



Peters First Nation

COMPREHENSIVE COMMUNITY PLAN



Acknowledgement

We would like to acknowledge the leadership of Chief Norma Webb and Councillors Victoria Peters and David Peters during the comprehensive community planning process. We would also like to thank members of the community who completed the surveys and participated in the workshops. We are grateful for the input provided by community members living both on and off reserve.

Message from Council

This is Peters First Nation's 2023 Comprehensive Community Plan, a document that sets out our community's vision, priorities and goals based on the needs and feedback from our members. Many thanks to everyone that contributed to this document by participating in workshops, mail-outs and surveys along the way. This is a living document that will continue to be updated as we make progress on this journey together.

Peters First Nation is a family, our family. We are unique and independent. We strive to work together and take care of one-another like a family should, no matter your circumstances. As family members and as an administration, we want to help make sure that elders and children are cared for and that we can brighten people's lives, despite our struggles. Nobody should be without a home and enough to eat, and access to resources needed to succeed. Everyone should feel safe and welcome here, be treated respectfully and equally, and help make our Nation stronger together.

We hope that our efforts demonstrate our commitment to helping one-another and resolving conflicts, even though there is, and will always be, room for improvement. Please help us ensure that our community reaches its potential. Our door is always open.





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1. COMMUNITY OVERVIEW

Peters First Nation is a small community on the banks of the Fraser River between Chilliwack and Hope, in the upper Fraser Valley of British Columbia. Historically, the land we reside on was owned by Joseph Peters. The Canadian government appropriated his land transforming it into what is now known as Peters IR1, IR1a, and IR2 under the *Indian Act*. Our Nation has 69 members, including 44 on-reserve, and 96 affiliate members for a total of 165 members and affiliates.

History of the People

We are Stó:lō, a people who have always occupied the territory between the areas currently known as Yale and Langley. Originally, Peters First Nation was referred to as Squatitch and its members spoke Halq'eméylem, hənqəminəm, and Hú'q'um'i'núm'. Historically, we moved between communities throughout our territory, which was challenging to accommodate under the *Indian Act* in the late 1800s.



Anthony Clifford Peters

William Peters



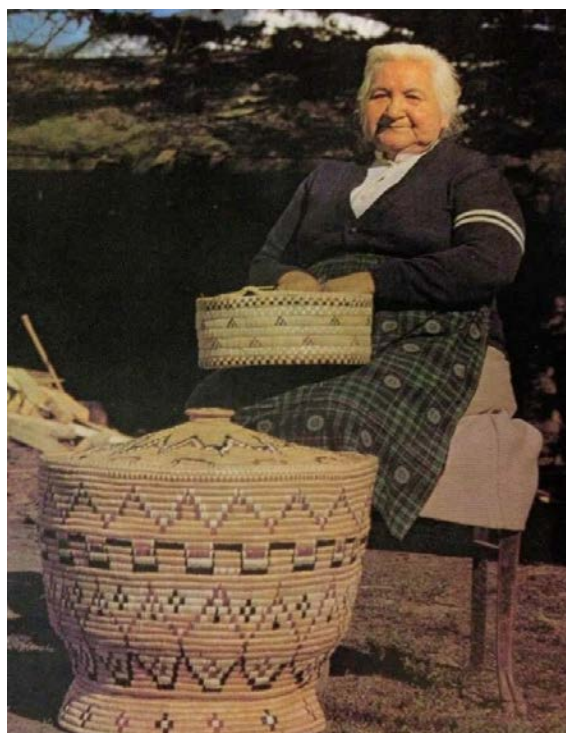
*William Peters,
Former Chief and
Joseph Peters' son*



Oliver was planning to use this photograph of B.C. Indian chiefs to illustrate the styles of wool blankets actually worn. Photo: Provincial Archives, Victoria, B.C.

*Councillor Victoria Peters' maternal
great, great grandfather
(front centre, left)*

*Emma Peters
(Wife of William Peters),
Basket Weaver*



Traditional Territory

The traditional territory of Peters First Nation is situated in the Fraser Valley. From Peters First Nation, our territory extends north up the Fraser Canyon to Hell's Gate, and to the north end of Harrison Lake at Port Douglas. The territory extends south to the U.S. border, and includes Chilliwack Lake and the Skagit Valley. To the east, it extends almost all the way to the Tulameen River, and extends west to Stave Lake and Aldergrove. Our territory also includes Mount Cheam, Abbotsford, Chilliwack, Hope, and Mission.

