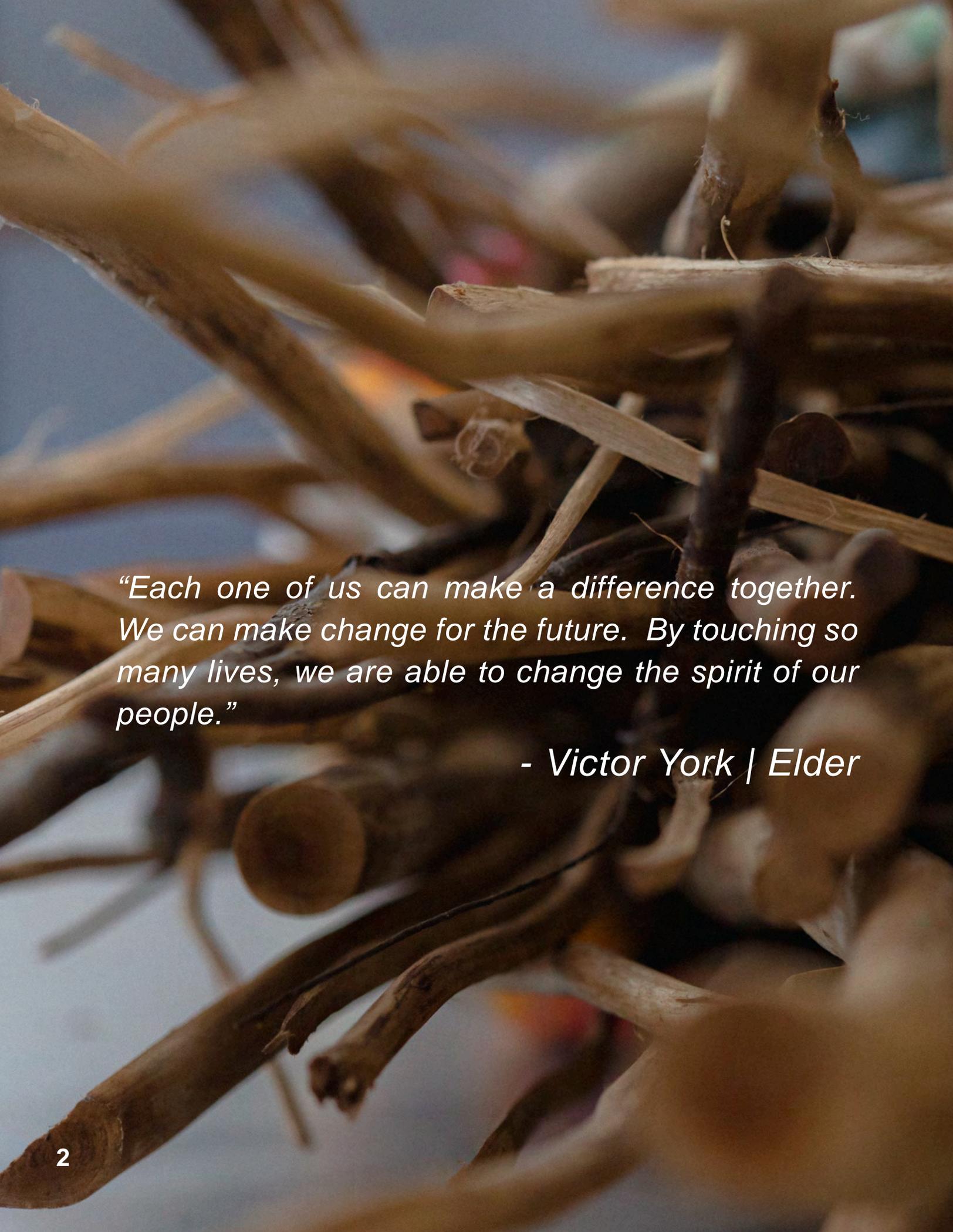


**SCW'EXMX**  
**Child & Family Services Society**  
**Strategic Plan 2021-2026**





*“Each one of us can make a difference together. We can make change for the future. By touching so many lives, we are able to change the spirit of our people.”*

*- Victor York | Elder*

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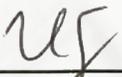
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# Message from kwúkʷipi? | yilmíxʷm

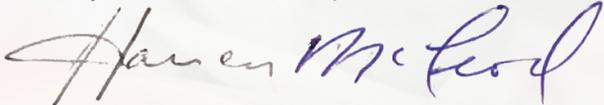
One voice is necessary as our communities walk together on a new path of reflection, understanding and change. At this crucial moment in time, we reflect on our histories as n̓eʔkepmx and syilx people, and the trauma brought by colonization. It is time to be healthy and strong people again. We remain watchful as we begin the hard work ahead of us to care for our children, our young people, our families and our communities. We are all somebody's seventh generation. It is through this work our children will not know the same trauma experienced by the seven generations before them.

