



UPPER NICOLA

COMPREHENSIVE COMMUNITY PLAN

April 2021





Upper Nicola

Band Council Resolution

The Council of the Upper Nicola Band

BCR Chronological No.: 2021-04-06-01

Physical: 2225 Village Road, Douglas Lake, BC
Mailing: Box 3700, Merritt, British Columbia V0K 1B8

File Reference (if applicable):

Date: April 6, 2021

WHEREAS:

- A. Upper Nicola Band Council is empowered to act on behalf of Upper Nicola Band; and
- B. The Upper Nicola Comprehensive Community Plan was:
 - a. Developed through a member-focused, participatory planning approach; and
 - b. Received broad member support at community outreach activities.

NOW THEREFORE BE IT RESOLVED THAT the Council, for and on behalf of Upper Nicola Band, hereby:

- 1. Accepts and endorses the Upper Nicola Comprehensive Community Plan as Upper Nicola Band's guiding community plan;
- 2. Will proceed with its recommendations, including the identified Quick Start and Foundation Actions;
- 3. Commits to conducting regular plan monitoring, evaluations, and reporting back to members as identified in the Comprehensive Community Plan.

quorum for this Band consists of **(5) FIVE**

Chief Harvey McLeod

Councillor Mathilda (Matty) Chillihitzia

Councillor Stacie Coutlee

Councillor Brian Holmes

Councillor Fred Holmes

Councillor David Lewis Lindley

Councillor Dennis MacDonald

Councillor Jeanette McCauley

Councillor Wallace Michel Sr.

Councillor Kevin Ned

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Acknowledgements

This Comprehensive Community Plan (CCP) was created by and for Upper Nicola Band members. From three open houses, to special workshops and sessions with Elders and youth, our community was deeply involved in the development of this plan. Thank you to every member who took the time to participate and helped create it. We could not have done it without you! **kʷu kʷukʷstxʷ**

The creation of our CCP also involved considerable input from UNB leadership including Chief Harvey McLeod, Councillor Brian Holmes, Councillor David Lindley, Councillor Wallace Michell, Councillor Dennis MacDonald, and Councillor Clarine Paul. New council members have reviewed the CCP and will approve it. Thanks to Councillor Mathilda (Matty) Chillihtzia, Councillor Stacie Coutlee, Councillor Fred Holmes, Councillor David Lewis Lindley, Councillor Jeanette McCauley, and Councillor Kevin Ned. **kʷu kʷukʷstxʷ**

A special thanks to those individuals who were involved more closely on the project team and helped organize and facilitate community engagement events and reviewed all CCP materials (Collette Sunday, Diana Boston, Cherlyn Allen, Danny Manuel) along with all staff and managers who participated in the project. **kʷu kʷukʷstxʷ**

We would also like to thank our project consultants, EcoPlan, who provided technical planning support for the project. **kʷu kʷukʷstxʷ**

“The CCP events at the Upper Nicola Band have been open and very inviting. I greatly appreciate the effort that the CCP team committed to include all community members living on and off reserve. The events held were respectful and comments and discussion were all open. The events provided an opportunity for community members to provide candid input on what is working well within our community and what needs to be developed and improved. The focus has been on capacity building for our community members and our community. Way’ Limlemt”. – UNB Member.

Introduction and Overview

This section introduces our Comprehensive Community Plan (CCP) and explains how it will be used.

CCP Overview

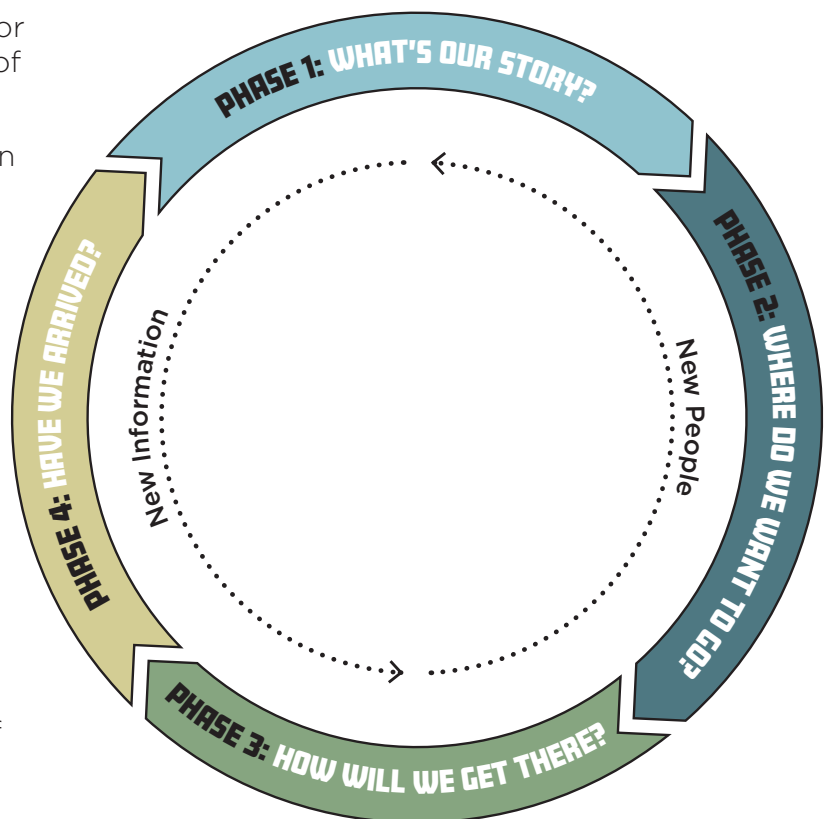
Our Comprehensive Community Plan (CCP) is a roadmap to help guide community development and self-determination for Upper Nicola Band. As a high-level document, it will help guide the development of future Upper Nicola Band work (such as our Strategic Plans). It also builds on previous plans and work we have done as a community. Importantly, this CCP includes concrete steps for action to help ensure that the vision, goals, and actions outlined in this plan become reality.

Council and staff will use this document to organize and track progress on CCP implementation. Members can also use this CCP to better understand how planning decisions are made, what their role is in making them happen, and how they can get involved in bringing the plan to life (for example, by helping to implement some of the actions).

Our CCP is organized so that each section answers one of four basic questions:

- **Phase 1: What's our story?**
In order to understand where we're coming from and where we stand now, this section includes a brief overview of our community's history, and some key highlights and statistics to provide a snapshot of Upper Nicola Band today.
- **Phase 2: Where do we want to go?**
This section describes where Upper Nicola wants to go in the future. That future is described in a Community Vision and supported by Community Goals developed based on the input of our members.

- **Phase 3: How do we get there?**
This describes the specific steps we will take on our journey towards achieving our Community Vision. Here we identify CCP Actions (e.g., activities, projects, programs) and who is responsible within the Upper Nicola Band for making them happen.
- **Phase 4: Have we arrived?**
This section provides an example of a monitoring and evaluation framework that we will use in measuring the success of our CCP as we implement it. Evaluating our progress and making adjustments and revisions where necessary will be a critical part of our CCP journey.



How We Did It

Our CCP was developed through a participatory, community-based process that also involved leadership and staff. We were careful to build on previous and current planning initiatives and relevant projects, as described in the next subsection.

We established a project team that included our Band Administrator and CCP Coordinator. They worked closely with leadership, Elders, staff, community members, and UNB departments whose work is particularly relevant to the CCP.

Community, staff, and leadership engagement events took place across all Phases of the project and included the following:

- CCP Open Houses (December 2018, April 2019, February 2020)
- Community-wide events and presentations (e.g., at the Annual General Assembly, Halloween, and Christmas gatherings)
- Youth, Elders (e.g., the Grandmothers Group), and family events (e.g., youth summer camps)
- Staff Working Sessions
- Strategic Planning Sessions and topic-specific meetings (e.g., N'kwala School)
- Meetings with Council
- Annual General Assemblies (August 2018, August 2019)
- UNB Summer Science Camp (July 2018)

Other community outreach included updates and information materials on the Upper Nicola website, a newsletter, Facebook videos, and other social media project updates throughout the whole process.

CCP Research and Reports

To respect and honour past community input, the planning team was careful to consider previous planning initiatives, including community feedback that was gathered for them. Those reviewed are listed below.

Key documents included:

- **2019 Upper Nicola Band Strategic Plan:**
This annual Strategic Plan built on the 2016 – 2021 Strategic Plan to lay out the community’s strategic priorities (initiatives, including measures) for that year.
- **Upper Nicola Band Strategic Plan (2016 – 2021):** This plan lays out the community’s strategic priorities (Cultural Identity, Healthy Community, Empowering Members, Supportive Workplace, Sustainable Environment, Economic Opportunity) as direction for the five-year timeframe. The Vision laid out in the Strategic Plan was carried forward into this CCP.
- **Upper Nicola Community Health Plan (2012 – 2017):** Based on community needs, Syilx social systems, ancestral land base, and traditional knowledge, this plan includes a health and social vision statement, goals, and objectives. This Plan helped secure a 10-year block health funding agreement with the First Nations Health Authority, which gives Upper Nicola more freedom to manage and direct the kinds of health services and programming we receive at the community level.
- **Upper Nicola Band Land Use Plan (2016):** This plan applies to lands located within our eight reserves and provides regulations in relation to land use, including the location, use, size, and siting of buildings. Lands situated outside our reserves that make up our traditional territory are categorized for use by Upper Nicola Band for traditional and cultural purposes.

- **Upper Nicola Band's First Nation Infrastructure Investment Plan (2018-2019):** This document summarizes 15 capital projects (e.g., housing, fire protection, water and wastewater, and more), costing, and potential funding sources.
- **UNB Comprehensive Community Plan Workplan (2005):** This CCP matrix was to guide decisions and actions that support the community vision over the long-term. It was organized by objectives and guiding implementation tools to address eight issues: 1) Community Economic Development; 2) Governance and Administration; 3) Housing & Infrastructure; 4) Financial Management; 5) Educational Programs; 6) Social Development; 7) Health; and 8) Aboriginal Interests Projects.