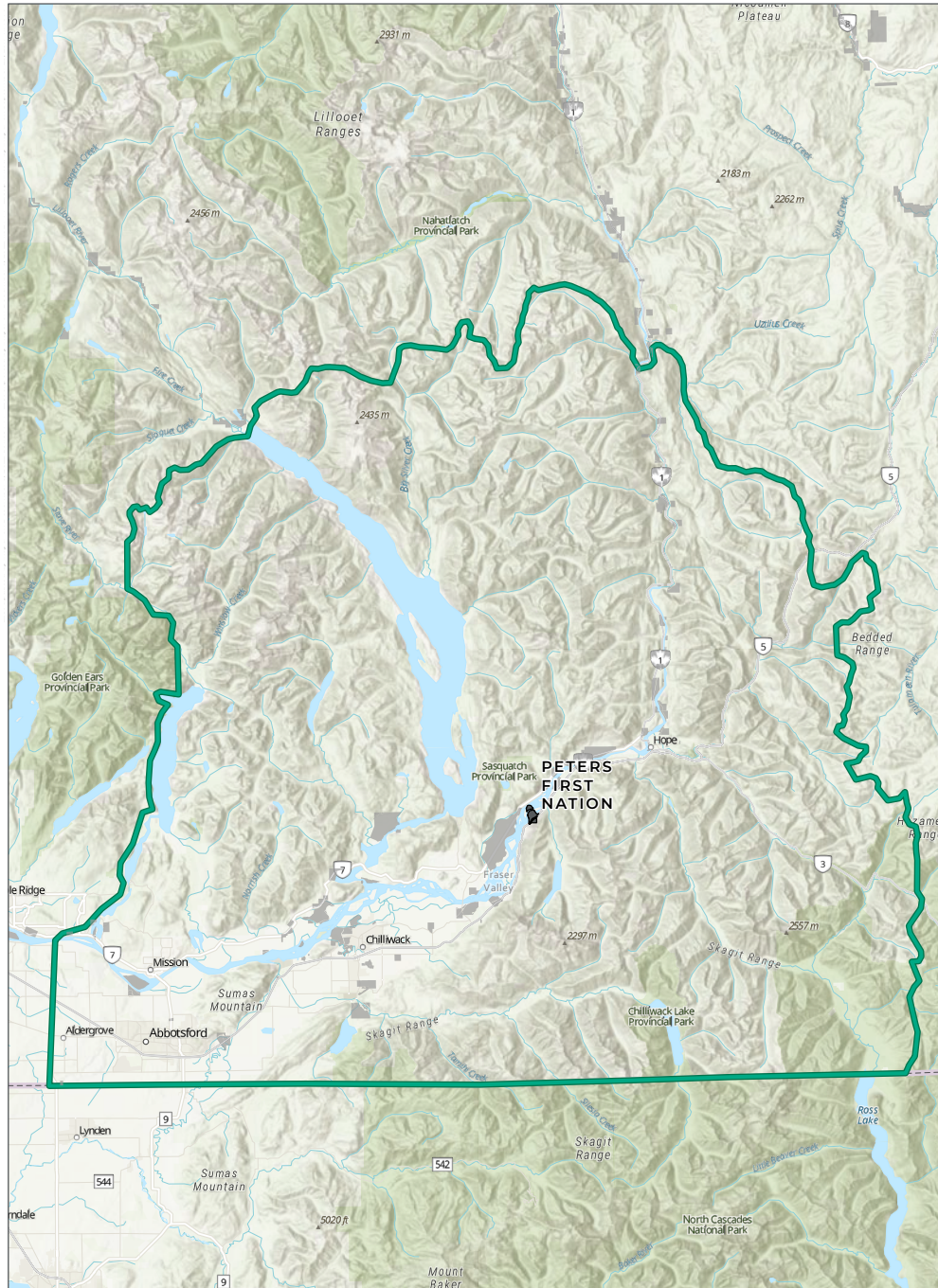


Figure 1
Traditional Territory

Legend

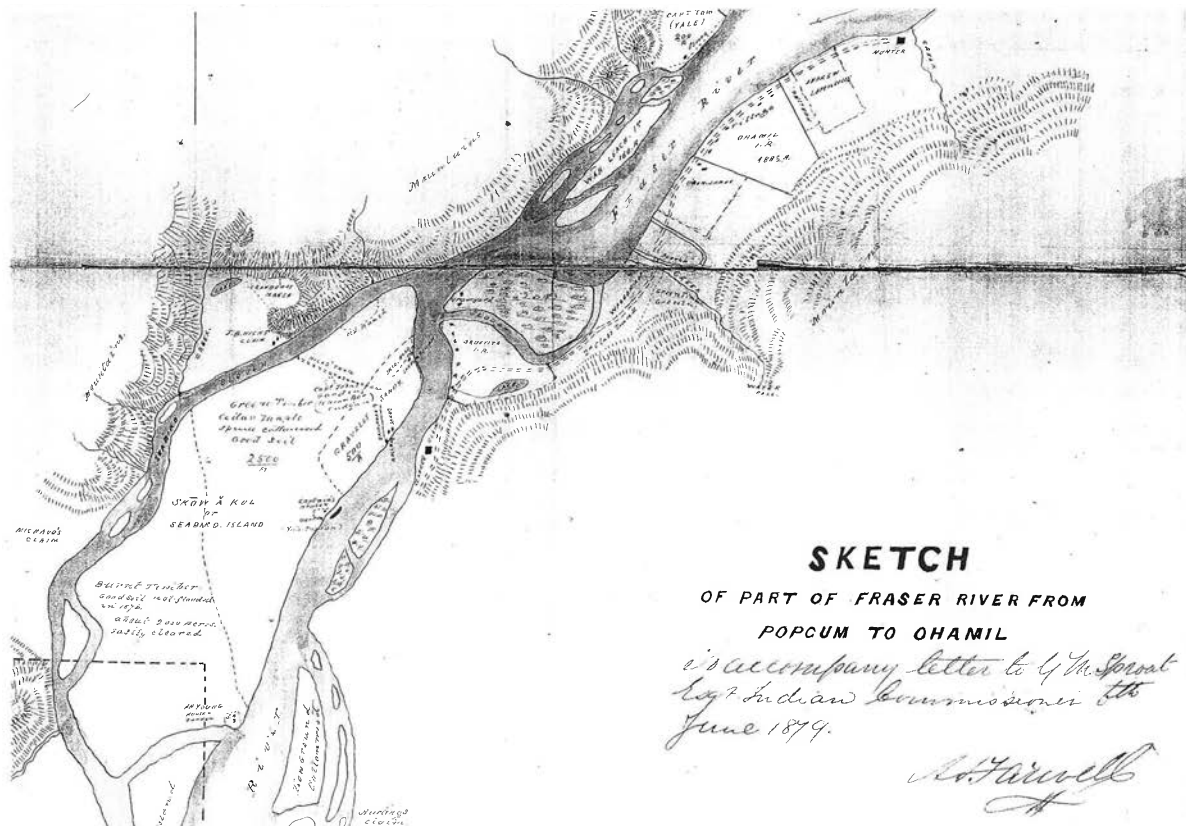
- Asserted Traditional Territory
- Peters First Nation Reserve Boundaries
- Other First Nation Reserves

Reserve Lands

The land that Peters First Nation currently resides on was owned by the great grandfather of some of our eldest community members today. Our Reserve is roughly 30 km north of the City of Chilliwack along Highway 1 and is accessed via Peters Road. The reserve is comprised of three (3) parcels that amount to 456 acres (187 hectares) of land.

- **Peters 1** - This parcel encompasses 291 acres (118 hectares) of land between the CN Railway line and the Fraser River. These lands accommodate housing for 44 members, the community centre, the band office, and the Peters First Nation Three Feathers Corporation business park.
- **Peters 1A** - This parcel encompasses 73 acres (30 hectares) of land east of the Trans Canada Highway. This parcel accommodates a rock quarry and the Trans Mountain Pipeline alignment.
- **Peters 2** - This parcel encompasses 96 acres (39 hectares) of undeveloped land on an island in the Fraser River. This parcel is next to the Peters First Nation traditional fishing lands.

The Peters First Nation Reserve is outlined on **Figure 2 - Reserve Lands** and **Figure 3 - Aerial Photo**.



