



TSARTLIP

FIRST NATION

Strategic Plan 2021-2026



MISSION

To promote and maintain a healthy, safe, and thriving community that is grounded in our traditional laws, language, and culture.



VISION

Tsartlip is a community of strong, independent people who have built a self-sufficient Nation that thrives in harmony with the Wsáneć culture, lands, and waters to which we belong.

Goal: Tsartlip is a Self-sufficient Nation

Goal: Our people are healthy, strong, and independent

Goal: We maintain a safe and thriving community with adequate housing and infrastructure

Goal: We live in harmony with the Wsáneč culture, lands, and waters

SHORT TERM (12-18 MONTHS) PROJECTS TO ADVANCE EACH STRATEGIC GOAL

- ▶ Institute Financial Administration Law (FAL) and supporting policies [Finance]
- ▶ Create Administration's organizational structure and secure Council approval [All Directors]
- ▶ Source IT provider & create shared drive for work groups and implement hardware upgrades [Finance]
- ▶ Create Tsartlip Economic Development Strategy [Economic Development]
- ▶ Create communication plan and policy process for Economic Development businesses [Economic Development]
- ▶ Identify Administrative position to provide support to committees, council, and administrator [Administration]
- ▶ Implement Tsartlip Deputy Chief position [Administration]
- ▶ Institute annual general meetings and annual reporting to community [Administration]
- ▶ Identify and implement a process to recruit and select committee members, update the governance policy on committees, and create a standard Terms of Reference for Committees [Administration and All Departments]
- ▶ Secure New Relationship Trust funding to develop and implement Economic Development Corporate Structure [Economic Development]
- ▶ Explore providing programs to community members for training in, for example, CPR, First Aid, Food Safe, Super Host etc. [Health and Social Programs]
- ▶ Identify roles to ensure effective & efficient communication between staff and community [Administration]
 - Identify process to support delivery of communication
 - Determine process to increase collaboration between departments

- ▶ Develop a community-based Health Plan that incorporates traditions & cultural methods [Health and Social Programs]
- ▶ Explore changing Tsartlip First Nation to traditional name and create new logo (rebranding & SWAG) [Stewardship]
- ▶ Create plan to teach traditions to children and youth and to make the cultural assets/knowledge available to the community [Stewardship Lead, Health and Social Programs support]
- ▶ Promote sports and support athletes by acknowledging sporting achievements and profiling role models within the community [Health and Social Programs]
- ▶ Reinitiate health communication campaigns including mental health and nutrition [Health and Social Programs]
- ▶ Resource the Good Food Box program [Health and Social Programs]
- ▶ Provide daily language words through social media and create a Sen'cōten language dictionary [Health and Social Programs]
- ▶ Establish protocol agreements for those who wish to use the school during emergency situations (link with School Board) [Housing and Public Works]
- ▶ Explore integrating Health & Social Departments and services [Health and Social Programs]
- ▶ Apply for Coast Salish Employment & Training (CSET) program opportunities and increase community awareness [Health and Social Programs]
- ▶ Establish and communicate opportunities for student job shadowing and placements [Health and Social Programs]
- ▶ Communicate employment postings through communication channels [Administration]
- ▶ Create recognition program to acknowledge student accomplishments (sports/ed achievements) and retirements [Administration]
- ▶ Research what additional education programs families would like (e.g., assistance paying for driving tests) [Health and Social Programs]
- ▶ Provide \$200 bursary for post-secondary school grads [Administration]
- ▶ Meet with School Board regarding funding flow (2Xyr) [Administration]

