



Wei Wai Kum First Nation Strategic Plan 2022 - 2027

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About the Wei Wai Kum Strategic Plan

A Strategic Plan is meant to answer the question: where are we going and how will we get there?

It is an overarching umbrella strategy that is grounded in the ambitions shared by our members, staff, and leadership. The Strategic Plan is a living document meant to prioritize key activities over the next 5 years.

In this plan, we have lifted up our vision and mission statements to guide our collective efforts. A vision statement provides direction and a sense of purpose. Our mission statement represents who we are and how we want to describe ourselves.

The Wei Wai Kum Governance Manual developed in 2021 identifies values we believe serve as important guiding principles to support all work that we do. This guiding principles are foundational and from them, we established key organizational values which will be used as a standard to guide the work of Wei Wai Kum and be shared with all staff throughout our organization. By having strong values in place, we are striving to create a culture of trust by setting out the appropriate behaviours needed for success.

Within the scope of this Strategic Plan, we have identified 7 priorities that, given our current and expected resources, we believe we can make significant progress on within the next 5 years. The priorities are broken down into objectives that we will support and prioritize over the coming years. The details in how these objectives and priorities will be implemented are to be fleshed out in annual operating plans developed by Wei Wai Kum staff and presented with budgets to the Chief and Council for approval.

It is our expectation that the Strategic Plan will be implemented by all levels of our organization and reported out on regularly. This is meant to be a living document and our priorities may change as circumstances evolve.

Guiding Principles

Practice Mayaxala

Respect everything, being respectful, and all things, and support Members' well-being

Respect the value, and importance of all Members, all creation, Wei Wai Kum culture, connection to each other/land, being kind and supportive of each other, and work collaboratively to ensure the health, healing, well-being, and unity of all members, including children, youth, and families and future generations.

Learn and Role Model Noqigila

Wisdom and Knowledge

Learn and share wisdom, knowledge, work ethic, responsibility, integrity, honesty, and speaking truth to earn the role of being a respected leader and Elder. This includes being humble and not being ego driven.

Strengthen Wei Wai Kum Rights

Responsibilities, self-determination, and self-sufficiency

Exercise rights and jurisdiction of the Wei Wai Kum territory, sustainably manage Wei Wai Kum resources and assets, and maximize opportunities and benefits for Members and future generations (e.g., education and meaningful careers).