Additional documents reviewed included the following. Copies of these documents are available at our Administration office.

- *Report to Upper Nicola Band Chief and Council on 2017 - 2018 Fiscal Activities (2018)*
- *Upper Nicola Band Residential Land Allocation Policy (2016)*
- *UNB Review of Band Planning Documents (2013)*
- *Governance Capacity Plan (2012)*
- *UNB Community Visioning and Strategic Planning Workshop (National Centre for First Nation Governance, 2011)*
- *Community Wish List (2011)*
- *N'kwala School Five Year Plan (First Nation Schools Association, 2011)*
- *Issues, Opportunities and Priorities for Effectively Governing our Community (2008)*
- *Canadian First Nation Community Economic Development Planning: Key Factors for Success (2007)*
- *Upper Nicola Band Comprehensive Planning: Sector Coordinators and Strategic Plan Development (2007)*
- *Upper Nicola Band Strategic Planning Session (2006)*
- *Upper Nicola Band Education - Strategic Planning Session Summary (2006)*
- *The UNB Suxw txtem Action Plan (2005)*
- *Grazing Management Plan for the Lands of the Upper Nicola Indian Band (2005)*
- *Upper Nicola Band Suxwtxtem Stewardship Principles: Goals and Objectives (2005)*
- *Upper Nicola Band Forest Management Plan (April 2004)*
- *Community Economic Development (CED) Action Plan (2003)*

▼ *UNB Members at the April 2019 Open House*



Where It Fits

The CCP is the big picture, high-level plan that lays out the guiding principles for the way our community's growth and self-determination can unfold. Its purpose is to establish clear guidelines for our development and be a point of reference for decisions that are made by Upper Nicola Band Council and Administration.

Strategic Council plans, land use plans, departmental work plans, and other plans we develop should all follow the Community Vision and Community Goals laid out in the CCP.

This CCP should also inform some new features of our Administration and governance structure including:

- The update of our next Upper Nicola Band Strategic Plan;
- Updates to our next First Nation Infrastructure Investment Plan;
- Prioritizing actions to implement our Community Health Plan;
- The future update of our Land Use Plan; and
- Updates to other capital and operating budgets (annual and long-term).

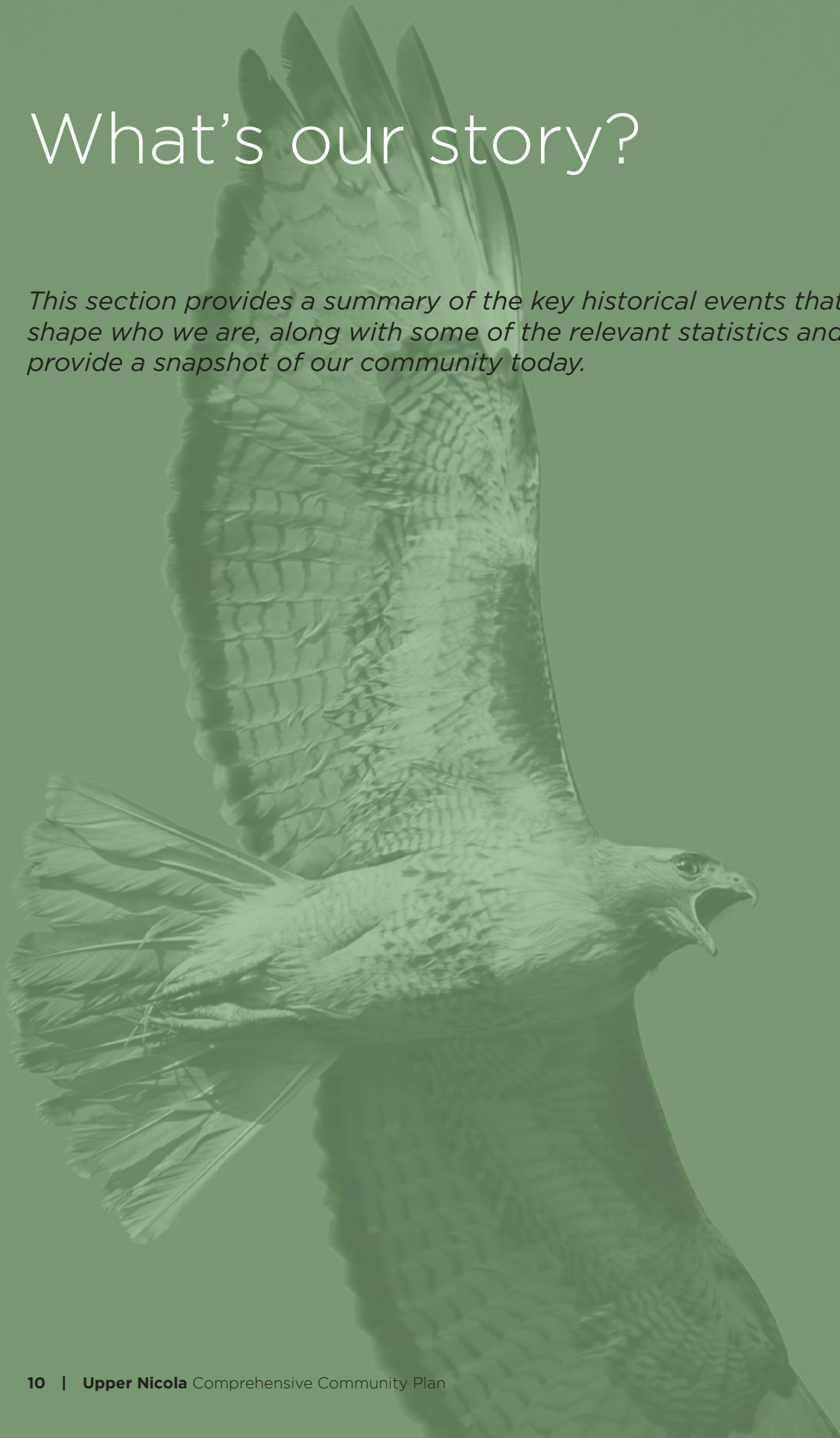
These are important linkages to acknowledge because they will help our budget and work planning activities fall into alignment with the wants and needs of our community laid out in the CCP.

▼ UNB Grandmothers Group



What's our story?

This section provides a summary of the key historical events that have helped shape who we are, along with some of the relevant statistics and context that provide a snapshot of our community today.



Community Profile

OUR STORY

Upper Nicola is the only Syilx (Okanagan) community in the Nicola Valley. In the 18th century, ancestors of Upper Nicola permanently inhabited the Upper Nicola and Salmon River watersheds as a result of the Fish Lake Accord with the Kamloops Shuswap tribe. The agreement was made in the late 1700s between the Chiefs of the T'kemlups Secwepemc and the Syilx to end wars between these two communities, where the Syilx were granted the former Secwepemc territory in the vicinity of Douglas Lake.

We have traditionally shared this region with our Nlaka'pamux neighbours, the Interior Salish Nation that inhabited the Thompson River region to the south. Our alliances, exchanges, and intermarriages with our neighbours over the centuries have made us a strong and diverse community.

Before European colonization brought about the removal of our people from our traditional settlements, we lived in villages ranging in size from just a few families to several hundred residents. Village and band autonomy were strongly valued,

and chiefs were recognized on the basis of achievement or heredity. We actively pursued peaceful means in resolving issues between groups and placed great weight on qualities of modesty and respect.

We were stewards of the lands and waters that nourished us and treated them with reverence. We took only what was needed and were experts in the uses of plants and animals. We were careful stewards of our environment, using regular controlled burning to clear brush and produce abundant berries and roots for harvesting. Water is revered as sacred and is part of creation stories, teaching and laws in Upper Nicola/Syilx spirituality, and must be treated with respect and dignity.

Today, many of us still carry out traditional activities, particularly berry and mushroom picking, fishing, and hunting within our traditional territory. While fewer of us participate in spiritual and ceremonial practices, many of us are working to keep our language and the root of our culture alive and well.

▼ *Douglas Lake*

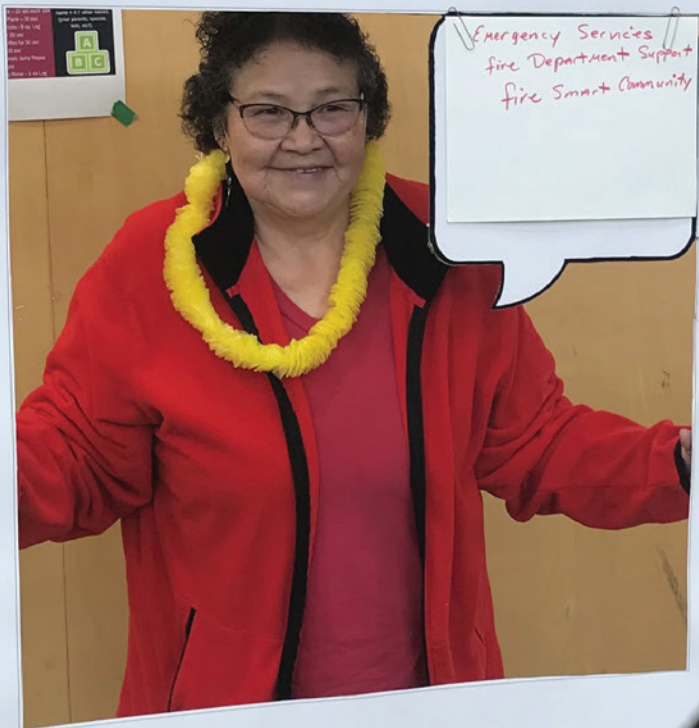


SAY CHEESE!



UpperNicolaCCP
uppernicola.com

now



♥ 597 Likes
UpperNicolaCCP What I'm most excited about... #CCP #Community
#UpperNicola



The discovery of gold in B.C. in 1858 brought speculators and a sudden interest in our land. A smallpox epidemic in 1862 resulted in the deaths of a great number of our people. During this period of struggle and vulnerability we saw much of the land to which we had traditionally laid claim to pre-empted by settlers and other governments. In 1867 the government began laying out reserves in the Nicola Valley. Two reserves on Nicola Lake were created without even consulting the Chief or listening to any community preferences — one where Nicola Lake 1 is now located and the one in Quilchena where Hamilton Creek is. Many of our people were living around what is now called Douglas Lake, the Lower Chapperon Creek and Upper Nicola River in 1878 when another Indian Reserve Commissioner drew out our other reserves using almost the same borders that are used today.