- ▶ Negotiate service agreements with Central Saanich [Public Works and Housing] for
 - Water
 - Wastewater
 - Fire protection
 - General Services
- ▶ Complete major upgrades on Band Office (roof, floor, painting) [Public Works and Housing]
- ▶ Complete Phase 1 of roads and drainage project [Public Works and Housing]
- ▶ Draft and communicate staffing and procedures/policy related to home renos [Public Works and Housing]
- ▶ Develop Mold Remediation Policy [Public Works and Housing]
- ▶ Review and update Housing Policy [Public Works and Housing]
- ▶ Feasibility study for boat ramp [Stewardship with Capital Projects Support]
- ▶ Develop process for how Health & Housing can work together on home safety concerns (e.g., mold, infestations) [Public Works and Housing with Housing and Social Programs Support]
- ▶ Draft and communicate process for community members to build their own homes [Public Works and Housing]
- ▶ Draft and communicate home maintenance information to community members [Public Works and Housing]
- ▶ Review water/sewer costs related to the school [Public Works and Housing]
- ▶ Hire a Housing Manager [Public Works and Housing]

- ▶ Establish Tsartlip Language and Culture Department [Health and Social Programs]
- ▶ Provide daily language lessons to community (e.g., word of the day) [Health and Social Programs]
- ▶ Clarify who is responsible for the Big House (who makes decisions, clarify support/limitations, clarify Council's role) [Stewardship]
- ▶ Create a Stewardship Department to handle referrals (e.g., Salish Sea Initiative) [Stewardship]
- ▶ Create list of knowledge keepers & Elders [Health and Social Programs with Stewardship support]
- ▶ Build community pride through things like Tsartlip branded clothing and other items to be given away on significant days (Sept 30, anti-bullying, cancer survivor celebrations, Remembrance Day, and other special events) [Health and Social Programs]

MEDIUM TERM (1-2 YEARS) PROJECTS TO ADVANCE EACH STRATEGIC GOAL

- ▶ Identify sufficient office space for Administration (review Administration Building lease) [Administration]
- ▶ Establish Human Resource Department [Administration]
- ▶ Review and update Policy and Procedure Manual [Administration]
- ▶ Create up-to-date asset management system and record keeping policy (with digital and paper process) [Capital Projects, Public Works and Housing, Finance]
- ▶ Complete Gas Station 'pump' expansion [Economic Development]
- ▶ Establish complaints policy and process for membership that is safe for staff [Administration]
- ▶ Develop policy/protocols to recover overhead costs related to leasing/providing space to others [Administration, Capital Projects]
- ▶ Identify appropriate storage for files [Finance]
- ▶ Archive inactive files [Finance]

- ▶ Complete Health Centre expansion [Health and Social Programs, Capital Projects]
- ▶ Restructure Health Department to foster more autonomy to innovate [Health and Social Programs]
- ▶ Formalize Food Security Program [Health and Social Programs, with Stewardship support]
- ▶ Explore creation of a Daycare/Preschool for Tsartlip and establish Head Start Program [Health and Social Programs with Capital Projects support]
- ▶ Create educational partnership agreements with recent governance funding received [Administration]
- ▶ Create additional space to enhance the health program [Health and Social Programs with Capital Projects support]
- ▶ Explore hiring a job counsellor to support community employment initiatives [Health and Social Programs]

- ▶ Develop 6 new homes (CMHC) [Capital Projects, Public Works and Housing]
- ▶ Design & build water/sewer upgrades (tie in clusters) [Capital Projects, Public Works and Housing]
- ▶ Create address map to ensure 911 services can find all addresses [Capital Projects, Public Works and Housing]
- ▶ BC Housing Project (Rentals) [Capital Projects, Public Works and Housing]
- ▶ Design and build wellness centre/gym [Capital Projects, Public Works and Housing]
- ▶ Phase 2 of Design/build for roads and drainage project [Capital Projects, Public Works and Housing]
- ▶ Draft and communicate a program to maintain and manage Band-owned homes [Capital Projects, Public Works and Housing]

- ▶ Undertake a Comprehensive Community Plan [Health and Social Programs]
- ▶ Create Tsartlip Song [Health and Social Programs]
- ▶ Feasibility study for new Longhouse [Capital Projects, Public Works and Housing with Stewardship support]
- ▶ Develop a Referrals Process [Stewardship]
- ▶ Invest in a traditional youth conference to show how to stay healthy through traditional ways [Health and Social Programs]
- ▶ Create policy/plan for emergency management [Capital Projects, Public Works and Housing]
- ▶ Create land-based programs (Pepáken Háute) [Stewardship]
- ▶ Provide culture camps through Salish Sea Initiative (SSI) [Stewardship]
- ▶ Establish Lands Department and hire Lands Officer [Administration]
- ▶ Undertake a Land Use Plan [Lands]