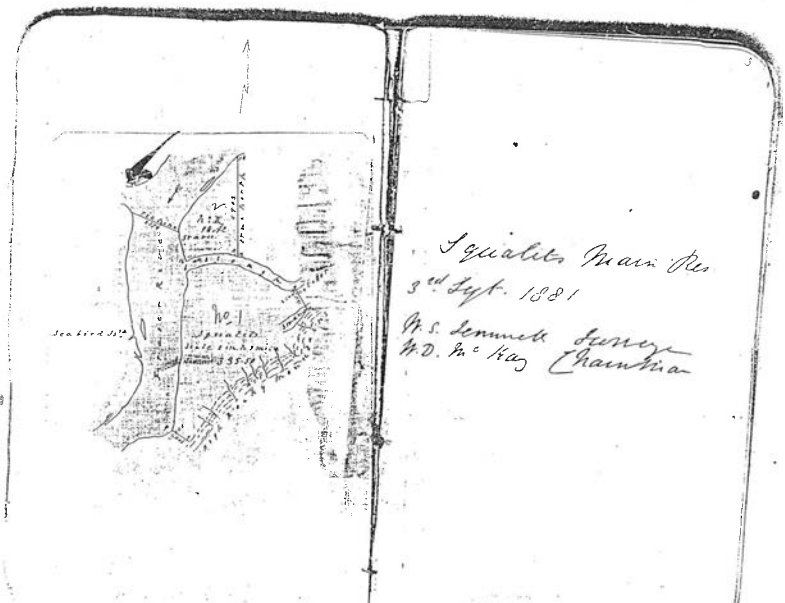


Figure 2 | Reserve Lands



- Legend**
- Band Office
 - Community Centre
 - Peters First Nation Reserve Boundaries
 - Land Parcel
 - Highway 1
 - Local Road
 - Railway
 - BC Hydro Transmission Lines
 - Stream

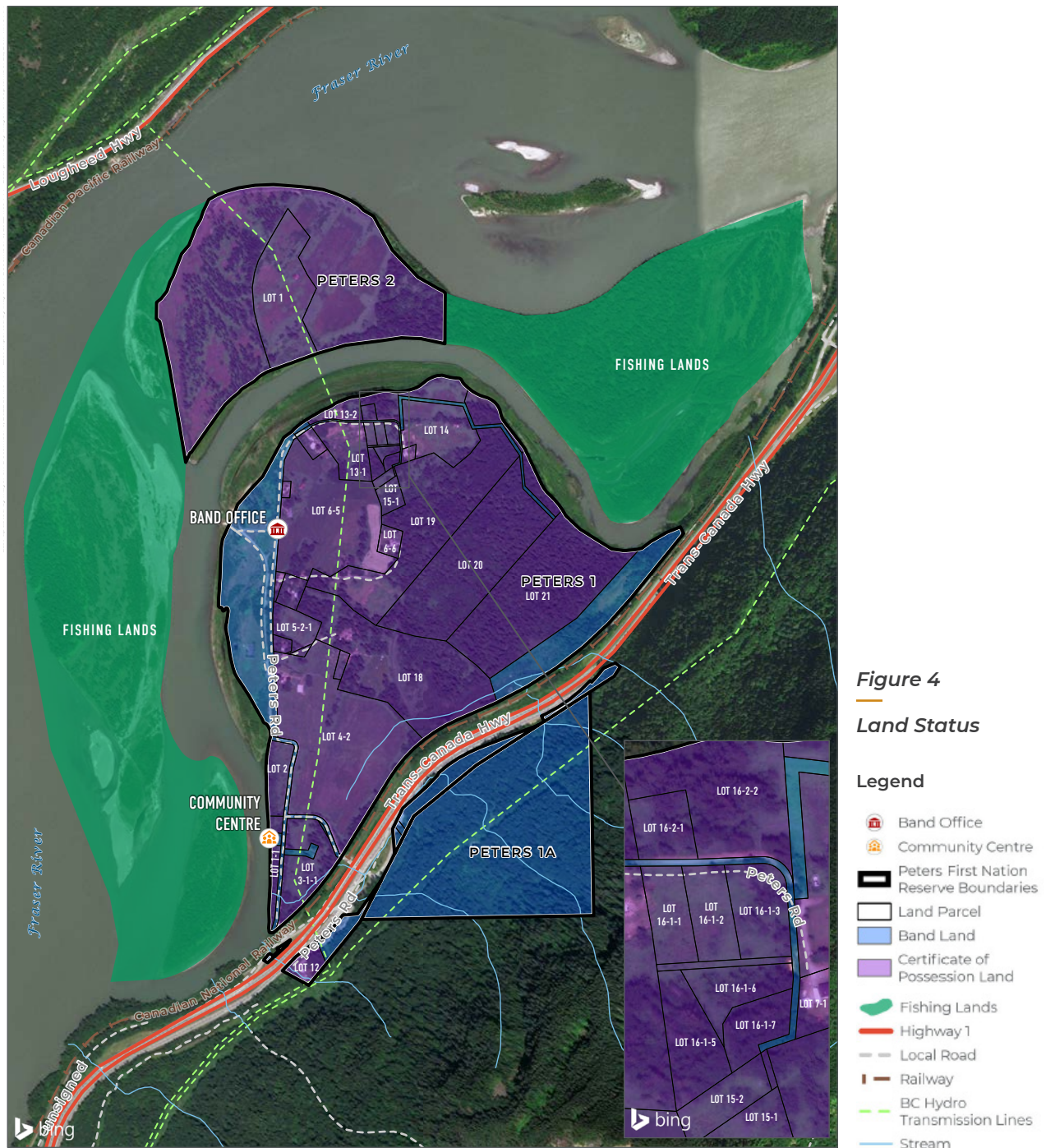
Figure 3 | Aerial Photograph



- Legend**
- Band Office
 - Community Centre
 - Peters First Nation Reserve Boundaries
 - Land Parcel
 - Highway 1
 - Local Road
 - Railway
 - BC Hydro Transmission Lines
 - Stream

Band Lands

There is a small amount of band-owned land on the Peters First Nation reserve. Only 12 percent of the reserve lands are considered band-owned lands and they include: the Peters First Nation Three Feathers Corporation business park, the parcel occupied by the community centre, and a linear strip of land along the CN Railway Line that is swamp. The hillside lands east of Highway 1 are also band-owned land as shown on **Figure 4 - Land Status**.



Certificates of Possession

Most of the land on the Peters First Nation reserve is subject to a Certificate of Possession. While the land remains owned by the Federal Government, First Nation members have lawful possession of these lands which are shown in purple on **Figure 4 - Land Status**.



Culturally Important Sites

Traditionally, the island in the middle of the Fraser River has served as the Peters First Nation fishing lands and also contains graves near the southwest corner of the island. The western half of the island is included in the reserve (I.R.2), but the eastern half of the island is not. Peters First Nation intends to pursue an Additions to Reserve (ATR) to incorporate these lands into the reserve.