Governed by the *Indian Act* today, and through customary laws and policies, we continue to work towards regaining control over our affairs as an unconquered people. When we look forward to the future that awaits our children's children, we are confident that our ancestor's traditions will continue to help us forge our path ahead.

Today, Upper Nicola is one of seven (Canadian) Bands that belong to the Syilx (Okanagan) Nation. The Okanagan Nation's administration office is located in Westbank, BC. There are also Okanagan Nation Tribe(s) in the United States of America (USA). Upper Nicola is also affiliated with the Nicola Tribal Association/Scw'exmx Tribal Council, which consists of three Nlaka'pamux nation Bands and one Syilx (Upper Nicola) nation Band.

kʷu stəmtímaʔ Declaration

December 15, 2020

kʷu stəmtímaʔ tɪ Upper Nicola, declare that the safety, well-being, and identity of Relations is a priority.

yaʔyʔát iʔ stəmtímaʔ tɪ Upper Nicola will respectfully:

- Stand up and take responsibility for our Relations
- Awaken and uphold the teachings of our ancestors
- Connect with the Relations, teach respect, self-control, and self discipline
- Raise our children to be leaders and to be ABLE
- Encourage Relations to reclaim their identity
- Demonstrate a strong and health community

kʷu stəmtímaʔ tɪ Upper Nicola put forth this declaration for the past, present and future Relations of the Upper Nicola

Relations – a ‘traditional’ term to include children and families and to not separate the two. Relations is used in the cap tikʷ Ethic Agreement between UNB and SCFSS.

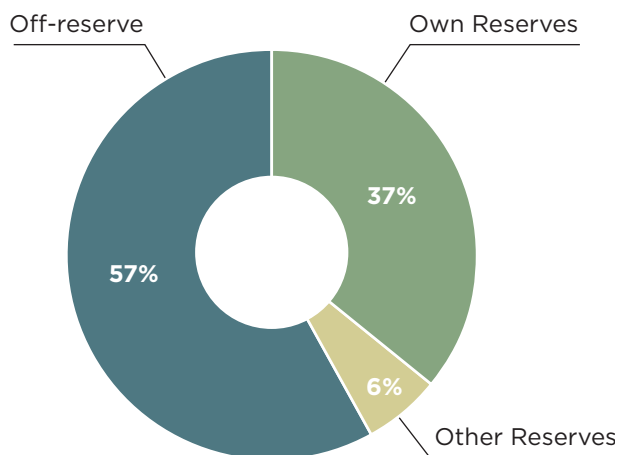
yaʔyʔát iʔ stəmtímaʔ tɪ means “All Our Grandmothers from”

The data in this section comes from Statistics Canada's 2016 Census, Indigenous Service Canada's First Nation Profiles, and various UNB plans and reports.

OUR PEOPLE

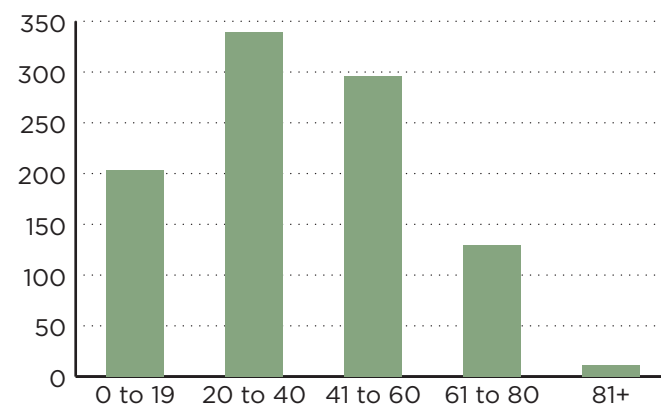
Today, our community has 980 registered members. The majority of UNB members (58%) do not live on UNB reserves. UNB membership has grown by about 21% since 2001 (1.2% annually) when there were 810 members. Off-reserve population has grown more quickly (1.5% annually) than on-reserve (0.8% annually).

FIGURE: Upper Nicola Band Registered Membership, 2019



Like many First Nations, Upper Nicola has a relatively young population with 56% of registered members aged 40 and under. In general, the population living on reserve is older than members who live off of reserve. The median age for UNB members is between 36 and 40, which is significantly younger than the Thompson-Nicola Regional District (45.2) and Merritt (46.5).

FIGURE: UNB Registered population by Age, 2017



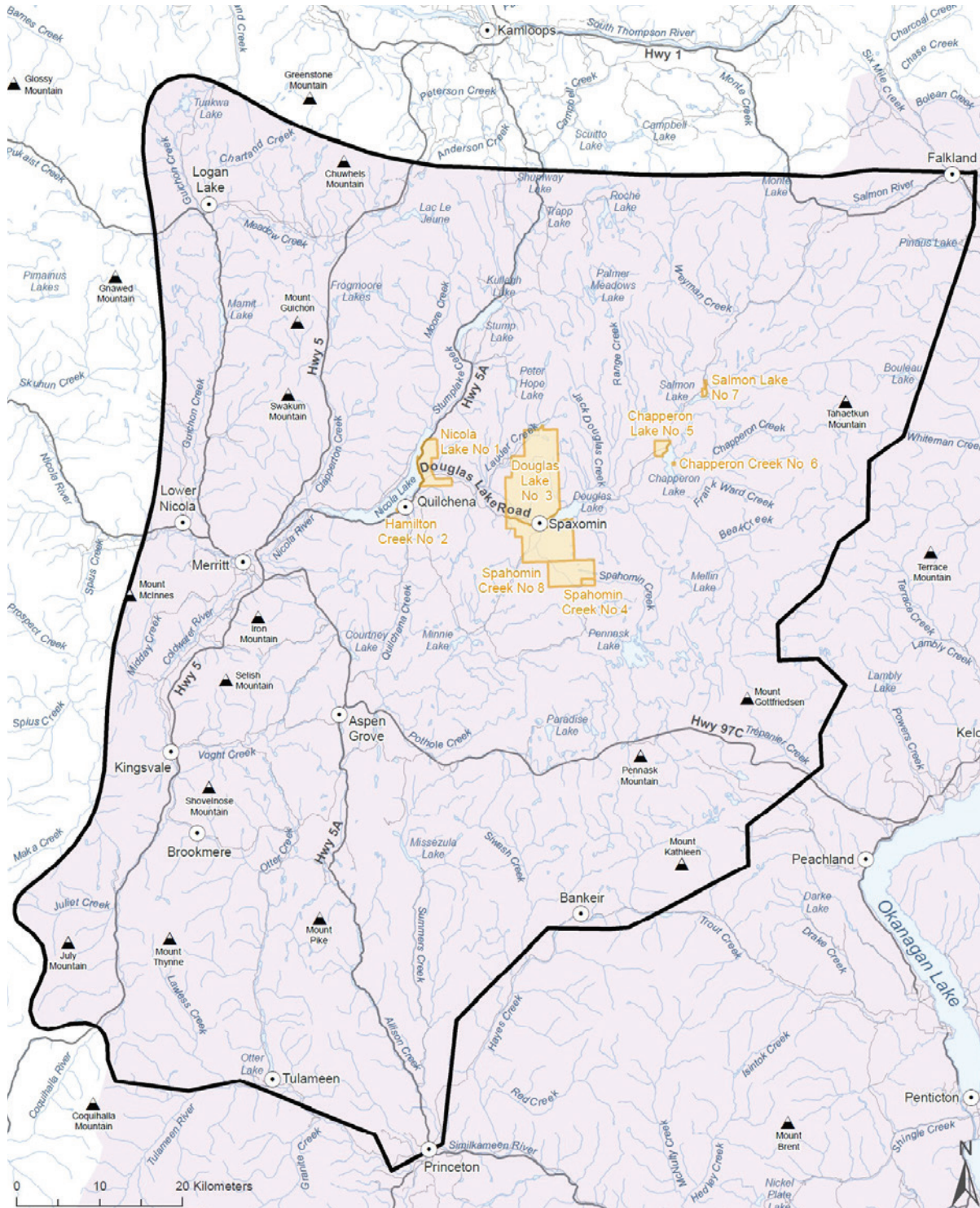
▼ Out on the lake



OUR LAND

UNB is one of seven Canadian first nations that make up the Syilx Okanagan Nation (there are also Okanagan Nation Tribes in the U.S). The Syilx traditional territory covers approximately 69,000 km² in the southern interior of British Columbia and the northern part of Washington State.

