



TSARTLIP

FIRST NATION

Strategic Plan 2024-2028



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 W̱SÁNEĆ culture, lands, and waters
SHORT TERM (12-18 MONTHS) PROJECTS TO ADVANCE EACH STRATEGIC GOAL			
<ul style="list-style-type: none"> ➤ Fill administrative position to provide support to committees, council, and administration [Administration] ➤ Implement Tsartlip Deputy Chief position [Administration] ➤ Complete Addition to Reserve MÁWUEĆ [Administration] ➤ Develop bylaws in key areas [e.g., 1. Zoning, 2. Development, 3. Disorderly Conduct, 4. Trespassing, 5. Residency, 6. Other] [Administration] ➤ Develop Memorandum of Understanding with Central Saanich [Administration] ➤ Formalize Human Resources policies and procedures [Administration] ➤ Increase hiring of community members and revise interview guide specifically for community members [Administration] ➤ Build capacity of current employees and focus on their succession planning [Administration] ➤ Hire Lands Management Officer [Administration] ➤ Identify roles to ensure effective & efficient communication between staff and community [Administration]: <ul style="list-style-type: none"> · Identify process to support delivery of communication · Determine process to increase collaboration between departments ➤ Support consistency in communications between departments and enhance internal follow-ups [Administration] <ul style="list-style-type: none"> · Create more inter-department connection points (e.g., quarterly events) and share experiences with Chief and Council ➤ Continue to build unity amongst leadership and confidence in senior staff [Leadership] <ul style="list-style-type: none"> · Enhance relationship-building between Council and senior management by gathering 1-2 times per year (e.g., to share a meal) ➤ Create an on-boarding resource for all new staff and leadership, which includes information on the history of Tsartlip First Nation [Administration] ➤ Formalize the on-boarding process for all staff and leadership positions to support consistent orientations, this process needs to be guided by leadership and knowledge holders [Administration] ➤ Review Service Agreement with school regarding land lease, sewer, water, costs, and band support funding [Finance and Administration] ➤ Provide quarterly financial information to the Finance Committee and Chief and Council [Finance] ➤ Develop an annual evaluation process for Tsartlip First Nation's Group of Companies related to progress made towards achieving financial goals [Finance] ➤ Create communication plan and policy process for economic development businesses [Economic Development] ➤ Create an Economic Development Strategy [Economic Development] ➤ Create opportunities for youth to participate with various Councils and Committees (e.g., Stewardship) [Community Services – CFY] ➤ Integrate Truth and Reconciliation Commission's Calls for Action within Tsartlip First Nation [Interdisciplinary] ➤ Provide broader education on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) [Administration and Stewardship] ➤ Explore changing Tsartlip First Nation to W̱JOLÉP and create new logo (rebranding & SWAG) [Stewardship] ➤ Establish strong relationship with career counselling department of school [Community Services – Social]. 	<ul style="list-style-type: none"> ➤ Create recognition program to acknowledge student accomplishments (e.g., sports/ed achievements) and retirements [Administration] ➤ Implement process to promote sports and support athletes by acknowledging sporting achievements and profiling role models within the community [Community Services - Health and Social Programs] ➤ Tsartlip First Nation leadership to connect across W̱SÁNEĆ to discuss planning to address addictions and state of emergency [Leadership, Community Services - Health] ➤ Develop a plan to specifically address addictions and the state of emergency for Tsartlip First Nation, collaborate with First Nations Health Authority so the plan includes a pilot project with on-going support [Leadership, Community Services - Health] ➤ Develop and implement Mental Health Strategy with guidance from leadership that includes a communication plan [Community Services - Health and Interdisciplinary] <ul style="list-style-type: none"> · Reinitiate health communication campaigns including mental health and nutrition [Community Services - Health and Social Programs] · Create drug and alcohol crisis identification program · Provide mental health and crisis training opportunities for staff and community members [Community Services - Health] · Provide on-call after hours mental health support [Community Services - Health] ➤ Provide community members with regularly scheduled Child, Youth, and Family updates and communications (e.g., newsletters, social media, website updates) [Community Services – CYF] ➤ Create opportunities for clients on Social Assistance to work in the community [Community Services - Social] ➤ Research additional education programs based on interests of families [e.g., assistance paying for driving tests] [Community Services - Health and Social Programs] ➤ Reapply each year for Coast Salish Employment & Training (CSET) program opportunities and increase community awareness [Community Services - Health and Social Programs] ➤ Establish and communicate opportunities for student job shadowing and placements [Community Services - Health and Social Programs] ➤ Continue to expand primary care services, and draw on political support from Tsartlip First Nation's Chief and Council to do so (e.g., letters of support for grants) [Community Services - Health] ➤ Increase autonomy over primary care contracts [Community Services - Health] ➤ Expand medical transportation program [Community Services - Health] ➤ Develop career counselling supports for Social Assistance clients [Community Services - Social] ➤ Conduct survey around youth interests to support the expansion of youth programming/opportunities [Community Services - Social] ➤ Apply for sports and recreation grants [Community Services - Social] ➤ Expand youth programs (e.g., sports) and focus on addressing gaps for ages 12 – 25 [Community Services - Social] ➤ Provide communications regarding health and education opportunities [Community Services - Social] ➤ Plan and implement a pre/post-natal program that highlights traditional oral teachings, include elders and mothers [Community Services - CYF Programs] ➤ Increase childcare-related training/certification programs opportunities (e.g., Early Childhood Education, Special Needs Education, and Infant Toddler Education) to support the daycare service [Community Services - CYF Programs] ➤ Empower families that work with the Ministry of Child and Family Development [Community Services - CYF Programs] ➤ Establish list of on-call elders, and other family members, to support calls with the Ministry of Child and Family Development [Community Services - CYF Programs] ➤ Hire a Jordan's Principle Coordinator [Community Services - CYF Programs] ➤ Create a Child, Youth, and Family Committee [Community Services - CYF Programs] ➤ Develop a Child, Youth, and Family Plan for the Canadian Human Rights Tribunal – 41 funding stream with guidance from leadership and the Child, Youth, and Family Committee [Community Services - Social] ➤ Offer coffee times for elders to gather, and connect with other community members [Community Services - Health] 	<ul style="list-style-type: none"> ➤ Implement regular communications and resources for homeowners [Capital Projects, Public Works and Housing] ➤ Replace beach front platform [Capital Projects, Public Works and Housing] ➤ Review and update Housing Policy [Capital Projects, Public Works, and Housing] ➤ Develop and implement Housing Strategy with Housing Committee and present to Chief and Council for approval [Capital Projects, Public Works, and Housing] <ul style="list-style-type: none"> · Draft and communicate process for community members to build their own homes [Capital Projects, Public Works, and Housing] · Draft and communicate home maintenance information to community members [Capital Projects, Public Works, and Housing] · Draft procedures and policies related to home renovations, and then communicate the home renovations policies and procedures to community members [Capital Projects, Public Works, and Housing] ➤ Develop and implement plan for renovation funding and obtain approval for the plan from Chief and Council [Capital Projects, Public Works, and Housing] ➤ Conduct a Housing Assessment [Capital Projects, Public Works, and Housing] ➤ Complete 5 small home renovations and 8 large home renovations [Capital Projects, Public Works, and Housing] ➤ Develop implementation plan for how Health & Housing can work together on home safety concerns (e.g., mold, infestations) [Capital Projects, Public Works, and Housing with support from Community Services - Social] ➤ Rehire a Housing Manager [Capital Projects, Public Works, and Housing] ➤ Develop Mold Remediation Policy [Capital Projects, Public Works, and Housing] ➤ Negotiate Service Agreements with Central Saanich [Administration] for: <ul style="list-style-type: none"> · water · wastewater · fire protection · general services ➤ Complete feasibility study for new wellness centre, gym, and sport field on Lower Tsartlip Drive [Capital Projects, Public Works, and Housing] ➤ Apply for funding to build a new Longhouse [Capital Projects, Public Works, and Housing] ➤ Establish Public Works Committee [Capital Projects, Public Works, and Housing] ➤ Review Public Works Services [Capital Projects, Public Works, and Housing] ➤ Develop and implement an Asset Management Plan [Capital Projects, Public Works, and Housing] ➤ Establish protocol agreements for those who wish to use the school during emergency situations (link with School Board) [Capital Projects, Public Works, and Housing] 	<ul style="list-style-type: none"> ➤ Develop Cumulative Effects Study of Saanich Inlet [Stewardship] ➤ Complete Mayne Island Reserve Study on erosion [Stewardship] ➤ Build community pride through things like Tsartlip branded clothing and other items that could be given away on significant days (e.g., September 30, anti-bullying, cancer survivor celebrations, Remembrance Day) [Community Services - Health and Social Programs] ➤ Establish a Language and Culture Department and Program [Community Services - Health and Social]: <ul style="list-style-type: none"> · Hire a Language and Culture Manager · Create a Language and Culture Committee to guide language and culture initiatives · Hire an in-house Language and Culture Coordinator position to support the inclusion of language and culture across all departments ➤ Share daily words through social media from SENĆOŦEN and Hul'q'umi'num' - based resources that are available, and continue to develop language resources for use by Tsartlip First Nation [Community Services - Health and Social Programs] ➤ Develop a referrals process, which includes a process for ongoing communication regarding referrals with Chief and Council [Stewardship] ➤ Create Strategic Plan for stewardship, lands, and referrals [Stewardship] ➤ Establish roles and responsibilities for W̱SÁNEĆ Leadership Council (WLC) and Tsartlip First Nation's Stewardship Department [Stewardship] ➤ Develop templates to support referral processes [Stewardship] ➤ Undertake a Land Use Plan [Administration, Lands] ➤ Re-establish language classes, respecting the different languages (e.g., SENĆOŦEN and Hul'q'umi'num') that community members want to learn [Community Services - Language and Culture] ➤ Encourage development of W̱SÁNEĆ songs guided by knowledge keepers and drummers [Community Services – Language and Culture] ➤ Enhance land-based programming through different avenues (e.g. PEPAKEṈ HÁUTW̱, community gardens, and land/water stewardship initiatives), focus on opportunities for youth involvement with lands-based programming [Community Services – Language and Culture] ➤ Gather traditional stories and integrate them throughout our work [Community Services – Language and Culture] ➤ Create plan to teach traditions to children and youth and to make the cultural assets/ knowledge available to the community [Stewardship and Community Services - Health and Social Programs] ➤ Focus on food security initiatives (e.g., Good Food Box, community gardens, food distribution) and include traditional foods (e.g., crab, canned foods), particularly for elders in the community [Community Services – Health, with support from Stewardship]