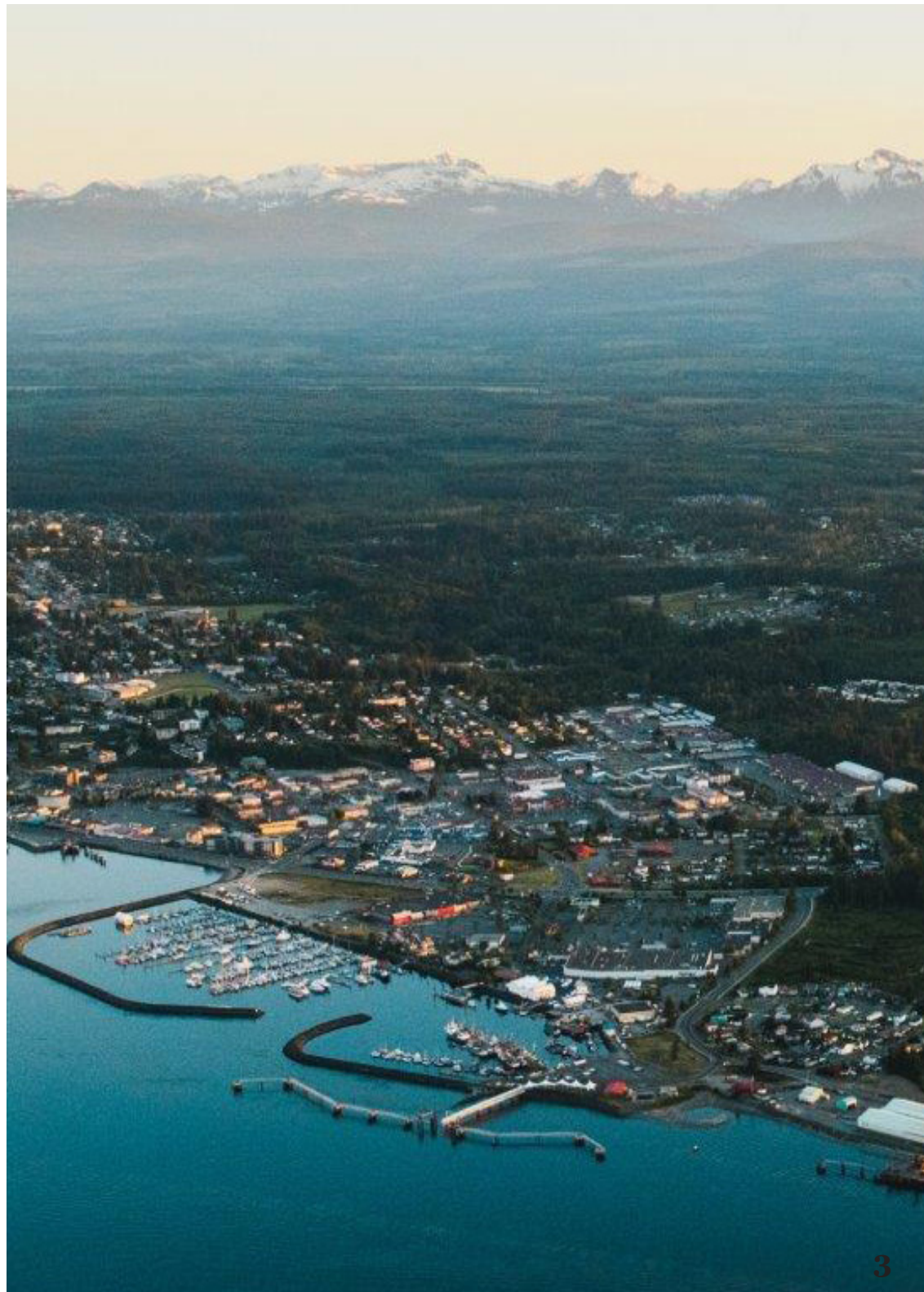
Vision and Mission Statements

VISION

Our Wei Wai Kum Nation is a healthy, vibrant community that enriches the lives of each citizen economically, intellectually, physically, socially and spiritually, strengthening the wisdom, and cultural values for future generations.

MISSION

The Wei Wai Kum Nation will realize our vision as an effective, engaged, and accountable government that respectfully supports healing and operates in accordance with our values.



Organizational Values

The following organizational values are listed alphabetically. We will hold ourselves and each other accountable to values listed below by ensuring our actions and behaviours align with what we believe is most important.

COMPASSION – We demonstrate compassion for all people through kindness, caring actions, generous listening, selfless motivations, and empathetic inquiry.

EMPOWERMENT – We support the empowerment of our members by fostering trust, imparting knowledge, and teaching others for positive impact.