MAP: Upper Nicola Bands Area of Responsibility and Reserves

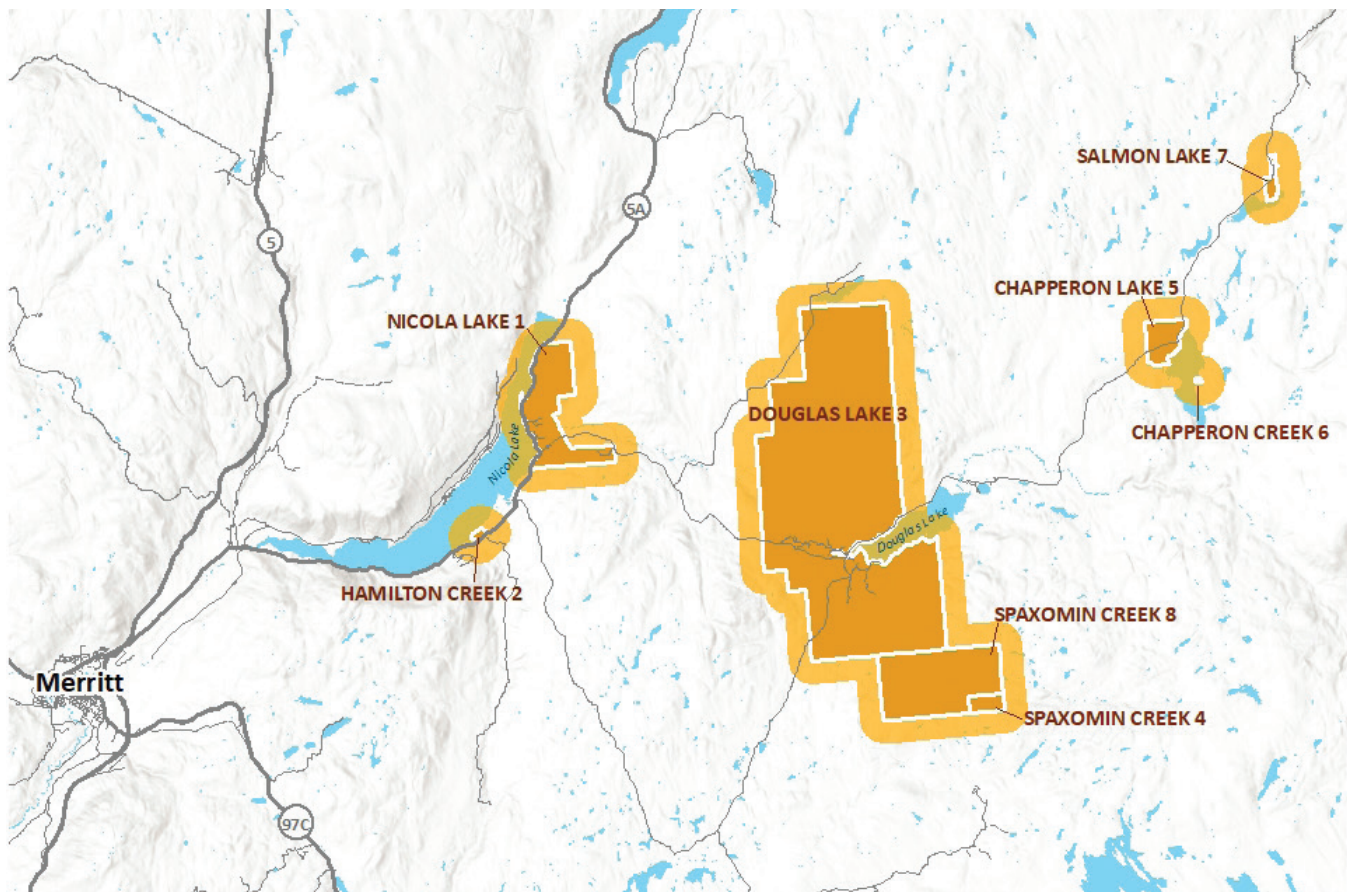


- Syilx Territory
- Upper Nicola Band's Area of Responsibility
- Upper Nicola Band Reserve

Upper Nicola is located 45 km east of Merritt and 90 km south of Kamloops, British Columbia, Canada. We have eight reserves located near Nicola Lake and Douglas Lake. Our two main residential communities are located on Nicola Lake (IR #1), and at the west end of Douglas Lake (IR #3). These communities are known locally as Spaxomin (Douglas Lake) and Quilchena (Nicola Lake). The reserves comprise approximately 30,848 acres that span a range of 50 kilometers along Highway 5A and the Douglas Lake Road.

IR#	Reserves	Hectares	Percent of total reserve land
3	Douglas Lake (Spaxomin)	9,343.2	74.4%
8	Spaxomin Creek	1,561.0	12.4%
1	Nicola Lake (Quilchena)	1,092.3	8.7%
5	Chapperon Lake	293.4	2.3%
4	Spaxomin Creek	129.5	1.0%
7	Salmon Lake	69.6	0.6%
6	Hihium Lake	31.8	0.3%
2	Hamilton Creek	24.3	0.2%
6	Chapperon Creek	6.1	0.0%
Total		12,551.2	100%

MAP: Upper Nicola Band Reserve Lands



OUR HOMES

The majority of households are located on Nicola Lake IR 1 and Douglas Lake IR 3. Currently there are 139 homes on-reserve.

Eight new homes have been constructed since 2012.

More than half of the housing units on IR 1 and IR 3 need major repairs, and 17% of homes on Douglas Lake IR 3 are considered overcrowded (according to National Occupancy Standards). A shortage of housing is one of the main factors causing youth to move away and preventing off-reserve members from returning home.

In a 2018 survey, UNB staff reported that there is not enough funding to adequately restore the 30 rental units owned by the band.

In late 2018, UNB was one of the communities that received conditional approval for increased housing through the BC Housing Building BC: Indigenous Housing Fund. \$4.8 million was committed to construct 24 units. UNB will focus on intergenerational housing with nine duplexes, four 4-bedroom houses, and two 6-bedroom houses. The project will help welcome families back to the community and reduce overcrowding. The units will be built in a new subdivision on Douglas Lake IR 3; construction will begin fall 2021 or spring 2022. This project will be overseen by UNB Housing Society whose board of directors will help design the homes with the support of a consultant.

In general, there is a lack of suitable land to develop new housing on, especially on IR 1.

▼ Homes on Douglas Lake IR 3





OUR ECONOMY

UNB has been busy the past few years developing a strong economic foundation. This work includes developing a Financial Administration Law as well as property tax laws. In 2020, UNB was certified by the First Nations Financial Management Board.

UNB has also designated 400 acres of land for future economic development on lot 87, IR 1, a portion of which will be used for development of the solar farm, and other developments such as the carbon recovery project.

The Upper Nicola Indian Band Corporation (UNBC) is overseen by an independent board of directors, and focuses on pursuing economic opportunities.

UNB is currently involved in several economic development initiatives:

- A solar energy farm, which, when completed, will be the largest solar farm in the province. BC Hydro has agreed to buy the electricity¹.
- Recently signed an agreement with Trans Mountain on the pipeline expansion project. This agreement states that UNB will be involved in emergency response and monitoring of the project and outlines job opportunities and benefits the project will provide UNB.

Kamloops and Merritt are the two largest employment hubs nearby. Of the 230 people recorded living on reserve, almost 130 are in the labour force (working or looking for work). Of this number, approximately 15% are unemployed.

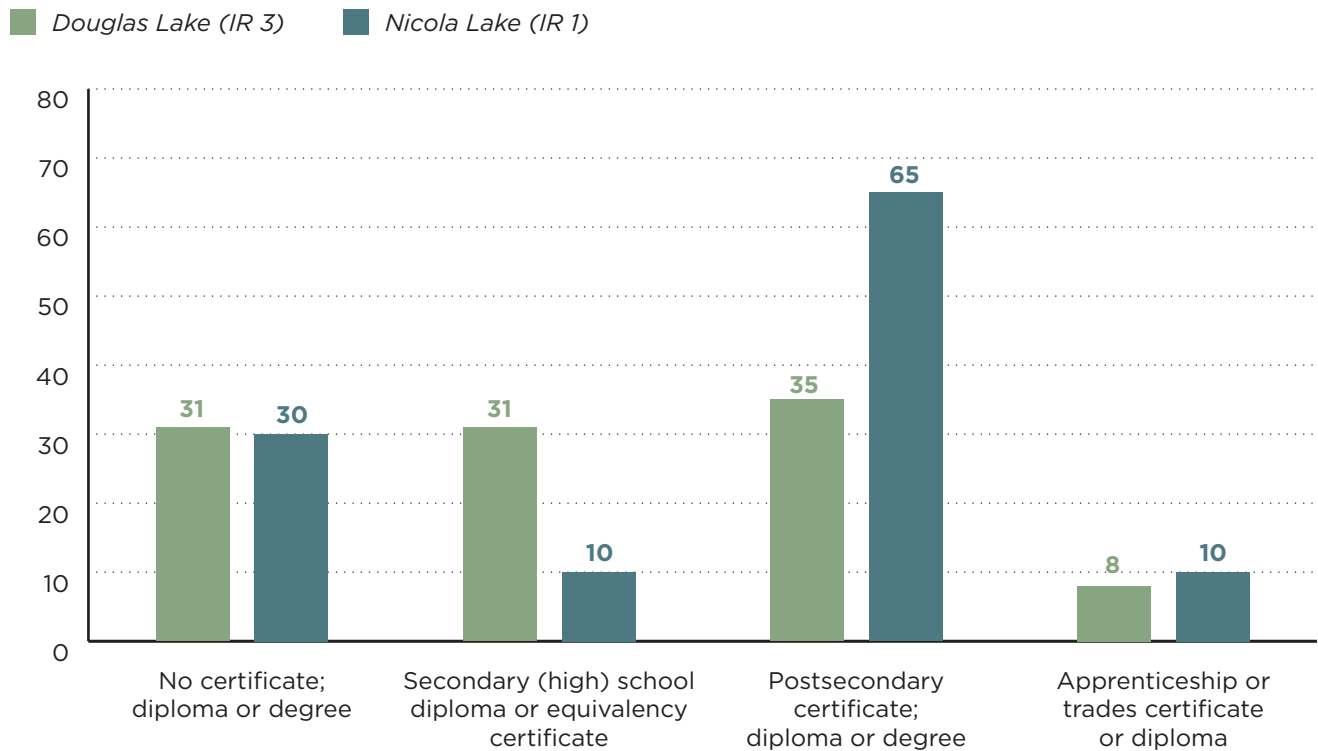
The median household income on Douglas Lake IR 3 is \$36,736 and \$40,576 on Nicola Lake IR 1. This is significantly lower than the median household income in Merritt, which is \$60,851 (before tax).

¹ The project is being organized by the Upper Nicola Development Corporation in partnership with Fortis BC and the Okanagan Nation Alliance (ONA).

OUR EDUCATION

There is a great range in the level of education in both Douglas Lake (IR 3) and Nicola Lake (IR 1). A much higher percentage (65%) of residents in Nicola Lake (IR 1) have a postsecondary certificate; diploma or degree.