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MEDIUM TERM (1-2 YEARS) PROJECTS TO ADVANCE EACH STRATEGIC GOAL			
<ul style="list-style-type: none"> ➤ Identify sufficient office space for Administration and review Administration Building lease [Administration] ➤ Establish Human Resource Department [Administration] ➤ Establish complaints policy and processes for Tsartlip First Nation membership that is safe for staff [Administration] ➤ Re-structure band office [Administration] ➤ Support acquiring certifications for Lands Management staff [Administration] ➤ Create a strategy for specific claims with input from Lands Department, Chief and Council, and Administration [Interdisciplinary] ➤ Create term sheets and incremental agreements for Recognition of Indigenous Rights and Self-Determination (RIRSD) Table [Finance] ➤ Conduct a gaps analysis on socioeconomic conditions for Tsartlip First Nation's membership and neighbouring non-Indigenous communities [Community Services - Social] 	<ul style="list-style-type: none"> ➤ Complete health centre expansion [Community Services - Health and Social Programs, Capital Projects] ➤ Create additional space to enhance the health program [Community Services - Health and Social Programs with support from Capital Projects, Public Works, and Housing] ➤ Explore creation of a daycare/preschool for Tsartlip First Nation and establish Head Start Program [Community Services - Health and Social Programs with support from Capital Projects, Public Works, and Housing] ➤ Purchase and implement Mustimuhw Information Solutions Inc.'s Electronic Medical Records software [Community Services - Health Programs] ➤ Continue to implement and refine the Mental Health Strategy [Community Services - Health] ➤ Plan and support family placements so that children can stay with family members and families are supported during placements [Community Services - CYF] ➤ Increase opportunities for community involvement and community events, include specific opportunities for youth to be involved [Community Services - Social] ➤ Hire a Social Programs Manager to focus on social development and education initiatives [Community Services - Social] ➤ Create information sheets for youth that highlight careers with Tsartlip First Nation and steps involved in career progression [Community Services - Social] ➤ Develop and implement employment and training opportunities (e.g., Career Days, and Job Shadowing Days) across all Tsartlip First Nation's departments and with Chief and Council, to connect youth with current staff members [Community Services - Social] ➤ Establish a specific trades-based employment and training program that includes Public Works and supports various points of connection (e.g., job-shadowing, training, apprenticeships, and administrative employment opportunities). [Public Works with support from Administration and Community Services]. ➤ Formalize Food Security Program [Community Services - Health and Social Programs with support from Stewardship] ➤ Review options for assuming jurisdiction and responsibility for our children and families, while continuing to collaborate with the South Island Indigenous Authority Society [Leadership, Community Services – CYF] ➤ Support members to practice cultural values and teachings when raising our children, on and off reserve [Leadership, Community Services – CYF] 	<ul style="list-style-type: none"> ➤ Design and build re-development of sports field on Tsartlip Drive [Administration] ➤ Increase number of new homes for Tsartlip First Nation members [Capital Projects, Public Works, and Housing] ➤ Design & build water/sewer upgrades [tie in cluster on shaker church road] [Capital Projects, Public Works, and Housing] ➤ Create address map to ensure 911 services can find all addresses [Capital Projects, Public Works, and Housing] ➤ Design and build wellness centre and gym [Capital Projects, Public Works, and Housing] ➤ Support BC Housing Project (e.g., rentals) [Capital Projects, Public Works, and Housing] ➤ Complete Phase 2 of design and build for roads and drainage project [Capital Projects, Public Works, and Housing] ➤ Conduct community engagement and planning for MÁWUEĆ which includes housing and opportunities for economic development [Capital Projects, Public Works, and Housing] ➤ Establish a Stormwater Management Plan [Capital Projects, Public Works, and Housing] 	<ul style="list-style-type: none"> ➤ Establish Lands Department and hire Lands Officer [Administration] ➤ Implement Cumulative Effects Study of Saanich Inlet [Stewardship] ➤ Development of a Memorandum of Understanding with BC Ferries [Administration] ➤ Create policies and plan for emergency management [Capital Projects, Public Works, and Housing] ➤ Invest in a traditional youth conference to show how to stay healthy through traditional ways [Community Services - Health and Social Programs] ➤ Create W̱SÁNEĆ Song guided by knowledge keepers [Community Services - Health and Social Programs] ➤ Provide culture camps through the Salish Sea Initiative [Stewardship] ➤ Secure long-term capacity funding for Stewardship Department [Stewardship] ➤ Secure office space for Stewardship staff [Stewardship] ➤ Develop Cultural Monitor Training Program with guidance from leadership and knowledge holders to increase number of cultural monitors on-call [Stewardship] ➤ Establish policies and standard rates for cultural monitors to guide negotiations with proponents [Stewardship] ➤ Develop Stewardship Working Group or Committee that includes participation from youth, elders, and family knowledge holders [Stewardship] ➤ Create a list of resources to support referral processes with the Stewardship Department in key areas (1. Engineering/Blasting, 2. Water Issues, 3. Legal, 4. Geologists., 5. Other) [Stewardship] ➤ Undertake a Comprehensive Community Plan [All Departments]