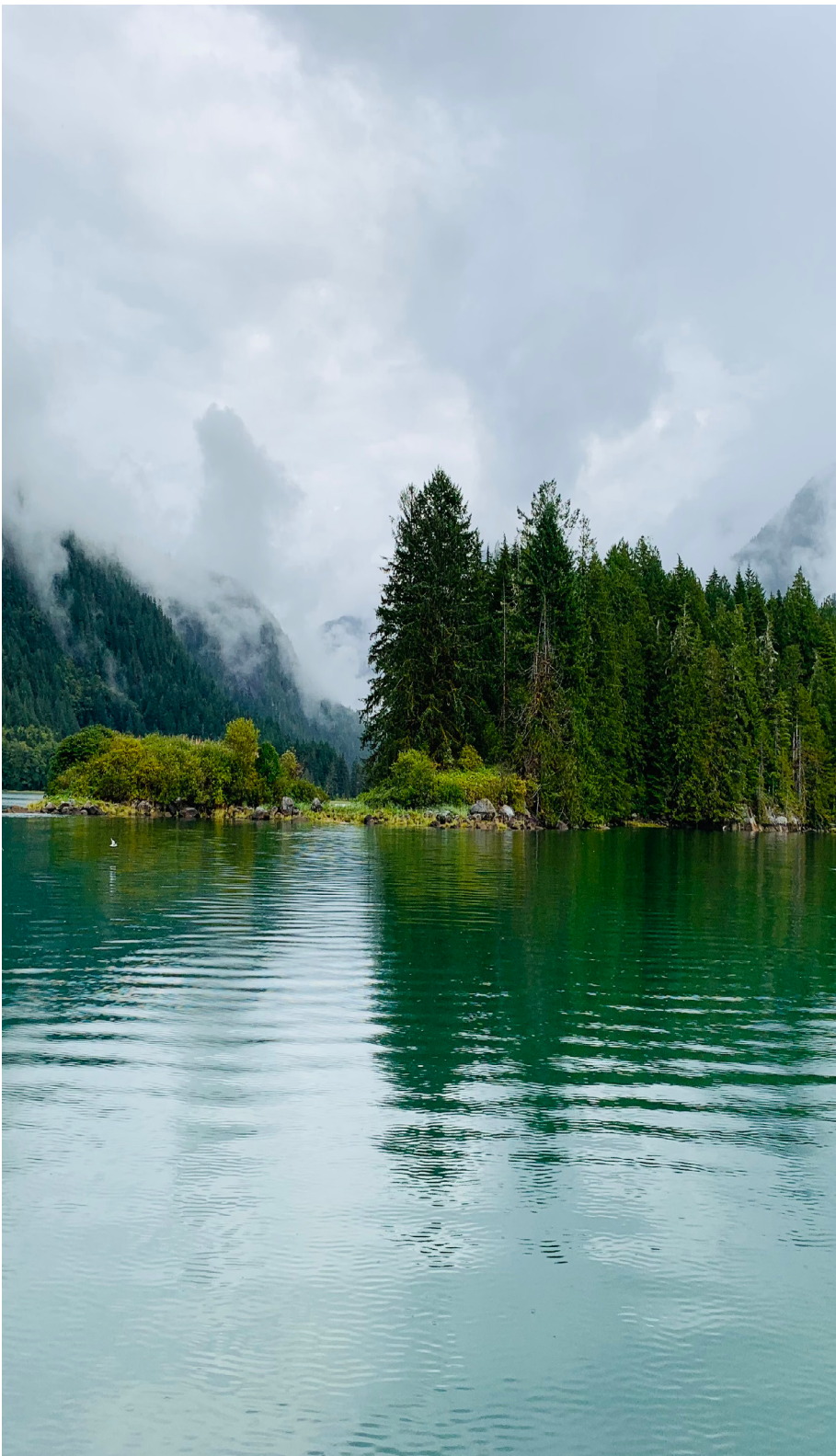
HELPFULNESS – We are always ready to help by making ourselves useful, caring for the needs of others, having a solution-orientation, and assisting where needed.

INTEGRITY – We lead with integrity by staying consistent to our word, ensuring fairness in actions, and remaining unbiased in our decision-making.

OPEN-MINDEDNESS – We open ourselves to new ideas by taking a visionary approach to the challenges we face, remaining adaptable, and staying perceptive.

PROFESSIONALISM – We operate with professionalism through effectiveness and efficiency by adhering to structure, conducting ourselves ethically, and being result-oriented.

TRANSPARENCY – We practice transparency with a commitment to honesty and openness in our communications so we can be accountable to those we represent.



Priority Actions

In Alphabetical Order

The following are the high-level priorities of the WWK that, when pursued within the next 5 years, will have us that much closer to realizing the future state depicted in our Vision.