Infrastructure

The reserve is accessed by Peters Road which functions as the main road (and only road) into and out of the community. Peters Road is a two-lane paved road. The reserve does not have piped water or sanitary sewer. Individual lots have water wells and septic fields. The reserve is serviced by electricity but will require an upgrade once the Peters First Nation Three Feathers business park is developed.





2. DEVELOPING THE PLAN

What is a CCP?

A Comprehensive Community Plan (CCP) is a blueprint for how a community will grow and develop. A CCP establishes a vision for the community and lays out the steps (key goals and priority actions) a community must take to achieve its vision.


Comprehensive community planning is a holistic process that involves broad community participation. For Peters First Nation, the comprehensive community planning process was a way for the entire community to come together to decide what was important and what kind of community it would like to be. A CCP reflects the collective voice of a community and should be a fundamental charter for Nation building that provides continuity through successive administrations.

A CCP is a living document that should be reviewed regularly to ensure a community is well-positioned to take advantage of opportunities, and to respond to challenges, as they arise.

How will the CCP be used?

The CCP will inform governance and decision-making within the community. Chief and Council will lead the community in ways that are aligned with the vision and goals of the community. Priorities will be set and funds allocated to ensure actions are taken to build the community you want. We like to think of a CCP as a reference guide for everything that shapes your community – land, resources, infrastructure, housing, jobs, art, culture, health, education etc. The CCP will prove to be a valuable tool for accessing funding for projects that will help your community achieve its vision and strategic goals.

The strategic goals instead of key goals and actions contained within the CCP will enable Peters First Nation to:

- 
- make more informed decisions
 - conduct transparent decision-making
 - access resources to invest in programs
 - guide infrastructure development
 - create economic opportunities
 - celebrate traditional cultural values and practices
 - promote healing and reconciliation
 - strengthen community resiliency

The CCP will support a healthy, sustainable nation and improve the quality of life for Peters First Nation members and future generations.

What was the planning process?

The planning process included an extensive community engagement process that included three (3) visioning workshops and three (3) community surveys. The community engagement process was guided by the following principles:



community
focused dialogue



community
formed ideas



community
driven process

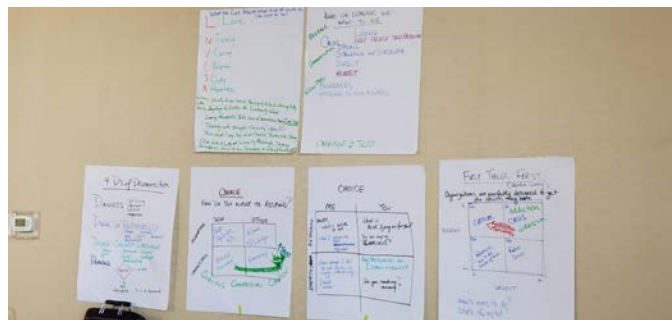


goals & ideas voted on,
& confirmed by,
membership

The following summarizes the community engagement process that was initiated in May 2019.

Visioning Workshops

Members of Peters First Nation were invited to participate in three (3) visioning workshops in May, July, and October of 2019. The workshops were well attended by members living both on and off the reserve. On average, about 20 members participated in each of the workshops.



Members participated in a community visioning exercise in the initial workshop. The exercise generated a lot of healthy discussion about what kind of community members want to be part of and what would have to change in order for that to happen. The input provided by members was divided into four (4) planning areas: 1) Planet (Environment), 2) People (Community), 3) Process (Governance), and 4) Profit (Economy). These categories formed the basis for future engagement and the structure of this CCP. These planning areas will help us ensure that our community is moving forward in a manner that considers our community development holistically, including environmental, community, governance and economic development needs.

In the second workshop, members identified problems they saw in their community, brainstormed potential solutions to these problems, and discussed why these issues were important to them. Several themes emerged from these discussions: governance, decision-making, communication, transparency, housing, and land and natural resources.

In the third workshop, members reviewed materials from the previous two (2) workshops to ensure their ideas were recorded and interpreted correctly. As a group, members identified strategic considerations and goals for the four (4) categories: Planet, People, Process, and Profit. For example, members noted a fishery/canning/preserving program as a strategic consideration and the development of a fish canning program as an immediate goal.



Phase 1 Survey

Peters First Nation invited all members living on and off reserve to complete a community survey as part of the comprehensive community planning process. The survey focused on how relationships and communication could be strengthened among community members and leaders. The survey also provided an opportunity for community members to share how they would like to participate in the planning process and other community initiatives. The survey was available from March 7-27 in 2019. A total of 17 surveys were completed which represented 10 percent of the total registered population of Peters First Nation. Education, culture, renewable energy systems, health and healing, environmental preservation, community facilities, community safety, and governance were the top priorities members identified for the CPP.

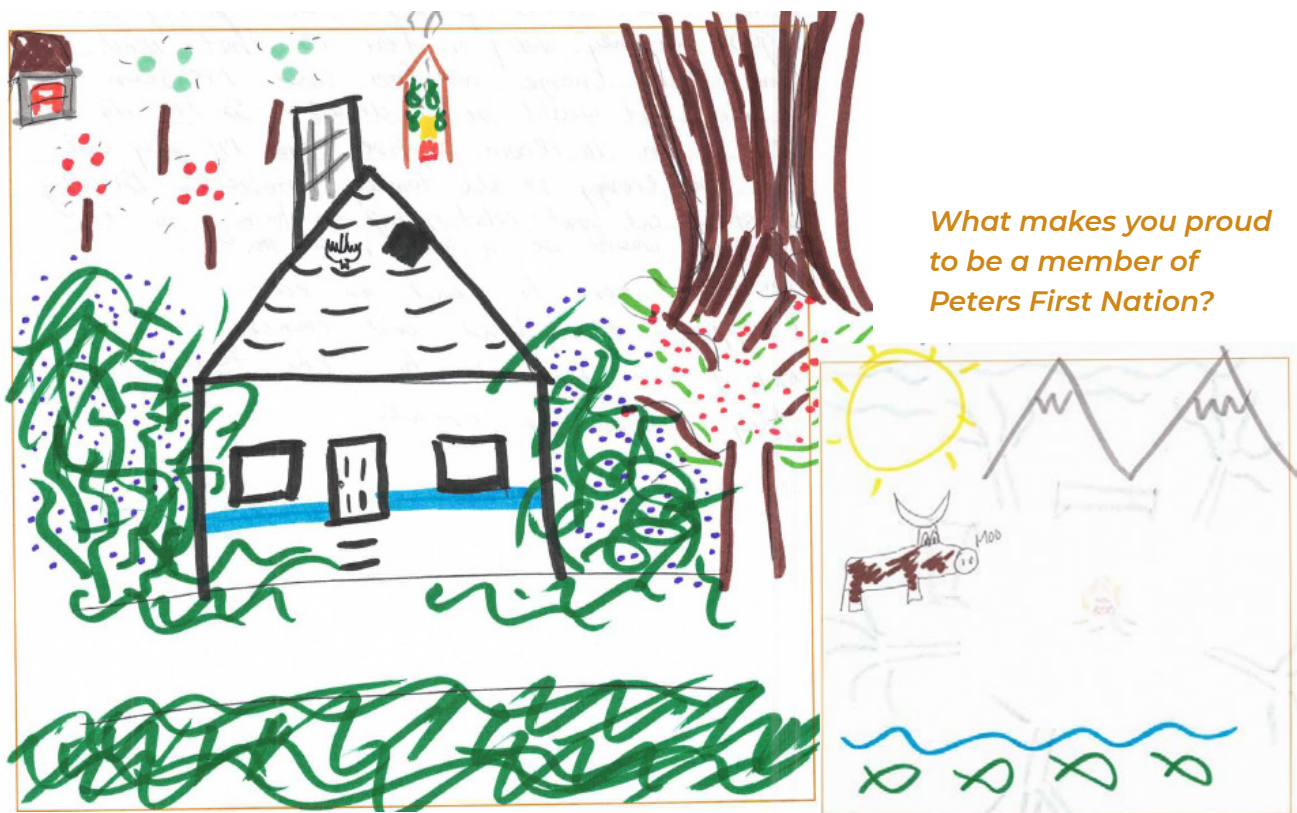
I am grateful for...