It is time to let go of federal and provincial legislated ways. It is time to take back leadership for our people. We will do things our way. As we remove colonial ways of the government, it is time to learn from the mistakes and heal. In our healing, we unite and concentrate on post-traumatic growth as healing occurs through sharing and collaboration with one another and our communities. We will return balance to our physical, intellectual, emotional and spiritual health.

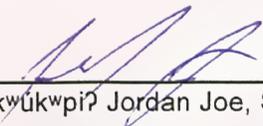
With collective understanding, we will become a more involved community. We will move from protection toward healing, join together and support one another. We will create a pathway of change. It will not be on the shoulders of one or two, but rather on all of us. Our communities will hold their strings as we intertwine and build a better future for the generations that come after us.



kwúkʷipi? Marcel Shackelly, Nooaitch Indian Band



yilmíxʷm Harvey McLeod, Upper Nicola Band



kwúkʷipi? Jordan Joe, Shackan Indian Band



kwúkʷipi? Stuart Jackson, Lower Nicola Indian Band



kwúkʷipi? Lee Spahan, Coldwater Indian Band

# Message from Board of Directors



*Olivia Buck*

Board of Director | President  
Olivia Buck, Nooaitch Indian Band

*William Sandy*

Board of Director | Vice President  
William Sandy, Lower Nicola Indian Band

*Susan Manuel*

Board of Director | Treasurer  
Susan Manuel, Upper Nicola Band

*Leah Collins*

Board of Director  
Leah Collins, Coldwater Indian Band

*Mary Angus*

Board of Director  
Mary Angus, Shackan Indian Band

*“As human beings, we have a gift of choice and what matters most is how we exercise those choices.”*

*- kwúkʷpi? Marcel Shackelly*

### **Significance and story behind our logo:**



*Significant in both nte?kepmx and syilx culture, the basket weaves represent divine creation. The outer circle represents the world around us that gives us support and sustains our people. The inner circle represents the people of the communities that hold us all together in strength and spirit. Our communities are represented by the five points of the basket. The sunburst peaks represent our ancestors who watch over us and guide the work we do. The large hand represents an adult guiding, loving and holding up our most precious gifts – our children. The child’s hand is loving, guiding and teaching us along our journey together. The two water lines represent nte?kepmx and syilx people and water signifies our healing.*

# Introduction

## Scw'exmx

### Child & Family Services Society

Scw'exmx Child and Family Services Society (SCFSS) is family-centered and guided by n̄eʔkepmx and syilx traditional knowledge and principles. SCFSS utilizes prevention and protection strategies with the collective goal to keep children with their families and communities. If short-term protection services are required, SCFSS engages family, community, and Elders to support cultural identity, familial and territorial connections with the purpose of bringing and keeping children home. SCFSS recognizes historical challenges and is guided by traditional strength and wisdom to build family and community capacity in a monumental shift from protection to prevention.

## n̄kseytkn | sn̄əqs̄ilx<sup>w</sup>

### Our Communities

SCFSS serves n̄eʔkepmx and syilx peoples from nc'tetk<sup>wu</sup> (Coldwater Indian Band), sul̄s̄ (Lower Nicola Indian Band), nwéyc (Nooaitch Indian Band), sxéx̄x̄ (Shackan Indian Band) sp'āx̄m̄in and n̄t̄q'ātm̄əl̄ʔx̄ (Upper Nicola Band), and the urban Indigenous population of the Nicola Valley. SCFSS works with community representatives and leadership to establish, understand and follow protocol and community agreements to implement strategies toward our collaborative vision. SCFSS is committed to work with all communities and reinforce teachings and language throughout our services. Our communities guide us on this pathway of change toward our vision that we are all somebody's seventh generation. Through respectful and meaningful collaboration, our society and our communities will support each other to implement action and change.

*“We need to intertwine our strengths  
to become stronger.”*

*- yilm̄ix<sup>wm</sup> Harvey McLeod*



tekm míns | tá k'wúl'əm  
*Our Call to Action*

*“Our team as a whole needs to learn from our people to grow our understanding of what’s happening with our people. Through this, we can help and grow with them.”*

*- Sonny Oppenheim | Elder*



We are at a critical moment in time.