1. Capacity Development
2. Community Lands
3. Economic Prosperity
4. External Relations
5. Member Well-Being
6. Organizational Excellence
7. Title and Rights

Priority 1: Capacity Development

Our members and staff will be provided increased opportunities to gain education and training to enhance their skills that prepares members for meaningful employment in needed fields and improves staff performance.

1

K-12 Education

Our culture and language will be included in the local curriculum, our local education agreements will be elevated, we will gain inclusion on the school board, and high-school students will be provided coaching to ensure better educational outcomes that lead to future success.

3

Post-Secondary Education

Post-secondary students will be celebrated for their achievements, supported to find their paths, connected to our community, and attaining skills that lead to meaningful careers.

2

Employment

A database that identifies members' skill sets/businesses and provides notice of the employment opportunities being created for members through our WWK negotiations, ventures, and partnerships will be developed.

4

Training

Members and staff will be supported to enhance their skill levels to enhance their performance and contribute to succession planning.

Priority 2: Community Lands

Using the jurisdiction of our Land Code, we will regulate the preservation, development, and use of our community lands to meet the growing needs of our members.

1

Community Assets and Infrastructure

Obtain new infrastructure and capital assets when possible. Once acquired, ensure they are protected and maintained and a plan for the preservation of those assets is developed and implemented.

2

Buildings and Community Spaces

New opportunities for enhanced buildings and community spaces will be explored based on community needs for public buildings/areas as emerging opportunities present.

3

Additions to Reserve

Additions to reserve will be sought by maximizing opportunities for the transfer of fee simple lands into reserve status, to have water lot leases included in the reserve lands, and to review acquisition of adjacent fee simple lands into reserve lands.

4

Law Development and Implementation

Law development will be completed to ensure environmental, zoning, building and development laws are implemented and being adhered to with compliance measures supported by local law enforcement agents.

Priority 3: Economic Prosperity

Our Nation will generate wealth that will be stimulated through our increased participation in the economy that aligns with our strategic goals and cultural values.

1

Business Partnerships

Partnerships with those that share our values and contribute to the realization of our vision will be sought and firmly established with clear business plans that outlines opportunities for employment and increased wealth for the community.

2

Entrepreneurial/Small Business Support

A business database for WWK members will be created to promote employment and contract opportunities and serve as an opportunity to connect members with resources that can advance their businesses and entrepreneurship capacity.

3

Business Development

An economic plan will be developed that identifies the types of businesses/industries we want to expand into, businesses suitable for acquisition and expansion, and a diversification plan for the type of businesses that WWK owns, operates, and profits from.

4

Corporation Restructuring

Our existing limited partnerships will be consolidated into a master holding company to mitigate risk and liabilities, create clarity and consistency in operations, demonstrate transparency to membership, and establish oversight to the businesses from the Nation.

Priority 4: External Relations

We will advance reconciliation to ensure equality, justice, and respect through engagement with other governments leading to improved understandings and advance recognition of WWK.

1

Provincial - Government to Government

Agreements will be entered into with the Province as desired to advance our rights and interests with WWK identifying the ways that we want UNDRIP to be advanced with the Crown in relation to WWK priorities and aspirations.

3

Canada - Nation to Nation

Negotiations with Canada will be sought to advance our governance, assert our title and rights for our members, lands, and waters over matters relating to federal legislation, and ensure that Canada is advancing UNDRIP in ways that align with WWK's vision and values.

2

Municipal Relations

Collaborative discussions with the local municipality will be held to ensure that our Nation's interests are included in the city's development, planning, and decision-making by holding the city accountable to the local government protocol we have established.

4

Regional District

A formal relationship with the local regional district will be sought with WWK to advance our recognition as a government and to assert our interests over the territory.

5

Neighbouring Nations

Protocols with neighbouring First Nations will be sought and agreements entered into for the purpose of acknowledging and respecting the territories of the Ligwíldaxw Nations.

