Kanaka			
Sharing Our Knowledge, Resources and Traditions	Provide training opportunities to youth on Traditional activities (berry picking, making fishnets, harvesting)			
	Develop a youth-focused mentorship program at Kanaka Bar (linking youth to Kanaka staff)			
	Utilize the new community building for community programming (e.g., afterschool care, educational programming, computer access. etc.)			
	Explore the feasibility of establishing a Kanaka Daycare Centre vs providing financial support for daycare			
Enhancing Foundational Life Skills and Knowledge	Develop resources and programs to support household financial planning and well-being			
	Implement creative ways to enhance learning and capacity building (e.g. typing contest, on the land learnings, etc.)			
	Provide recognition and rewards for educational achievements			

INFRASTRUCTURE				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Enhancing Water and Wastewater Infrastructure	Continue to advance the development of proposed water infrastructure projects in Upper and Lower Kanaka			
	Continue to advance implementation of asset management practices to improve infrastructure service levels			
	Increase firefighting capacity in the community (e.g. hydrants, firetruck and Fire Smart activities)			
	Assess, adapt and improve water treatment and wastewater systems to be more resilient			
Creating Resilient, Affordable Housing and Buildings	Continue to develop the Crossing Place Affordable Housing Project and capture learnings for future community developments			
	Advance energy self-sufficiency (generation and energy efficiency projects) projects within community homes			
	Renovate the Band Office and Health Office to meet current uses and needs			
	Explore alternative construction methods and building types to support housing needs at Kanaka			
Increasing Community Connectivity and Self-sufficiency	Invest in cell phone towers to improve the reliability of communication networks in the community			
	Support regional efforts to bring high-speed internet services to Kanaka Bar			
	Continue to pursue the advancement of a Kanaka micro-grid (community-scale energy projects)			
	Increase the walkability of Kanaka Bar by improving trails and roads			
Improving Service Levels	Implement programs for the 5Rs (refuse, reduce, reuse, repurpose, recycle).			
	Invest in outdoor kid/youth activity and playground area in Upper Kanaka			
	Improve the safety of community roads and Highway 1 intersections (street lighting, blind spot mirrors, speed bumps)			
	Implement a school bus / ride share program for school kids			
	Investigate the cost of a community pool/water park and potential locations			

ECONOMIC DEVELOPMENT				
Priority	**Specific Actions and Tasks**	**Short-term (1 - 2 Years)**	**Medium-term (3 - 5 Years)**	**Long-term (5+ Years)**
Creating New Business Opportunities	Develop the Must Stop Rest Stop site, buildings and key attractions			
	Support Kanaka owned businesses and ventures at the Must Stop Rest Stop and beyond (including franchising opportunities)			
	Invest in community-scale sustainable resource recovery initiatives and value-added products			
	Develop tourism initiatives (hydro project tours, horseback tours to lakes, campgrounds) that advance the success of the Must Stop Rest Stop			
	Pursue business opportunities that support of Kanaka's long-term infrastructure projects (e.g. security, porta poti, etc.)			
Helping Kanaka Reach Our Potential	Create and share resources to support members in pursuing entrepreneurship opportunities			
	Engage youth regarding their career aspirations to help inform training opportunities			
	Provide skills and foundational courses to increase employment opportunities for members			
Advancing Opportunities Outside of the Territory	Invest in E-commerce platforms for Kanaka and its members to sell products			
	Assess the viability of purchasing rental properties for membership housing outside of Kanaka			
	Assess the feasibility of establishing a mortgage/financing business for Kanaka members			
Building Kanaka's Local Economy	Develop a business case for investing in Kanaka owned dump trucks and training for operators			
	Assess the feasibility of developing a community / regional storage unit facility			
	Re-investigate the potential of the Siwash Creek Hydropower Project			
	Assess the feasibility of selling aggregates (gravel, slate, and other landscape supplies)			
	Advance the concept of a Fraser River crossing to the Kwoiek watershed if determined to be feasible			

9.2 Monitoring, Evaluating and Reporting

As the various action items within the CRP are implemented, we will need to define how well we are doing and whether we are moving in the right direction to achieve Kanaka Bar's vision. If not, then we will need to adapt ourselves to achieve the community vision.

The CRP will be updated to incorporate all accomplishments made by Kanaka Bar. The documentation of these updates will take place on an ongoing basis through multiple mechanisms described below. The goal is to create periodic reports for community members, enhance our accountability and transparency, and improve day-to-day operations. We will continue to engage the community to help us evaluate the success of these initiatives. We expect this process to have a "trial and error" element and look forward to the learning and growing opportunities along the way. We will regularly track the progress and outcome of each action item and work with individuals responsible for carrying it out in a collaborative way. All of us, regardless of our role at Kanaka Bar, will continuously evaluate during the implementation process whether these action items are helping us achieve the community vision. It is important to understand that this process of monitoring, evaluating and reporting will be ongoing and constant. It will not simply be done in the form of an end-of-the-month or quarterly check-in.

Throughout the implementation timeframe, we will ask ourselves the following questions to guide the monitoring, evaluating and reporting process:

- Are we following the implementation plan or are we off track?
- Are our actions leading us toward our vision?
- What can we do better?
- Who will be responsible to monitor, evaluate and report back to the community?
- What information will we track to understand the impact of our work?
- How will we track our progress and how often will we go through this process?
- How will we report back to the community?

As the CRP implementation begins, we will evaluate success of various actions, make adjustments where needed and celebrate successes. Continuous collection of key metrics and other reporting information will be critical for sharing with community members, Council, funders and other interested parties at Kanaka Bar.

9.3 Staying Connected

This plan will be assessed formally at the end of Year 5. Progress of the coming five years will feed directly into a renewed plan for the following five-year cycle. Therefore, engaging community members, Council and staff in regular evaluation of the actions within this plan will be extremely important for the success of the next five-year plan. This will be done through the following ways:

- Summer and Winter Plans
- Third Thursday Community Meetings
- First Monday and Third Thursday Council Meetings
- Regular Staff Meeting

- CRP StoryMap and Community Website

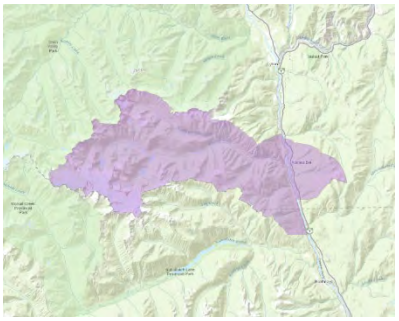
We will formally celebrate our accomplishments as a community annually. We will reflect on the progress made and use that information to plan for the following year. Recognizing and appreciating our efforts for the year will help us stay energized and motivated to move forward.

Appendix A

Summary Reports

Appendix B

Links to Recording of Engagement Sessions



Community Resiliency Planning Sessions

Live – Video Recordings are privatized and are only available by sharing the link.

Session 1 - Welcome

Session 2 - Introduction to Community Resilience Plan

Session 3 - Lands and Resources

Session 4 - Governance

Session 5 - Health

Session 6 - Culture

Session 7 - Education

Session 8 - Infrastructure

Session 9 - Economic Development

Session 10 – Other Topics

Session 11 - Youth

Session 12 – Implementation Plan