A great deal of change is taking place within the current political climate in which we exist. Bold steps are required to actualize the changes necessary for the communities we represent. For the first time since colonization, our action will fundamentally alter the foundation upon which outside governments have imposed political interests of assimilation through the systemic removal of our children.

For generations, our children have been the ones on the front line of federally and provincially legislated cultural genocidal regimes. Our families and communities were fractured but never broken. To achieve healing, justice and hope for each child ever removed from their parents, families and communities, it is up to us to provide a new reality for generations to come.

Through the wisdom of our ancestors, we have been taught the ways to care for one another. We must work toward a future markedly different from the current state wherein there are more Indigenous children in care now than at the height of the residential school era. While the current system is derived of legislation and policy, not of the Indigenous origin at a community level or otherwise, we undertake the process of decolonization to bring traditional knowledge, guidance and practices of the nłeʔkepmx and syilx people forward in collaboration and guidance of our communities.

It is our responsibility to create the necessary change to ensure children currently in care have the advocates they deserve; and seven generations from now, the need for a child welfare system will no longer exist as our families will be whole and healthy. nłeʔkepmx and syilx ancestors have anticipated this change and passed on their wisdom as we respond to this call to action. This very legacy is now ours to nurture and protect as we build a new platform where today's children, young people, families and communities will remain together and rekindle their cultural ways of being.

# Mission & Vision

## Mission

We are all somebody's seventh generation. We are committed to work with our communities to create the necessary change to ensure children currently in care have the advocates they deserve and seven generations from now, the need for a child welfare system will no longer exist as our families will be whole and healthy.

## Vision

Work collectively to exercise n̄eʔkepmx and syilx inherent rights as we empower children, young people and families.

*"Through reflection, we can look towards being healthy and strong people again."*

*- k<sup>w</sup>úkwpi? Jordan Joe*

# Guiding Values

## ***LOVE***

Supporting families by loving and nurturing our children.

## ***ACCOUNTABILITY***

We are honest and ethical in all our interactions.

## ***RESPECT***

We role model respect and actively engage in solution-oriented dialogue.

## ***CULTURE & LANGUAGE***

We practice our cultural teachings and identity.

## ***RESPONSIBILITY***

We look forward seven generations, doing the right things for the right reasons.

## ***HOLISTIC***

We utilize a community-driven and strength-based approach.

## ***ADVOCACY***

We advocate for community rights and responsibilities with culturally grounded prevention supports.



*“Post-traumatic Growth (PTG) is the healing that occurs when we share and collaborate with each other and our communities.”*  
*- yilmíx<sup>wm</sup> Harvey McLeod*

# Strategic Directions

Our four Strategic Directions reflect the needs of the communities we serve. SCFSS recognizes the circle of priorities mirror the circles within our communities.



# Strategic Directions

## Culture of Caring

Change necessitates the priority of healing through the wisdom of our ancestors. We must apply traditional knowledge within practice frameworks as we prioritize culture and language throughout the delivery of our programs and services. As we continue on this pathway, we must engage with Elders and Community Leaders for guidance to ensure nłę?kepmx and syilx traditional values are reflected in the development of protocol agreements, policies, governance and laws.

### Strategic Goals

#### **Communicate with One Voice.**

- » Establish community presence
- » Support community prevention
- » Promote community advocacy
- » Gather feedback and share success

#### **Integrate language and traditional teachings into programs and services.**

- » Weave nłę?kepmx and syilx culture into all aspects of SCFSS
- » Immerse nłę?kepmxcin and nsyilxcən

#### **Grow caregiver networks in alignment with traditional and community values.**

- » Recruit community caregivers
- » Develop community-advised caregiver resources
- » Integrate culture to strengthen community caregiver supports

#### **Incorporate learning from Elders and Knowledge Keepers.**

- » Share traditional knowledge
- » Reclaim cultural identity
- » Establish Elders as advisors and decision-makers

#### **Return rights and responsibilities to our people through the development and implementation of Governance and Laws.**

- » Increase understanding
- » Create partnerships
- » Establish One Voice
- » Return authority to community

# Protection to Prevention

Historically a protection-based agency from governmentally-imposed policies, procedures and practices, our Board of Directors and Community Leadership prioritize an urgent and immediate transition to the use of culturally reflective prevention-based strategies across all SCFSS programs and services.