Phase 2 Survey

Peters First Nation invited all members living on and off reserve to complete a second community survey in March 2021. The survey was open until May 2021. A total of 19 surveys were completed. Members were asked to indicate their level of support for the draft vision statement: “Family Helping Family.” Of the 16 members who answered this question, 13 said they approved or strongly approved of the draft vision statement. Members were also asked to indicate their level of support (and provide comments) for draft planning areas and priorities relating to education, culture, health, healing and community safety, infrastructure and land development, communication and governance, economic development, environment, and climate change adaptation. All of the draft priorities were approved or strongly approved by respondents, who also provided recommendations for improvements.

What is your favourite place or part of the Reserve?



What makes you proud to be a member of Peters First Nation?

Vision

The vision for the Peters First Nation CCP is: **“Family Helping Family.”** Together as a family we can build a future where we thrive, grow strong and healthy, and succeed.

Implementation Survey

Peters First Nation invited all members to complete a third community survey in November 2022. The purpose of the survey was to obtain feedback on the draft goals, actions, and implementation strategy put forth in the Draft CCP. A copy of the draft plan was sent to all members along with the survey. A total of 13 submissions were received representing 19 percent of the membership. The survey was divided into four (4) sections: Planet (Environment); People (Community); Process (Governance); and Profit (Economy). Participants were asked to what extent they agreed with the draft goals, actions, priority levels, timelines, and assigned responsibilities for each section. The agreement scale was as follows: Strongly Agree; Agree; Disagree; and Strongly Disagree. Space was provided at the end of each section for participants to provide comments. A total of 13 comments were provided. Most comments expressed an appreciation for Peters First Nation and were optimistic about the band's future. All participants, with one exception, either strongly agreed or agreed with all the goals and the implementation strategy put forth to achieve them.





3. COMPONENTS OF THE PLAN

Planning Areas, Priorities, Goals & Actions

Four (4) Planning Areas were identified through the community engagement work completed between 2019-2021. These Planning Areas include: Planet; People; Process; and Profit.

Planning Areas are broad areas that include many components that determine quality of life for members of Peters First Nation living both on and off the reserve. Priorities, Strategic Goals, and Actions are presented for each of the Planning Areas.

Priorities are initiatives that were identified as being most important by the community.

Strategic Goals recognize that resources are limited and must be used wisely - they are targets and outcomes our community must work towards.

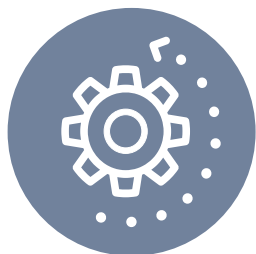
Actions are the things we can focus on to achieve a Strategic Goal.



Planet



People



Process



Profit

PLANNING AREA: PLANET

Peters First Nation's culture is closely tied to the environment. We will restore our natural environment and land-based teachings with Stó:lō knowledge-holders.

PRIORITIES

- **Environment** - Develop regeneratively. Regenerative development means using our resources to improve our community in a way that builds the capacity of our support systems needed for future growth.
- **Culture** - Improve our relationship with the land, our language, and our traditions.

STRATEGIC GOALS

- Incorporate traditional language and culture into everyday life.
- Interact with the land in culturally appropriate ways.
- Respect land-based teachings.

ACTIONS

Environment

- Establish a Referrals Program (and fee structure) to guide the processing of materials sent to Peters First Nation for review.
- Adopt a Natural Resources Policy to protect, conserve, and enhance our Nation's rights in our asserted traditional territory.
- Complete a Clean Energy Assessment to identify opportunities and constraints.
- Pursue Additions to Reserve to incorporate the fishing lands (on both sides of IR2) into the reserve.
- Engage BC Parks in developing a strategy for managing the use and maintenance of F. H. Barber Provincial Park.
- Provide woodsheds for houses with wood burning stoves.
- Provide environmental monitoring and fish habitat restoration training for members.



PLANET CONTINUED

Culture

- Build a gathering space on the old community centre property to host environmental and cultural programs and support the canning and drying of fish.
- Host environmental and cultural programs for youth and elders to share knowledge and maintain traditions.
- Develop a salmon restoration and/or fisheries program.
- Develop a canning program to teach members traditional methods of processing, preserving, and canning fish.
- Provide culture and language resources for youth and elders to share knowledge and maintain traditions.
- Give members dreamcatcher, medicine bag, and rattle-making kits to carry-on traditions.



PLANNING AREA: PEOPLE

We want to be healthy and safe and to thrive as a community.

PRIORITIES

- **Health & Healing** – Restore our sharing culture and become a family that helps each other.
- **Support** – Provide community services to support the hopes and dreams of all members. Community services include housing, education, employment, and health care.
- **Safety** – Improve the safety of our community.

STRATEGIC GOALS

- Make community services accessible to all members.
- Reduce drug use, addiction, and crime in the community.
- Equip members to better handle emergencies.

ACTIONS

Health & Healing

- Provide mental health supports and services for members.
- Connect members with the appropriate health care professionals and services.
- Post health resources in the community newsletter, on the band webpage, and on the community message boards.
- Build a gathering space on the old community centre property to host health and education programs.