FIGURE: Educational attainment



A 2015 survey stated that 30% of members had trades training. Within this group, 43% specialized in construction, 20% in forestry, 20% in service industries, and 9% in transportation. A 2018 survey found the primary barriers to accessing further education were financial (28%), closely followed by age (24%) and employment (24%).

N'kwala School

Upper Nicola Band oversees an independent K-12 school. When the school opened in 1990, student enrollment exceeded 100 students. The first year had the highest enrollment, and there has been a decline in enrollment since then. In the 2017-2018 year, the school employed six teachers and taught 28 students.

Since the early 1970s, UNB has controlled education locally. The goal has always been

to provide quality education, which included language, culture, and local history. These were not offered at the local public schools. N'kwala School has introduced many initiatives towards increasing the number of students who speak Nsyilxcen.

As the public schools have improved, the distinction between N'kwala and public schools has changed. Now, the public schools include First Nations perspectives

▼ *Learning at N'kwala school*



from school entry to graduation. Many band members choose to send their children to the public school even though this involves up to two hours of transportation a day. The public schools offer grade specific classes, opportunity for extracurricular activities, and other opportunities that N'kwala does not have the capacity to provide.

Given the importance of the school to the community and the value it can provide, UNB is exploring establishing an independent School Board to develop a new and improved curriculum for the school, develop expanded and enriched programming, and help restore student population at the school.

OUR GOVERNANCE AND ADMINISTRATION

UNB has a Custom Election Regulations. Elections are held every three years to select Chief and Council. The current term will run from March 2020 to March 2023. As of March 2020, we have elected nine Councillors and one Chief.

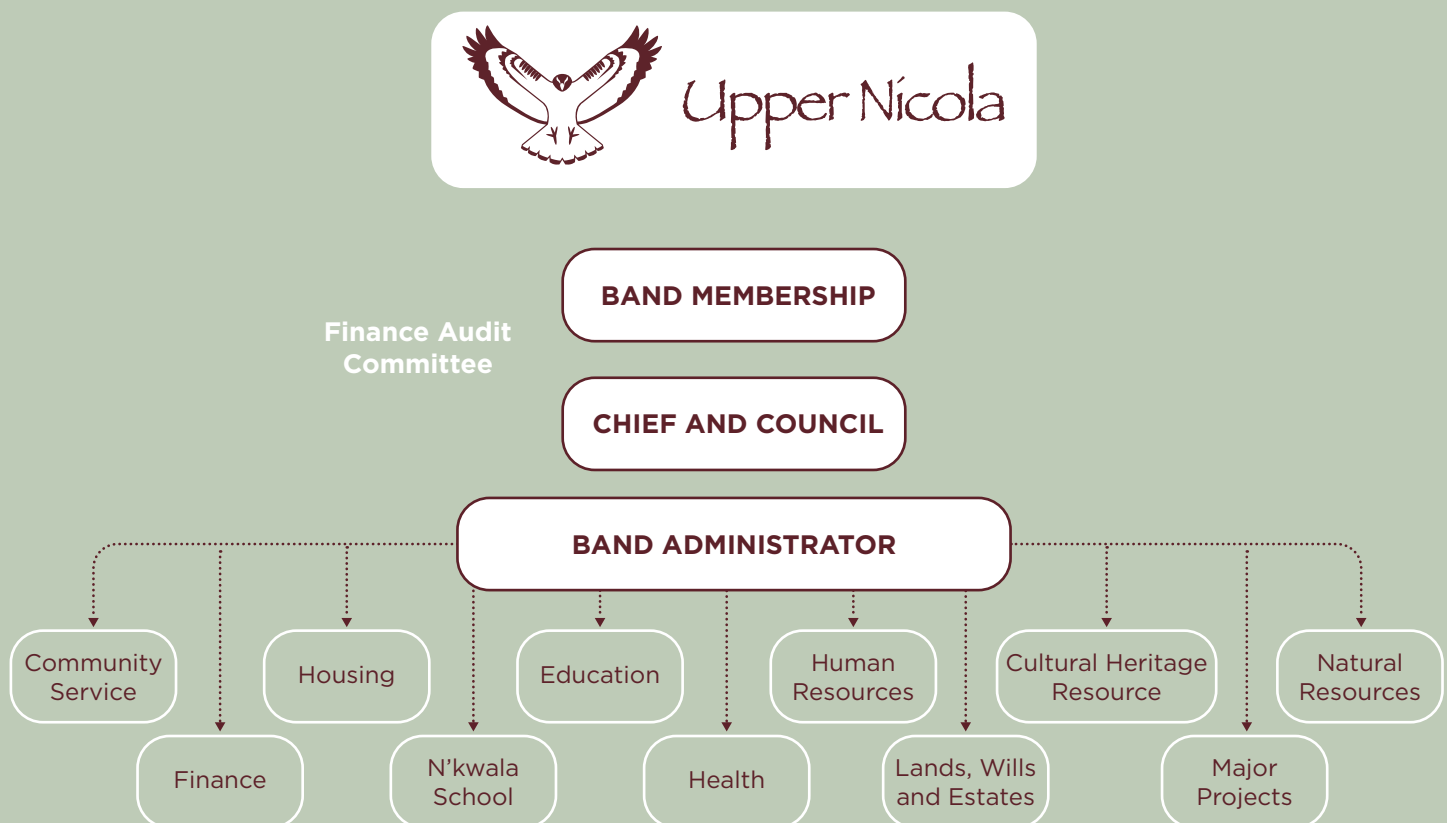
The Upper Nicola Band is a key employer for public administration, health and social services, and education positions. UNB currently has 80 employees. 63 of these are permanent positions, and 17 are contract or 'term' positions. Most of these employees work in administration. All employees strive to achieve UNB's six current strategic priorities:

- Empowering Members
- Healthy Community
- Cultural Identity
- Sustainable Economy
- Economic Opportunity
- Supportive Workplace

Managers at UNB are committed to developing staff and community capacity and facilitate appropriate training wherever possible.

The Upper Nicola Band is a member of the Okanagan Nation Alliance (ONA), which works to advance and assert Syilx/Okanagan Nation Title and Rights over the Syilx/Okanagan Nation Territory. UNB's current chief, Chief Harvey McLeod, sits on the Chiefs Executive Council which governs ONA.

UNB is also a member of the Scw'exmx Tribal Association (STA), along with seven other member communities all located in the Nicola Valley. The STA functions as an advisory body for the Bands regarding resource management and band governance. It also serves as a facilitator for joint initiatives.



Where do we want to go?

This section provides our Community Vision of where we want to be as a community in the future, and the goals our members identified that will help guide us towards that vision.

Our Vision

A strong flourishing community in harmony with our tmix^w.

This Vision was developed by Chief and Council in 2016 as part of the UNB Strategic Plan (2016 – 2021).

As part of the CCP process, community members were asked what this vision means to them. Their comments touch on the following:

- *An emphasis on community building*
- *Pride in the community and in being Syilx*
- *Improving the community*
- *Progress – moving towards a better future*



Our Community Goals

Community members, leadership, and staff helped shape and prioritize nine goals that identify the pathways to take towards reaching our vision.

Members were asked to prioritize the goal areas. Though they are listed roughly in that order below, priorities are likely to shift over time as our community moves forward and grows. Many of these goals are interrelated, such as Health and Housing, which means it will be important to keep all goals in mind as we implement our CCP.

The Community Goals are organized under our four Food Chiefs:



spíłm (Bitter Root)
*Supportive Workplace,
Healthy Community*

- **Health:** Improve community health and wellbeing with a focus on prevention.
- **Infrastructure and Facilities:** Improve and expand community infrastructure and facilities.
- **Housing:** Improve existing homes and ensure affordable, accessible housing opportunities for all community members.



síya? (Saskatoon berry)
*Empowering
Members*

- **Children and Youth:** Support our children and youth with care, cultural teachings, and opportunities to become vibrant leaders. The kʷu stəmtíma? are leading the development of laws for our relations (child and family).
- **Community Leadership and Governance:** Improve how we work together and ensure our government upholds our Syilx values to achieve self-determination.
- **Education:** Improve our education and learning resources, opportunities, and support for all members.



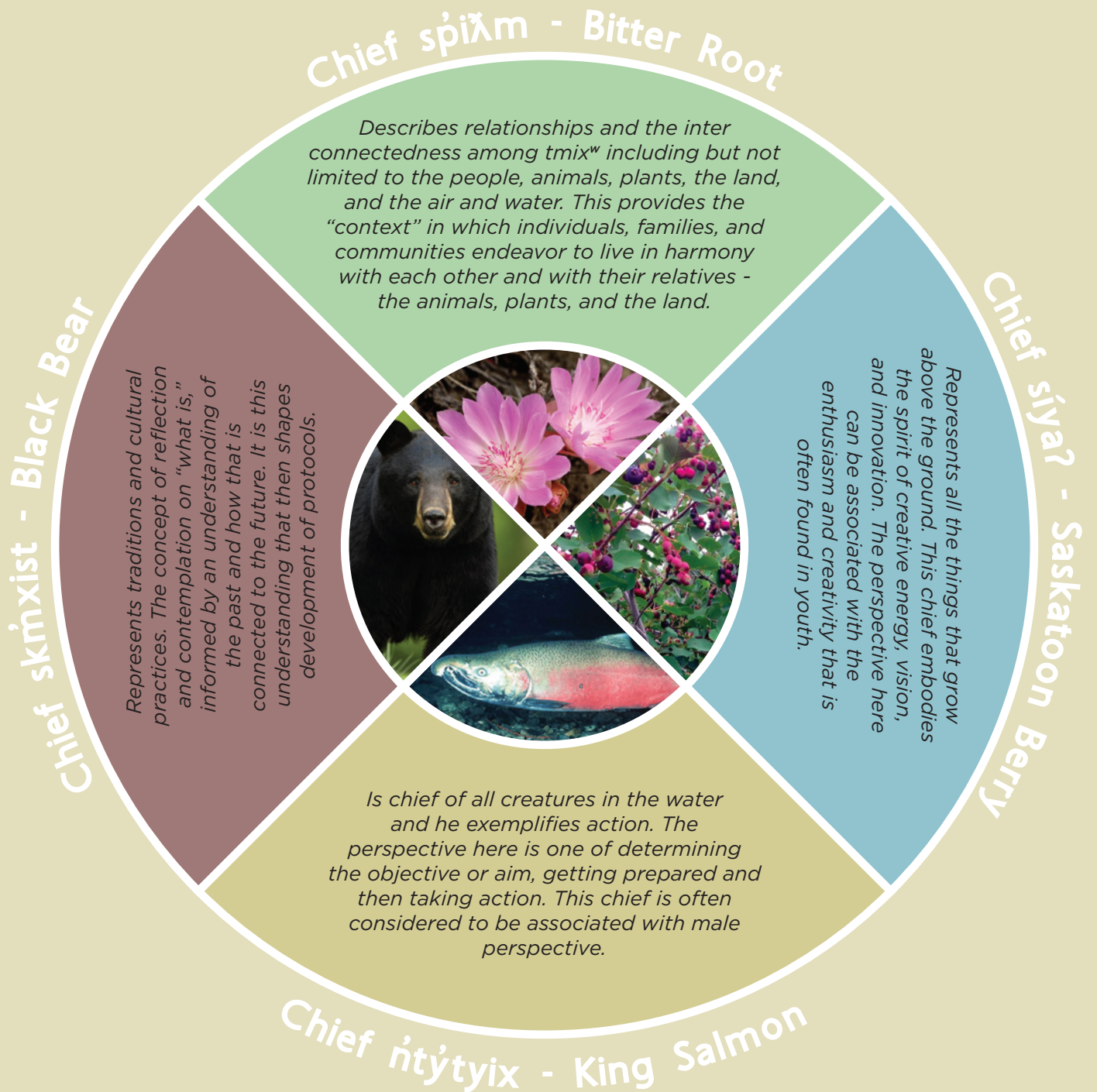
ńtýtyix (King Salmon)
*Economic
Opportunity*