## Strategic Goals

### **Bring and keep our children home.**

- » Prioritize prevention and early intervention measures to keep children with families and community
- » Reunify children in care to families and community
- » Develop community caregiver programs and support networks

### **Align programs and services with our vision.**

- » Strengthen and preserve culture and language
- » Promote prevention as a family and community responsibility
- » Support family and community through prevention activities
- » Transition from provincial practice to community-guided frameworks

### **Shift our focus from fear to love.**

- » Ensure effective change management strategies
  - » Humanize client experience
- » Ensure transparent and respectful communication

### **Build community engagement and capacity.**

- » Engage in community prevention
  - » Advocate for the community
- » Facilitate community planning and development
- » Ensure traditional research in policy development

### **Build trusting relationships.**

- » Promote community and parent advocacy
  - » Follow community direction
  - » Engage with community

# Strategic Directions

## Growing Our People

We support the wellness, growth and healing of our community members. One Voice is necessary as SCFSS and Member communities introduce a new way of thinking. We recognize Post-traumatic Stress Disorder (PTSD) through intergenerational trauma continues to impact generations of our people. We acknowledge Post-traumatic Growth (PTG) as the healing that occurs when we share and collaborate with each other and our communities. This philosophical change will shift our practice models, programs, services and work culture as we ensure our people possess the tools and skills to embrace change.

### Strategic Goals

#### **Engage community expertise to support our vision.**

- » Attract and recruit community members
- » Ensure community and culturally-advised recruitment
- » Build professional capacity through community expertise

#### **Retain those committed to our vision.**

- » Establish training and development programs
  - » Uphold employee relations

#### **Adopt, embrace and implement cultural practice frameworks.**

- » Lead effective change management
  - » Integrate culture and language
- » Decolonize Human Resources policies and practices

#### **Acknowledge Post-traumatic Growth (PTG).**

- » Develop PTG education
- » Provide intergenerational trauma support

#### **Build professional capacity.**

- » Ensure culture and language are integrated into training and professional development
- » Strengthen Human Resources policies, programs and ethical practices
- » Access expertise to strengthen community capacity

# Infrastructure Alignment

Nomadic for years, SCFSS seeks to establish roots and infrastructure stability. Community consultation is crucial as we reassess our infrastructure in support and proximity of our five guiding communities. This change must encompass the needs of our communities and presents an opportunity to work collaboratively with our communities and entertain space-sharing potential aimed at increasing community capacity.

## Strategic Goals

### **Realign budgets to shift from protection to prevention.**

- » Assess community demographics
- » Work with funding agencies to ensure community and prevention funding

### **Improve Information Technology support in current and post COVID-19 environment.**

- » Mobilize work environments
- » Expand connection through virtual platforms
  - » Enhance IT services in community

### **Structure change management to achieve our collaborative vision.**

- » Engage other agencies to support change
- » Define change and measure the change process
  - » Develop a Communication Strategy

### **Improve prompt management reporting.**

- » Redesign management reporting framework
- » Integrate community guidance and decisions

### **Integrate programs and services to build community capacity.**

- » Remove silos through collaboration
- » Locate employees in community
- » Explore space-sharing potential

# ntəx<sup>w</sup>xwéyeteys | sx<sup>w</sup>uyt<sup>h</sup> Pathway of Change

This Strategic Plan was created through the direction of our Chiefs and Board of Directors from our five guiding communities and will be reviewed and adjusted annually under the direction of SCFSS leadership. Progress of this plan will be reported in relation to the four Strategic Directions: Culture of Caring, Protection to Prevention, Growing Our People and Infrastructure Alignment. Through the direction of the SCFSS Board, the Executive Director is responsible for defining and allocating appropriate resources across SCFSS to ensure ongoing implementation, monitoring and evaluation of this Strategic Plan.

We are committed to a collective response to the Call to Action through this Strategic Plan. We prioritize the four strategic directions and together create a pathway of change to exercise nłe?kepmx and syilx inherent rights as we empower children, young people and families. We are all somebody's seventh generation.



kwúk<sup>w</sup>pi? Lee Spahan | nc'tetk<sup>w</sup>u

kwúk<sup>w</sup>pi? Stuart Jackson | sulús

kwúk<sup>w</sup>pi? Marcel Shackelly | nwéyc

kwúk<sup>w</sup>pi? Jordan Joe | sxéx<sup>h</sup>x

yilmíx<sup>w</sup>m Harvey McLeod | sp'aǎ?mín nłq'atmél?x

Olivia Buck | Board of Directors President | nwéyc

William Sandy | Board of Directors Vice President | sulús

Susan Manuel | Board of Directors Treasurer | sp'aǎ?mín nłq'atmél?x

Leah Collins | Board of Directors | nstla'tko

Mary Angus | Board of Directors | sxéx<sup>h</sup>x

Lisa Post | Executive Director

Kristy Joe | Executive Assistant



**kwuk<sup>w</sup>stempc  
limləmt  
Thank You**



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**Child & Family Services Society**  
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