LONG TERM (3-5 YEARS) PROJECTS TO ADVANCE EACH STRATEGIC GOAL

- ▶ Establish formal support for entrepreneurs and trades people [Economic Development and Administration]
- ▶ Feasibility study to rework soccer fields [Capital Projects, Public Works and Housing]
- ▶ Complete addition to Reserve (farm) [Administration]
- ▶ Explore how to build member employment capacity and interest in high demand jobs [Health and Social Programs]
- ▶ Feasibility study for Hovey Rd expansion and housing subdivision [Capital Projects, Public Works and Housing]
- ▶ Transfer Hovey Rd. to Tsartlip [Administration]
- ▶ Research and evaluate self-government options [Administration]
- ▶ Establish a Youth Council [Health and Social Programs]
- ▶ Establish an Elder's Council [Health and Social Programs]

- ▶ Apply for funding to build new Longhouse [Capital Projects, Public Works and Housing]
- ▶ Identify and plan to address the needs of Shaker Church located on TFN land (e.g., protocols, repairs, possible Board) [Capital Projects, Public Works and Housing]

- ▶ Reconciliation negotiations [Administration]
 - With Federal government (RIRSD)
 - With Provincial government
- ▶ Create Animal Control Bylaw [Capital Projects, Public Works and Housing]
- ▶ Develop Land Code [Lands]
- ▶ Implement traditional language in territory place names [Stewardship]
- ▶ Implement Douglas Treaty [Stewardship]
- ▶ Revisit signage for pump & brand name [Economic Development]
- ▶ Develop process to deal with multiple claims for lands (e.g., traditional holdings) [Lands]
- ▶ Environmental monitoring to ensure proponent commitments are being addressed [Stewardship]
- ▶ Create shared territory protocol [Stewardship]
- ▶ Implement the Truth and Reconciliation Commission's actions with Tsartlip [Administration]

Council's Operating Values



Respect

- ▶ We model respect as it is a foundational teaching we learn from an early age and is a foundation for all other values
- ▶ We share information appropriately and freely to ensure our community feels valued and informed
- ▶ We ensure community members feel heard and that their input is considered appropriately in decision-making
- ▶ We value difference of opinion, diversity and, when necessary, can agree to disagree



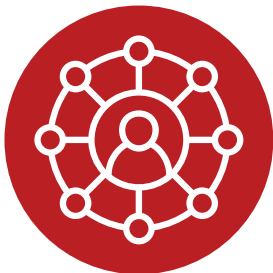
Integrity

- ▶ We make decisions for benefit of the whole community
- ▶ We are honest about issues and challenges
- ▶ We are committed to making the right decisions, even when no one is watching
- ▶ We are authentic – acting the same in the boardroom as in community
- ▶ We are accountable to our community



Honesty

- ▶ We uphold honesty as a foundation of building and maintaining trust within our community
- ▶ We act in an honest and straightforward manner in all relationships
- ▶ We demonstrate an ability to have difficult conversations while at the same time safeguarding relationships
- ▶ We accurately evaluate our capacity and view asking for help as a sign of strength



Collaboration

- ▶ We consistently and effectively seek to collaborate with:
 - Each other as a Council Team to ensure good governance
 - Tsartlip First Nation community members to whom we are accountable
 - Staff (Administrator) to whom we provide good direction and adequate support
 - Wsáneć Nations and neighbours who wish to work with us for a common good
 - Partners and organizations who are interested in mutually beneficial initiatives



Balance

- ▶ We prioritize the work undertaken by the Nation by balancing the needs of the community with the Nation's resources to deliver
- ▶ We support and foster work/life balance among our team and staff
- ▶ We take time for culture, people, and family