- **Local Economy:** Build a strong, sustainable local economy with training opportunities and good jobs for everyone.



skm̓xist (Bear)
*Cultural Identity, Sustainable
Environment*

- **Culture and Language:** Protect, promote, and teach our culture and language.
- **Environment:** Protect and steward our lands, waters, and natural resources.



How do we get there?

This section identifies the projects we will need to undertake to reach our Community Goals and Community Vision and outlines preliminary steps for implementation.

CCP Actions

As we developed our CCP, we talked to hundreds of community members who helped us identify and prioritize CCP actions. These are plans, projects, and programs that represent the work that needs to be done to help us achieve our goals and reach our vision.

FIGURE: CCP Actions – building on work completed and underway



Before identifying the actions for the final CCP, it was recognized that lots of work is already being done to address CCP goals. It is hoped that new actions will build on the work already completed and/or underway. *Some of the actions were initiated during the development of this CCP; these are marked with an asterisk*.*

With members' help and supported by actions we had identified in other plans (e.g., Upper Nicola Band Strategic Plan 2016 – 2021), we identified almost 100 action ideas. Because we do not have the capacity (staff time, money, expertise) to undertake every action at the same time, we evaluated and organized them into a list of priority actions we can undertake over the next few years.



Quick Start Actions: These are simple things that we've already done some work on, don't cost much money, could start right away to build momentum for undertaking Foundation Actions, and provide a learning-by-doing opportunity that will help the implementation of other actions. Eight Quick Start Actions were identified:

1. **Youth Leadership Program**
2. **Youth-Elders Program**
3. *** Growing Healthy Program**
4. *** Health Priorities Identification**
5. *** CCP Annual Report**
6. *** Community Grant Program**
7. *** Community Recycling and Compost Program**
8. *** Housing Fact Sheet**



Foundation Actions: These are more detailed projects and programs that will provide the groundwork for future work, including Medium-Term Actions. Foundation Actions should be implemented following the adoption of the CCP and can be completed within two or three years. Six Foundation Actions were identified:

9. **Housing Upkeep and Maintenance Program**
10. **UNB Youth Council**
11. **Culture and Language Committee**
12. **Lands Committee**
13. *** Economic Development Strategy**
14. *** Education Strategy**



Medium-Term Actions: These are longer-term project ideas that we will undertake only after Quick Starts and Foundation projects have been implemented. It is anticipated that Medium-Term Actions could be undertaken with three to four years of adopting this CCP and be completed within two years after starting them. Six Medium-Term Actions were identified:

15. **UNB Land Code**
16. *** Self-Governance Plan**
17. **Lake Access and Facilities**
18. **Elders Housing**
19. *** Community Multiplex Design Study**
20. *** Improve Lighting and Road Crossings**

The phasing of any CCP Action may change should new or unexpected funding become available for a particular action. Changing community demographics, resources, and needs may also require some changes to CCP Action phasing.



QUICK START ACTIONS

Eight Quick Start Actions were identified. These Actions should be initiated and completed within 12 – 18 months of adopting this CCP. Actions marked with an * are already underway. They are organized by overall priority as determined by community, staff, and leadership. Additional information and work plans are provided in the Appendices.

- 1. Youth Leadership Program:** Community leadership and capacity building program that would help mentor and build skills for youth. It could include links to language and culture programs. The program could also include a summer camp program component that builds on UNB's existing summer camp program. The program should be geared to supporting smaller families that don't have a big family support system.
- 2. Youth-Elders Program:** Cultural program bringing together youth and Elders (e.g., for storytelling, gatherings, craft or traditional food preparation sessions, etc.). This would also help bring forward and use cultural information and traditional knowledge that UNB has already collected through past programs and initiatives and share it with youth. The program could be linked to UNB's k'w'u x'ast program and the existing child and Elders language sessions offered at N'kwala.
- 3. * Growing Healthy Program:** This program would help link and coordinate existing community gardens in UNB to ensure a healthy mix and variety of vegetables, fruits, and other crops, including medicinal plants, are produced. The program would be linked to a learning program that would help members learn how to use and prepare vegetables and fruits grown to eat healthier, and to preserve and store others (e.g., tomatoes, potatoes, garlic) for use later in the year. The program could incorporate traditional and medicinal plants and include healthy eating, cooking, and preserving workshops.
- 4. * Health Priorities Identification:** Identify community health priorities and assess current community health programming (i.e., what's working, what could be improved). This could be coordinated with the upcoming targeted engagement around health planning in Spring 2020 to support and direct future health programs and investments, including CCP Actions identified under this goal area. This would also help identify and strengthen linkages between the CCP and Health Planning.
- 5. * CCP Annual Report:** An annual "plan-on-a page" update on CCP activities and outcomes. This can be produced as a community information poster or infographic that provides updates on our progress towards accomplishing CCP Goals. It could also include updates on other major projects the community is working on. A component of the reporting could include a digital "dashboard" of CCP work hosting on UNB's website (members section).
- 6. * Community Grant Program:** Establish a Community Grant Program that would support youth and families in helping implement the CCP in ways they are already interested in. Project ideas could include language and culture classes and activities (e.g., traditional food harvesting and preparation); community clean-up and yard maintenance; community gardening; community trail building; community activities and events (e.g., tournament, skating night, etc.); youth/community field trips.
- 7. * Community Recycling and Compost Program:** Establish a community recycling program to minimize waste generation located at the transfer station. This could include a community composting program which could provide compost for community gardens or individual gardens. Containers would need to be bear/animal proof.

8. *** Housing Fact Sheet:** Simple fact sheet for members on UNB housing opportunities (e.g., funding programs, UNB Housing Policies) and programs (e.g., Housing Upkeep and Maintenance Program, housing related social services) available for members.



FOUNDATION ACTIONS

Six Foundation Actions were identified. These projects should be initiated within 18 months of putting this CCP into action and completed over an additional 18-month period. Actions marked with an * are already underway. Additional information and work plans are provided in the Appendices.

9. **Housing Upkeep and Maintenance**

Program: Training and education program to help members learn the best ways to take care of and maintain their homes and help them feel more confident with their role in housing maintenance.

10. **Youth Council:** A Council of six to nine youth to provide input on UNB decisions and youth related initiatives (including the Leadership Program and Youth-Elders Program). The Youth Leadership Council would also help gather feedback from youth to share with UNB Council.

11. **Culture and Language Committee:**

Establish a Culture and Language Committee to support cultural and language programming. The committee could support the implementation of a Language Strategy that is currently in development and provide input on expanding culture and language opportunities in the school curriculum and other community programs, events, and activities. The Committee could also support the establishment of a Language Authority should one be established by UNB. The committee would report to UNB Council and meet at least quarterly.

12. **Lands Committee:** Establish a Lands Committee to support land stewardship, management, planning for all UNB lands, and to help support the assertion of UNB title and rights. The committee could

support the development of a Land Code, the updating of the existing Land Use Plan, and community education and outreach around UNB land management. Work could also include:

- Review and settlement of land disputes which would relieve Council's burden with administrative matters so they can focus on political/strategic matters.
- Establishment of a UNB Guardians Program, which is one of our community's longer-term goals. The Committee would report to UNB Council and meet at least quarterly.

13. *** Economic Development Strategy:** Five-year strategic framework that would:

- Identify gaps and opportunities in current economic development programs and initiatives
- Identify and prioritize community economic development objectives (e.g., job creation, own-source revenue, community capacity)
- Assess and prioritize sectors already flagged by members as potential economic development areas/sectors (e.g., ecotourism, agriculture and livestock, green energy, value-added forestry)
- Include a roadmap with phased economic development projects and activities

14. *** Education Strategy:** A comprehensive review of existing programs and needs for both school-aged learners and adults that would:

- Determine community trades and training needs and opportunities
- Explore establishment of own School Board or explore partnerships with the local school board to manage and improve N'kwala School (and captured in the initial N'kwala School Strategy)
- Identify how to incorporate more Traditional Knowledge and teachings on language, history, and culture into our local curriculum (traditional knowledge that has been collected and shared by past UNB initiatives will be an important feature of this work).