PEOPLE: CONTINUED

Support

- Provide funding for families in need to purchase food.
- Provide supplies to support continuing education and homeschooling opportunities.
- Provide innovative early learning and childcare opportunities for families.
- Provide Aboriginal Head Start programming for families.

Safety

- Adopt an Emergency Management Plan.
- Adopt a Community Safety Action Plan.
- Provide fire extinguishers, carbon monoxide detectors, first aid kits, and emergency planning kits to members.
- Install fire hydrants throughout the community.



PLANNING AREA: PROCESS

We will improve the way we govern and administer our Nation through timely, clear, and open communication.

PRIORITIES

- **Communication** – Maintain an open dialogue between members and Council.
- **Governance** – Advance the Management Action Plan (MAP).
- **Lands** – Use our reserve lands to benefit the whole community.

STRATEGIC GOALS

- Develop a governance model that fosters fairness, transparency, and accountability.
- Create policies and procedures to support strong governance and open communication between Chief and Council, administration, and members.

ACTIONS

Communication

- Provide clear and timely information to community members on policies and procedures. Post on the Band webpage and community bulletin boards.
- Host community meetings on a regular basis to inform, consult, and involve members.*
- Use multiple forms of communication to reach as many members as possible.
- Update the band website regularly to ensure information remains relevant and accurate.
- Install community message boards at the band office and post office box.
- Install a billboard at the security station for car traffic.
- Publish a copy of the CCP on the Band webpage.
- Publish a quarterly newsletter to inform members of Council decisions.
- Publish all policies and procedures on the band webpage.



* Covid permitting

PROCESS: CONTINUED

Governance

- Implement the Management Action Plan (MAP) which includes policies related to:
 - ~ Governance
 - ~ Finance
 - ~ Human Resources
 - ~ Conflict of Interest
 - ~ Records Management
 - ~ Code of Conduct
- Update First Nation Investment Plans as new projects are identified.
- Adopt an Annual Budget.
- Complete annual financial audits on-time.
- Create an organized records management system to make financial audits more efficient.
- Demonstrate capacity building and autonomy to qualify for 10-year block funding.
- Adopt a Funding Policy.
- Host an annual workshop with Council, administration, and external support team to clarify roles and responsibilities to ensure everyone is working efficiently and effectively.
- Maintain a well-trained and adequate administration to support good governance.

Lands

- Develop a Land Use Management and Infrastructure Plan.
- Develop a Housing Strategy.
- Provide housing that meets the needs of our diverse community.
- Maintain housing in a good state of repair.
- Relocate the Band Office.
- Build a gathering space on the old community centre property to host community meetings.
- Upgrade the power system for the Band Office and ensure it has a generator for emergencies.
- Improve our energy self-sufficiency and explore renewable energy systems.



PROCESS: CONTINUED

- Prepare for severe weather and climate emergencies by raising homes, distributing generators to members, and controlling erosion.
- Adopt a Wildfire Management Plan and post material on Band webpage.
- Retain an arborist to assess (and trim where necessary) trees along the main road and those close to powerlines that pose a risk.
- Retain a member to conduct Fire Smart cleaning around homes.
- Purchase a mobile fire-retardant foam dispenser for fire response.
- Install sprinklers on rooftops for fire protection.
- Pave the main road (Peters Road).
- Pave the two side roads.
- Test drinking water.



PLANNING AREA: PROFIT

To pursue economic development opportunities through PFN 3 Feathers Development (PFN 3 Feathers) for the benefit of all members.

PRIORITIES

- **Investment** - Invest in land and economic development opportunities that respect the land and our culture while growing our economy, creating jobs, and benefiting future generations.
- **Communication** - Ensure investment and economic development activities are clearly communicated to members.
- **Partnerships** - Form partnerships that will create jobs and economic development opportunities that match the skills, experience, and interests of our members.

STRATEGIC GOALS

- Increase the land base of Peters First Nation.
- Position PFN 3 Feathers to benefit from pipeline and other development in our territory.
- Take a comprehensive and strategic approach to economic development.



ACTIONS

Investment

- Prepare a Land Acquisition and Development Plan for our economic development lands along the highway. The Plan should include a strategy for generating income.
- Undertake a Community Asset Survey to inform the land Acquisition and Development Plan.
- Create an Economic Development Plan for the PFN 3 Feathers Business Park. The Plan should include a market assessment and highest-and-best use study.
- Ensure the PFN 3 Feathers Business Park is serviced for industrial and commercial uses (water, sewer, electrical upgrades).

PROFIT: CONTINUED

Communication

- Apply for economic development funding as opportunities arise and report successes back to members.
- Provide clear and timely information on economic development opportunities to members with website and newsletter posts.
- Publish the Annual Audit for information and transparency.
- Include a quarterly economic development update in the community newsletter.
- Create and maintain a PFN 3 Feathers website.
- Post employment opportunities on the band and PFN 3 Feathers websites.

Partnerships

- PFN 3 Feathers to provide Council with an update at Council meetings every two weeks.
- Partner with Seabird Island Band to deliver employment readiness and environmental training for members.
- Partner with industry (through PFN 3 Feathers) to create training and employment opportunities for members.
- Partner with industry and government operating within our territory where possible.





4. IMPLEMENTATION

Updating the Plan

The CCP provides clear direction and leadership for Peters First Nation. The CCP should be used as a reference guide for everything that shapes our community - land, resources, infrastructure, housing, jobs, art, culture, health, education, etc. The CCP will prove to be a valuable tool for accessing funding for projects that will help our community achieve its vision and goals, but it must be reviewed and updated regularly so it remains relevant as priorities and projects evolve.

Peters First Nation commits to having the CCP updated periodically by leadership to accommodate our growth and changing needs. Updates to the CCP will be brought to Chief, Council and members of the community. An updated copy of the CCP will be posted on the Peters First Nation website and distributed to all community members.

Peters First Nation also commits to undertaking a more comprehensive review and update of the CCP every five (5) years.

Implementing the Plan

The CCP outlines a number of strategic goals and actions that will help the community achieve its collective vision: “Family Helping Family.” Achieving this vision will require establishing priorities, setting timelines, assigning responsibility, and identifying potential funding sources for each of the priority actions. In doing so, Peters First Nation will be developing a successful path forward for its members.

This CCP includes a series of tables that should be presented to members of the community at a Band Council meeting for transparency. The tables should be updated every six (6) months to incorporate changing priorities, note completed projects and new projects, confirm timelines and responsibilities, and to identify emerging funding sources and grant opportunities. Chief and Council should seek input from the members at the Band Council meetings and incorporate this input into their decision-making process.