Priority 5: Member Well-Being

Our staff and administration will collaborate to deliver high quality programs and services that meet the needs of members and contributes to their personal well-being.

1

Health and Wellness

Better coordination with health agencies and more direct oversight over the health services that are provided to our members will be advanced, additional wellness programs will be developed incorporating our culture and traditions.

3

Programs and Services

Programs and services will be enhanced by engaging members to understand the community's needs relating to current offerings and to identify opportunities to improve and best serve members throughout their lives.

2

Housing

Innovative and affordable housing solutions to meet the needs of our members will be sought by conducting a housing needs assessment and developing a plan to implement the findings.

4

Culture and Language

Our language and culture will be practiced, promoted, and preserved through the development of a Revitalization Strategy which is supported by leadership and administration and implemented with the support of cultural knowledge holders.

5

Community Safety

Safety in the community will be improved by engaging members and encouraging participation in the initiation of security programs and with the updating and communication of our Emergency Management Preparedness Plan.

Priority 6: Organizational Excellence

Based on best practices, we will strengthen our administrative and governance foundation and maintain the structures and systems needed for the optimal functioning of our organization.

1

Finance

Financial policies and administration law will be updated to ensure professional standards are adhered to and that risk is mitigated. WWK leadership and senior staff will enhance their financial literacy and financial transparency to members will be increased with regular reporting on budget updates.

2

Communication and Engagement

Creative feedback loops for engagement and communication that include quarterly members meetings and two-way flowing information sharing will be established through the development of a Communications Strategy.

3

Administration

Roles and responsibilities of staff and departments will be clarified, and the expectations Council has for the organization will be communicated to all staff to ensure administrative structures and systems support a high-functioning relationship between staff, senior management, and Council.

4

Human Resources

Council and Managers are responsible for building an appreciative and supportive work environment that brings staff together which will result in WWK being an employer of choice by having a workplace culture that retains employees and shows appreciation for our staff.

5

Governance

Council will develop, implement, communicate, and evaluate a Governance Action Plan on an annual basis to advance WWK's governance initiatives and overall vision.

Priority 7: Title and Rights

Leadership will build our Nation up so it can assert itself on the territory as the proper title and rights holders and beneficiaries over our lands, waters, and resources.

1

Title and Rights Strategy

An all-encompassing title and rights strategy will be developed and implemented that includes economic, legal, communication, and negotiation considerations for the assertion of title and rights.

2

Consultative Processes

Improved consultative processes that abide by the UN Declaration on the Rights of Indigenous Peoples and advance consent-based decision making will be established through the development of our own processes that assert our Nation's interests, power, and authority.

3

Natural Resource Stewardship

Mandates for fisheries, forestry, and wildlife will be informed by our people in our negotiations with government.

4

Territorial Lands

Our title and rights over our territorial lands will be advanced through the establishment of protocol agreements with neighbouring Nations, shared decision-making models over lands and resources, and awareness raising campaigns to educate others about our title.

5

Treaty

Continue to advance our title and rights through treaty negotiations and other reconciliation agreements.



Looking Forward

This Strategic Plan represents a collaboration between Wei Wai Kum Chief and Council, staff, and members. The goal is to use this plan to continue our community's ambitions and be guided by the Vision, Mission, and Strategic Priorities that we have created herein.

This Strategic Plan will support and lead our work moving forward to help our members, lands, and culture thrive. This is a living document and will be adjusted as needed to best suit our changing needs and circumstances.

We must remain accountable to the goals and work we have set out for ourselves by regularly evaluating our progress and checking in to see what still needs to be done. By 2027, when we are reviewing our progress to date, we need to know what has been accomplished and what work lies ahead so we can continue growing and progressing towards our expressed vision.

With the collective efforts and combined work of Council, administration, and membership, we will see our goals and desired future for our people achieved.



FOR MORE INFORMATION, VISIT: WEIWAIKUM.CA