MEDIUM-TERM ACTIONS

*These are longer-term project ideas that will be undertaken after Quick Starts and Foundation projects have been implemented. These may change or be refined by the time we get to them (likely around three years after we've put our CCP into Action). Actions marked with an * are already underway. Some actions may be moved up depending on member, leadership, and staff feedback and/or as funding opportunities arise. Six Medium-Term Actions were identified.*

- 15. Land Code:** Develop a Land Code to increase UNB traditional land management authority and capacity. Land Code project could include educational sessions on types of land 'ownership' (e.g., Traditional Holding, Certificate of Possession), associated laws and rights, how to administer estates, opportunities for use of lands/property, etc.
- 16. * Self-Governance Plan:** The Governance Toolkit is a comprehensive guide developed by BCAFN. The Toolkit is intended to assist First Nations in building governance capacity and authority and navigating their way out from under the Indian Act - at their own pace and based on their own priorities. Using the Toolkit as a starting point to develop a broader Self-Governance Plan, UNB would conduct a self-governance self-assessment to determine the effectiveness of UNB's governing body and approach in moving towards a more self-governing approach. UNB has undertaken this Self-Assessment before, so revisiting the process would provide an opportunity to reflect on what has changed since. The self-assessment consists of a guide, a survey, a questionnaire and a planning workbook. Outputs of the assessment will inform development of a workplan to develop a UNB Self-Governance Plan.

UNB is currently working to develop an Adoption Law with our Grandmothers Group, which is an important step in moving towards self-determination.

- 17. Lake Access and Facilities:** Improve access to Nicola, Glimpse, and Douglas Lakes and improve areas (e.g., new dock, storage facility, community picnic area, playground, better parking if possible).
- 18. Elders Housing:** An Elders' housing facility that would provide apartment-like homes for UNB Elders, while also offering supports, such as help with cleaning, cooking, and health and medical needs. The facility could include a family apartment for visiting family, friends, and respite care workers.
- 19. * Community Multiplex Design Study:** A building program, schematic design, and detailed design and construction costing for a multi-purpose building for Quilchena that would provide UNB Administrative and Council offices, community recreation facilities (gym and fitness centre), daycare, and other flex spaces for community use. The new facility could also include a cultural facility component that could host language and cultural programs, adult and youth on-the-land rediscovery programs, traditional arts and crafts production space, and a small commercial kitchen for traditional foods preparation.
- 20. Improve Lighting and Road Crossings:** Improve lighting and road crossings in key locations for pedestrian safety and security. Explore use of solar lights for lighting.

Have we arrived?

This section provides information on how we will monitor and evaluate our CCP to make sure we are on track with taking action towards reaching our vision.

CCP Monitoring and Evaluation

To stay relevant and effective, our CCP will have to adapt and grow over time. While the plan is implemented, we will use a monitoring and evaluation system so that we can watch the plan's progress and adapt it as needed.

The monitoring and evaluation system will help us answer the following important questions while the plan is being implemented:

- *Are the CCP Strategies getting done?*
- *Is the CCP generating the intended results?*

PROCESS AND OUTCOME MONITORING

Process monitoring helps us make sure that we are doing what we said we would do. Process monitoring allows members

to take part in the plan's implementation and is a part of increasing accountability and transparency. It will also help staff and leadership identify any challenges or obstacles experienced with Quick-Start Actions and Foundation Actions and focus efforts accordingly.

Each Quick Start Action and Foundation Action is accompanied by a work plan that includes the individuals (staff, leadership, external groups) responsible for the project or activity and a general schedule for its implementation.

Regular progress reports on the CCP will be made available through UNB newsletters, reports to Council, and updates on our website.

▼ UNB gym and N'kwala school



EVALUATION

Outcome monitoring will help make sure the CCP is generating the results we intended. To do this, we will need to develop simple indicators for each of our community goals. With these indicators, we will then be able track how well our CCP Community Goals are being achieved by CCP Strategies.

Some potential indicators are outlined in the table. We will need to revisit these and refine them as one of the first tasks when we undertake CCP monitoring. For each indicator, we will also need to identify the current conditions, or a baseline measure, that we can use to track progress against. It is important that we try to choose indicators that we are already tracking, so we don't create additional work for staff or partners or duplicate work already completed.

TABLE: *Potential CCP Outcome Indicators*

CCP COMMUNITY GOAL	POTENTIAL INDICATOR(S) / INDICATORS OF SUCCESS	INFORMATION SOURCE(S)
<i>spíłm (Bitter Root) – Supportive Workplace, Healthy Community</i>		
Health Improve community health and wellbeing with a focus on prevention.	<ul style="list-style-type: none"> General health outcomes (diabetes rates, obesity rates) Number of members in drug or alcohol programs 	<ul style="list-style-type: none"> Health Department FNHA
Infrastructure and Facilities Improve and expand community infrastructure and facilities.	<ul style="list-style-type: none"> New facilities built Existing facility upgrades completed 	<ul style="list-style-type: none"> Community Services Department Housing Department Health Department
Housing Improve existing homes and ensure affordable, accessible housing opportunities for all community members.	<ul style="list-style-type: none"> Number of members on housing waitlist Number of new homes constructed Percentage of homes requiring renovations 	<ul style="list-style-type: none"> Housing Department
<i>síya? (Saskatoon berry) – Empowering Members</i>		
Children and Youth Support our children and youth with care, cultural teachings, and opportunities to become vibrant leaders.	<ul style="list-style-type: none"> Youth Council – number of meetings Number participating in Youth Leadership Program Number of youth participating in the Youth and Elders Program Educational attainment rates/numbers (high school graduation, post-secondary or trade school enrollment) Training and capacity building program participation Number of children in care with a delegated agency 	<ul style="list-style-type: none"> Youth Council Facilitator Education Department N'kwala School
Community Leadership and Governance Improve how we work together and ensure our government upholds our Syilx values to achieve self-determination.	<ul style="list-style-type: none"> Election turnout and participation Number of members participating in community events and meetings Number of UNB laws Number of projects undertaken through Community Grants Program Number of estates settled 	<ul style="list-style-type: none"> Council Administration
Education Improve our education and learning resources, opportunities, and support for all members.	<ul style="list-style-type: none"> Educational attainment rates/numbers (high school graduation, post-secondary or trade school enrollment) Training and capacity building program participation 	<ul style="list-style-type: none"> Youth Leadership Council Facilitator Education Department N'kwala School

CCP COMMUNITY GOAL	POTENTIAL INDICATOR(S) / INDICATORS OF SUCCESS	INFORMATION SOURCE(S)
<i>ńtýtyix (King Salmon) Economic Opportunity</i>		
Local Economy Build a strong, sustainable local economy with training opportunities and good jobs for everyone.	<ul style="list-style-type: none"> • Unemployment rate • Participation rate • Income • UNB business revenues 	<ul style="list-style-type: none"> • Major Projects Department • Natural Resources Department • Human Resources Department
<i>skm̓xist (Bear) – Cultural Identity, Sustainable Environment</i>		
Culture and Language Protect, promote, and teach our culture and language.	<ul style="list-style-type: none"> • Number of language speakers • Number of members enrolled in language classes • Number of language programs offered • Number of participants in the Youth and Elders Program 	<ul style="list-style-type: none"> • Education Department • N'kwala School • Language Manager
Environment Protect and steward our lands, waters, and natural resources.	<ul style="list-style-type: none"> • Number of protected areas in Traditional Territory • Number of restoration projects completed • Quality of water 	<ul style="list-style-type: none"> • Natural Resources Department

▼ *On the worksite*



Appendices



Quick Start Action Work Plan Briefs

These work plan briefs provide further details on the Quick Start Actions. They include:

- *Information on the purpose of the activity*
- *Key personnel responsible for implementation*
- *A preliminary schedule detailing associated tasks and timelines*
- *Preliminary budget estimates*

1. YOUTH LEADERSHIP PROGRAM

What is it?

A community leadership and capacity building program that would help mentor and build skills for youth. This could be linked to Okanagan Nation Alliance’s BRIDGES youth leadership and UNB’s Youth Council when it is implemented and could also include links to language and culture programs. It could include a summer camp program component that builds on UNB’s existing summer camp program. The program could be geared to supporting smaller families that don’t have a big family support system.

The program would include a series of training and workshops for participants, and field trips and events, including visits to training programs provided through ONA, NVIT, and other programs participants.

Why do it?

UNB recognizes the importance of mentoring and supporting youth to help ensure the ongoing development and growth of our Nation. In addition to providing skills development and a practical learning experience to the youth involved, the program would provide a valuable mentorship program to develop the UNB leaders of tomorrow. The program would be very closely linked with the Youth Elders Program, which is outlined following this action brief.

The Youth Leadership Program could also:

- Provide input on other youth focused community programs and initiatives
- Help get youth more engaged in their community
- Help develop our leaders of tomorrow.

Who will work on it?

Establishing the Youth Leadership Program will involve staff and managers from Administration, Education, N’kwala school, and the Health Department, including the Youth Worker and Health Director. A member of Council should also be on the Youth Leadership Program organization committee. With potential connections to ONA programs, an ONA representative should be invited to be part of the organization committee.

How will we do it?

Internally. An organization committee will be established to lead the initiative. A Program Lead should be identified from this group. Youth could be asked for input from the very beginning, including asking them what they would like this Program to look like and what it would take for them to be involved. We could also explore opportunities for youth to receive school credit (either high school or through NVIT) for participating.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Work Plan	With input from the organizing committee, a program work plan will be developed. Any additional funding required will be identified and fundraising will begin following community review.	✓	✓
Community Input	Following development of a work plan and program outline, UNB members should be invited to review the Action outline and provide input, including youth specifically.		✓
Orientation and Launch	Launch the program following any revisions or updates made following community review.	✓	

Time Line

MONTH:	1	2	3	4	5	6	7	8
Work Plan								
Community Input								
Orientation and Launch								

Budget (Annual)

Planning and Design	\$2,000 - \$5,000
Staffing and support (PT)	\$4,000 - \$8,000
Program costs (trips, events)	\$3,000 - \$5,000
Workshop costs (leadership and capacity building)	\$2,500 - \$5,000
Miscellaneous costs	\$1,000 - \$2,000
Total	\$12,500 - \$25,000

2. YOUTH ELDERS PROGRAM

What is it?