Implementation Tables for Key Action Items

The following tables provide a detailed path forward for achieving the strategic goals and actionable items of the Peters First Nation CCP.

Priorities are identified as: high, medium, or low.

Timelines are identified as: in progress, immediate (next 12 months), short-term (next two years), medium-term (next five years), long-term (5-10 years). The tables also include actions that have recently been completed.

Responsibility: Chief and Council, PFN3F, Support Team, Membership

PLANET (ENVIRONMENT)

GOAL(S): TO RESTORE OUR NATURAL ENVIRONMENT AND LAND-BASED TEACHINGS WITH STÓ:LŌ KNOWLEDGE-HOLDERS.

Action	Priority	Timeline	Responsibility	Potential Funding Source
Establish a Referrals Program (and fee structure) to guide the processing of materials sent to Peters First Nation for review.	High	Immediate	Support Team	Capacity Funding Program (IAMC) New Relationship Trust Professional and Institutional Development Fund (ISC)
Adopt a Natural Resources Policy to protect, conserve, and enhance our Nation's rights in our asserted traditional territory.	High	Short-term	Support Team	Capacity Funding Program (IAMC) New Relationship Trust
Complete a Clean Energy Assessment to identify opportunities and constraints.	High	Short-term	Support Team	First Nation Clean Energy Business Fund BC Indigenous Clean Energy Initiative Community Opportunity Readiness (ISC) Smart Renewables and Electrification Pathways Program (NRC)
Pursue Additions to Reserve to incorporate the fishing lands (on both sides of IR2) into the reserve.	Medium	Medium-term	Support Team	
Engage BC Parks in developing a strategy for managing the use and maintenance of F. H. Barber Provincial Park.	Medium	Medium-term	Chief & Council	
Provide woodsheds for houses with wood burning stoves.	High	Immediate	Chief & Council	Emergency Management BC Emergency Management Assistance Program (ISC) Fire Smart
Provide environmental monitoring and fish habitat restoration training for members.		Complete		

PLANET (ENVIRONMENT)

GOAL(S): TO RESTORE OUR NATURAL ENVIRONMENT AND LAND-BASED TEACHINGS WITH STÓ:LŌ KNOWLEDGE-HOLDERS.

Action	Priority	Timeline	Responsibility	Potential Funding Source
Build a gathering space on the old community centre property to host environmental and cultural programs and support the canning and drying of fish.	High	Short-term	Chief & Council	Indigenous Infrastructure Fund (ISC) Capital Facilities and Maintenance Program (ISC) Heritage Infrastructure Fund
Host environmental and cultural programs for youth and elders to share knowledge and maintain traditions.	Medium	Medium-term	Chief & Council Membership	First Nations and Inuit Cultural Education Centres Program
Develop a salmon restoration and/or fisheries program.	Medium	Medium-term	Chief & Council	Indigenous Habitat Participation Program BC Salmon Restoration and Innovation Fund Aquatic Habitat Restoration Fund
Develop a canning program to teach members traditional methods of processing, preserving, and canning fish.	Medium	Medium-term	Chief & Council	First Citizens Fund (MoIRR)
Provide culture and language resources for youth and elders to share knowledge and maintain traditions.	High	On-going	Chief & Council Membership	First Citizens Fund (MoIRR) First Nations and Inuit Cultural Education Centres Program First Peoples' Cultural Council Listen, Hear our Voices
Give members dreamcatcher, medicine bag, and rattle-making kits to carry-on traditions.		Complete		

PEOPLE (COMMUNITY)				
GOAL(S): TO BE HEALTHY AND SAFE AND TO THRIVE AS A COMMUNITY.				
Action	Priority	Timeline	Responsibility	Potential Funding Source
Provide mental health supports and services for members.	High	In progress	Chief & Council	First Nations Health Authority First Nations Well Being Fund (FNPSS)
Connect members with the appropriate health care professionals and services.	High	In progress	Chief & Council	First Nations Health Authority Health Canada
Post health resources in the community newsletter, on the band webpage, and on the community message boards.	High	In progress	Chief & Council	
Build a gathering space on the old community centre property to host health and education programs.	Medium	Medium-term	Chief & Council	Indigenous Infrastructure Fund (ISC) Capital Facilities and Maintenance Program (ISC)
Provide funding for families in need to purchase food.	High	In progress	Chief & Council	
Provide supplies to support continuing education and homeschooling opportunities.	High	In progress	Education Coordinator	Education Partnerships Program (ISC)
Provide innovative early learning and childcare opportunities for families.	High	In progress	Chief & Council	Early Learning and Child Care Innovation Program
Provide Aboriginal Head Start programming for families.	High	Immediate		First Nations Health Authority Aboriginal Head Start Association of BC
Adopt an Emergency Management Plan.		Complete		

PEOPLE (COMMUNITY)				
GOAL(S): TO BE HEALTHY AND SAFE AND TO THRIVE AS A COMMUNITY.				
Action	Priority	Timeline	Responsibility	Potential Funding Source
Adopt a Community Safety Action Plan.	High	In progress	Support Team	Indigenous Community Support Fund (ISC)
Provide fire extinguishers, carbon monoxide detectors, first aid kits, and emergency planning kits to members.	High	In progress	Chief & Council	Emergency Management BC Emergency Management Assistance Program (ISC) FireSmart
Install fire hydrants throughout the community.	High	Immediate	Chief & Council	Emergency Management BC Emergency Management Assistance Program (ISC) FireSmart

PROCESS (GOVERNANCE)

GOAL(S): TO IMPROVE THE WAY WE GOVERN AND ADMINISTER OUR NATION THROUGH TIMELY, CLEAR, AND OPEN COMMUNICATION.

Action	Priority	Timeline	Responsibility	Potential Funding Source
Provide clear and timely information to community members on policies and procedures. Post on the Band webpage and community bulletin boards.	High	Ongoing	Chief & Council	
Host community meetings on a regular basis to inform, consult, and involve members.*	High	Immediately *	Chief & Council	
Use multiple forms of communication to reach as many members as possible.	High	Ongoing	Chief & Council	
Update the band website regularly to ensure information remains relevant and accurate.	High	Ongoing	Chief & Council	
Install community message boards at the band office and post office box.	High	Immediate	Chief & Council	
Install a billboard at the security station for car traffic.	Medium	Medium-term	Chief & Council	
Publish a copy of the CCP on the Band webpage.	High	Completed	Chief & Council	
Publish a quarterly newsletter to inform members of Council decisions.	High	Ongoing	Chief & Council	
Publish all policies and procedures on the band webpage.	High	Short-term	Chief & Council	

* Covid permitting

PROCESS (GOVERNANCE)				
GOAL(S): TO IMPROVE THE WAY WE GOVERN AND ADMINISTER OUR NATION THROUGH TIMELY, CLEAR, AND OPEN COMMUNICATION.				
Action	Priority	Timeline	Responsibility	Potential Funding Source
Implement the Management Action Plan (MAP) which includes policies related to: <ul style="list-style-type: none"> • Governance • Finance • Human Resources • Conflict of Interest • Records Management Code of Conduct	High	MAP to be finalized March 2023	Support Team	Professional and Institutional Development Program (ISC)
Update First Nation Investment Plans as new projects are identified.	High	Ongoing	Support Team	
Adopt an Annual Budget.	High	Immediate	Chief & Council	
Complete annual financial audits on-time.	High	2021 audit is being finalized. 2022 audit will begin as soon as 2021 audit is complete.	Support Team	
Create an organized records management system to make financial audits more efficient.		Complete	Chief & Council Support Team	
Demonstrate capacity building and autonomy to qualify for 10-year block funding.	Low	Long-term	Chief & Council PFN3 Feathers Support Team	

PROCESS (GOVERNANCE)				
GOAL(S): TO IMPROVE THE WAY WE GOVERN AND ADMINISTER OUR NATION THROUGH TIMELY, CLEAR, AND OPEN COMMUNICATION.				
Action	Priority	Timeline	Responsibility	Potential Funding Source
Adopt a Funding Policy.	High	Short-term	Chief & Council	
Host an annual workshop with Council, administration, and external support team to clarify roles and responsibilities to ensure everyone is working efficiently and effectively.	High	Immediate	Chief & Council PFN3 Feathers Support Team	
Maintain a well-trained and adequate administration to support good governance.	High	Short-term	Chief & Council PFN3 Feathers	
Develop a Land Use Management and Infrastructure Plan.	Medium	Medium-term	Support Team	First Nations Land Management (ISC)
Develop a Housing Strategy.	Medium	Medium-term	Support Team	Housing Support Program (ISC)
Provide housing that meets the needs of our diverse community.	High	Ongoing	Chief & Council	
Maintain housing a good state of repair.	High	Ongoing	Chief & Council	
Relocate the Band Office.		Complete		
Build a gathering space on the old community centre property to host community meetings.	High	Short-term	Chief & Council	Indigenous Infrastructure Fund (ISC) Capital Facilities and Maintenance Program (ISC)
Upgrade the power system for the Band Office and ensure it has a generator for emergencies.	High	Immediate	Chief & Council	BC Hydro Conservation Programs

PROCESS (GOVERNANCE)				
GOAL(S): TO IMPROVE THE WAY WE GOVERN AND ADMINISTER OUR NATION THROUGH TIMELY, CLEAR, AND OPEN COMMUNICATION.				
Action	Priority	Timeline	Responsibility	Potential Funding Source
Improve our energy self-sufficiency and explore renewable energy systems.	High	Short-term	Chief & Council	First Nation Clean Energy Business Fund BC Indigenous Clean Energy Initiative Community Opportunity Program (ISC) Clean BC - Indigenous Community Energy
Prepare for severe weather and climate emergencies by raising homes, distributing generators to members, and controlling erosion.	High	On-going	Chief & Council	Emergency Management Assistance Program (ISC)
Adopt a Wildfire Management Plan and post material on Band webpage.		Complete		
Retain an arborist to assess (and trim where necessary) trees along the main road and those close to powerlines that pose a risk.	High	In-progress	Chief & Council	Emergency Management Assistance Program (ISC) BC Hydro
Retain a member to conduct Fire Smart cleaning around homes.	High	Immediate	Membership	Emergency Management Assistance Program (ISC)
Purchase a mobile fire-retardant foam dispenser for fire response.	High	Immediate	Membership	Emergency Management Assistance Program (ISC)
Install sprinklers on rooftops for fire protection.	High	Immediate	Membership	Emergency Management Assistance Program (ISC)
Pave the main road (Peters Road).		Complete		
Pave the two side roads.	High	Short-term	Chief & Council	Indigenous Infrastructure Fund (ISC)
Test drinking water.	High	Immediate	Chief & Council Membership	Indigenous Infrastructure Fund (ISC)

PROFIT (ECONOMY)

GOAL(S): TO PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES THROUGH PFN 3 FEATHERS DEVELOPMENT (PFN 3 FEATHERS) FOR THE BENEFIT OF ALL MEMBERS.

Action	Priority	Timeline	Responsibility	Potential Funding Source
Prepare a Land Acquisition and Development Plan for our economic development lands along the highway. The Plan should include a strategy for generating income.	High	Ongoing	Support Team Chief & Council PFN 3 Feathers	
Undertake a Community Asset Survey to inform the land Acquisition and Development Plan.	High	Immediately	Support Team Chief & Council PFN 3 Feathers	
Create an Economic Development Plan for the PFN 3 Feathers Business Park. The Plan should include a market assessment and highest-and-best use study.	High	Ongoing	Support Team Chief & Council PFN 3 Feathers	
Ensure the PFN 3 Feathers Business Park is serviced for industrial and commercial uses (water, sewer, electrical upgrades).	High	Short-term	Chief & Council PFN 3 Feathers	Indigenous Infrastructure Fund (ISC) Capital Facilities and Maintenance Program (ISC)
Apply for economic development funding as opportunities arise and report successes back to members.	High	Ongoing	Chief & Council PFN 3 Feathers	
Provide clear and timely information on economic development opportunities to members with website and newsletter posts.	High	Immediately	PFN 3 Feathers	

PROFIT (ECONOMY)

GOAL(S): TO PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES THROUGH PFN 3 FEATHERS DEVELOPMENT (PFN 3 FEATHERS) FOR THE BENEFIT OF ALL MEMBERS.

Action	Priority	Timeline	Responsibility	Potential Funding Source
Publish the Annual Audit for information and transparency.	High	Immediately	Chief & Council	
Include a quarterly economic development update in the community newsletter.	High	Immediately	PFN 3 Feathers	
Create and maintain a PFN 3 Feathers website.		Complete		
Post employment opportunities on the band and PFN 3 Feathers websites.	High	Ongoing	Chief & Council PFN 3 Feathers	
PFN 3 Feathers to provide Council with an update at Council meetings every two weeks.	High	Immediate	PFN 3 Feathers	
Partner with Seabird Island Band to deliver employment readiness and environmental training for members.		Complete		
Partner with industry (through PFN 3 Feathers) to create training and employment opportunities for members.		Complete		
Partner with industry and government operating within our territory where possible.	High	Ongoing	Chief & Council PFN 3 Feathers	