A cultural program bringing together youth and Elders (e.g., for storytelling, gatherings at the pithouse, etc.). This would also help bring forward and use cultural information and traditional knowledge that UNB has already collected through past programs and initiatives and share it with youth. The program could be linked to ONA’s kʷu ʔast program and the existing child and Elders language session offered at N'kwala school.

Like the Youth Leadership Program, field trips and participation in learning events and programs organized by other groups, Nations, and associations may be included.

Why do it?

Our youth have much to learn from Elders. While we already have some programs and events that support this learning and teaching, a more organized program would help both our youth and Elders learn from one another and help us grow our community’s health and wellbeing.

Who will work on it?

Establishing this program would be very closed linked with our Youth Leadership Program. Setting up the program could involve the same group of staff and managers from Administration, Education, N'kwala school, and the Health Department, including the Youth Worker and Health Director. The Grandmothers group should be involved in establishing and reviewing the program given the role they will likely play in it.

How will we do it?

Internally. An organization committee will be established to lead the initiative that could be same group as the Youth Leadership Program organizing committee. A Program Lead should be identified from this group.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Work Plan	With input from the organizing committee, a program work plan will be developed. Any additional funding required will be identified and fundraising will begin following community review.	✓	✓
Community Input	Following development of a work plan and program outline, UNB members, in particular Elders and youth, should be invited to review the Action outline and provide input.		✓
Orientation and Launch	Launch the program following any revisions or updates made following community review.	✓	

Time Line

MONTH:	1	2	3	4	5	6	7	8
Work Plan								
Community Input								
Orientation and Launch								

Budget (Annual)

Planning and Design	\$1,000 - \$2,000
Staffing and support (PT)	\$4,000 - \$8,000
Program costs (trips, events)	\$3,000 - \$5,000
Miscellaneous costs	\$1,000 - \$2,000
Total	\$9,000 - \$17,000

3. GROWING HEALTHY PROGRAM

What is it?

This program would help link and coordinate existing community gardens in UNB to ensure a healthy mix and variety of vegetables, fruits, and other crops, including medicinal plants, are produced. Program would be linked to a learning program that would help members learn how to use and prepare vegetables and fruits grown to eat healthier, and to preserve and store others (e.g., tomatoes, potatoes, garlic) for use later in the year. The program could incorporate traditional and medicinal plants and include healthy eating, cooking, and preserving workshops.

Why do it?

UNB already has many community gardens, many of which are actively gardened. The gardens and their production could be better coordinated, not only to make sure not everyone is only growing zucchinis, but to help make the community gardens part of a larger, more integrated community health and healthy eating program.

Who will work on it?

The program could be established between Administration, Community Services, and Health. To be successful, the program will require a part time staff person to administer the program during the spring planting and summer harvesting seasons. The person would help on garden operations, but also support and manage related cooking, preserving, and healthy eating programs working with community members with skills and knowledge in those areas.

How will we do it?

Internally. Administration, Community Services, and Health department staff should organize the program and hire a program manager.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Work Plan	With input from organizers, a program work plan will be developed. It would identify workshops to be delivered and outline a schedule for them.	✓	✓
Program Delivery	Following development of a work plan and program outline, a Program Coordinator would be hired prior the spring/summer planting season.		✓

Time Line

MONTH:	1	2	3	4	5	6	7	8
Work Plan								
Program Delivery								

Budget (Annual)

Planning and Design	\$1,000 - \$2,000
Staffing and support (PT)	\$5,000 - \$10,000
Program costs (seeds, supplies, etc.)	\$3,000 - \$5,000
Workshop costs (presenters, etc.)	\$3,000 - \$5,000
Total	\$12,000 - \$22,000

4. HEALTH PRIORITIES IDENTIFICATION

What is it?

Identify community health priorities and assess current community health programming (i.e., what’s working, what could be improved). This could be coordinated with the upcoming targeted engagement around health planning in Spring 2020 to support and direct future health programs and investments, including CCP Actions identified under this goal area. This would also help identify and strengthen linkages between the CCP and Health Planning.

Why do it?

There are many shared goals between our CCP and our Health Planning. Linking and coordinating them will help both initiatives achieve their goals.

Who will work on it?

Health and wellbeing are issues that run through our entire community; while our Health Department is the lead group in the area, it is a responsibility and an issue that cuts across every department. This initiative will be led by our Health Department but will involve all other departments.

How will we do it?

Internally. We are in early stages in planning a session to bring UNB Chief and Council, UNB Managers, and representatives of our community to come together to review the UNB Health Plan, and identify how we continue to implement the 10 year plan that was prepared and approved by community and leadership of the day.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Health Planning Session	A multi-day event to review the UNB Health Plan, connections to the CCP, and to identify how our 10-year Health Plan can continue to be implemented as effectively and efficiently as possible.	✓	✓
Community Input	Following the Health Planning Session, a revised Health Plan (and potentially CCP Actions) will be presented to members for further review and input.		✓
Plan Implementation	Re-launch the UNB Health Plan following any revisions or updates made following community review.	✓	

Time Line

MONTH:	1	2	3	4	5	6	7	8
Planning Session								
Community Input								
Implementation								

Budget (Annual)

Planning Session (supplies, meals)	\$2,000 - \$3,000
Planning support (facilitation and reporting)	\$6,000 - \$9,000
Miscellaneous costs	\$1,000 - \$2,000
Total	\$9,000 - \$14,000

5. CCP ANNUAL REPORT

What is it?

An annual “plan-on-a page” update on CCP activities and outcomes. It can be produced as a community information poster or infographic that provides updates on our progress towards accomplishing CCP Goals. It could also include updates on other major projects the community is working on. A component of the reporting could include a digital “dashboard” of CCP work hosting on UNB’s website (members section).

Why do it?

Tracking our accomplishments will be a reminder of what we have done, and what we still need to do. It will build momentum for the CCP and show the community that we are making progress towards our goals. It will also demonstrate accountability, letting the community know about projects that have been stalled or delayed.

An annual CCP update is part of good, clear, and transparent communications within and among staff, leadership, and members. The report will assist in further building trust and improving transparency between Upper Nicola Band and the community.

Who will work on it?

The UNB Band Administrator should lead the project with the support of the CCP Coordinator and the UNB staff person tasked with member communications.

How will we do it?

Internally. If a web-based version is to be developed, external help will likely be required to set up the template and webpage.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
CCP Review	Meeting with staff and Council to review CCP Actions and their progress to date. Get feedback on what has been going well, what hasn't, challenges and successes regarding CCP Actions.	✓	
Draft State-of-the Nation CCP Update	Using the information gathered during the CCP review and draft an information poster that summarizes the updates on progress towards accomplishing CCP Actions.	✓	
Council Review	Provide an opportunity for Council to review CCP Annual Update and revise based on feedback.		
Community Distribution	Distribute the Update to the community through mail-outs, online, and UNB newsletter. Share newsletter with staff and all involved with any of the CCP Actions.		✓

Time Line

MONTH:	1	2	3	4	5	6	7	8	9	10	11	12
CCP Review												
Draft CCP Update												
Council Review												
Community Distribution												

Budget (Annual)

Printing and Materials	\$3,000 - \$5,000
Staffing and incidentals	\$1,000 - \$1,000
Total	\$4,000 - \$7,000

6. COMMUNITY GRANT PROGRAM

What is it?

A Community Grant Program that would support youth and families in helping implement the CCP in ways they are already interested in. Project ideas could include language and culture classes and activities (e.g., traditional food harvesting and preparation); community clean-up and yard maintenance; community gardening; community trail building; community activities and events (e.g., tournament, skating night, etc.); youth/community field trips.

Why do it?

Members identified many projects over the course of developing this CCP, some of which could be undertaken by members themselves with financial support. Small, cost-effective projects will help build community engagement and pride and support UNB in reaching CCP goals.

Who will work on it?

The UNB Band Administrator should lead the project with the support of the CCP Coordinator.

How will we do it?

Internally.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Develop Guidelines and Secure Funds	Meeting with Council to review Community Grant Program Guidelines and to secure funds for program. Revise based on feedback.	✓	
Community notification	Using the information gathered during the CCP review and draft an information poster that summarizes the updates on progress towards accomplishing CCP Actions.		✓
Review applications as received	Review applications as received. Report to Council on awards.	✓	
Evaluate completed projects (ongoing)	Projects reviewed and evaluated regularly.	✓	

Time Line

MONTH:	1	2	3	4	5	6	7	8	9	10	11	12
Program planning												
Community notification												
Application review												
Project implementation												
Evaluation												

Budget (Annual)

Funding	\$40,000
Staffing and incidentals	\$5,000
Total	\$45,000

7. RECYCLING AND COMPOST PROGRAM

What is it?

Establish a community recycling program to minimize waste generation located at the transfer station. This could include a community composting program which could provide compost for community gardens or individual gardens. Containers would need to be bear/animal proof.

Why do it?

Food waste contributes directly to climate change as rotting organics in landfills is a greenhouse gas, which is 21 times more potent than CO2. Moisture content creates liquid waste called leachate, which is a management problem for landfills and a threat to ground and surface water quality. Finished compost returns valuable nutrients back into the soil. Composting will reduce waste by up to 30% therefore reducing tipping fees by the same amount.

Who will work on it?

Community Services Department will lead the project.

How will we do it?

Internally.

Work Plan

TASKS	SUMMARY	DELIVERABLE	ENGAGEMENT
Develop project plan and budget		✓	
Initiate community recycling team			✓
Acquire composters and Recycling Team promotional items		✓	
Start composting		✓	

Time Line

MONTH:	1	2	3	4	5	6	7	8	9	10	11	12
Program planning												
Community recycling team												
Acquire composters and materials												
Program start												

Budget (Annual)

Composters and Material	\$12,000
Staffing and incidentals	\$8,000
Total	\$20,000

8. HOUSING FACT SHEET

Refer to UNB website for information on this fact sheet.



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