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

<ul style="list-style-type: none"> ➤ Expand formal supports for entrepreneurs and trades people [Administration and Economic Development] ➤ Research and evaluate self-government options [Administration] ➤ Transfer Hovey Road to Tsartlip First Nation [Administration] ➤ Develop in-house mapping capacity through Lands Management [Lands and Stewardship] ➤ Conduct feasibility study for Hovey Road expansion and housing subdivision [Capital Projects, Public Works, and Housing] ➤ Expand responsibilities of Youth Council [Community Services - Health and Social] ➤ Establish an Elders Council [Community Services - Health and Social] ➤ Complete Gas Station 'pump' expansion [Economic Development] ➤ Explore alternatives to the Indian Act for consideration by leadership [Leadership] 	<ul style="list-style-type: none"> ➤ Hire Primary Care Manager [Community Services - Health] ➤ Design and build daycare/preschool for Tsartlip First Nation [Capital Projects] 	<ul style="list-style-type: none"> ➤ Identify and plan to address the needs of Shaker Church (e.g., protocols, repairs) [Capital Projects, Public Works, and Housing] ➤ Build new band office for health services and administration [Capital Projects, Public Works, and Housing] ➤ Plan and build Public Works building and yard [Capital Projects, Public Works, and Housing] 	<ul style="list-style-type: none"> ➤ Continue reconciliation negotiations with federal and provincial governments [Administration] ➤ Implement recommendations from Mayne Island Reserve Study on erosion [Administration] ➤ Re-claim W̱SÁNEĆ place names and educate broader community on names [Stewardship] ➤ Implement and expand upon the Douglas Treaty [Stewardship] ➤ Expand environmental monitoring program to ensure proponent commitments are being addressed [Stewardship] ➤ Create shared territory protocol [Stewardship] ➤ Maintain long-term funding for Stewardship Department [Stewardship] ➤ Develop processes and policies for water issues and referrals [Stewardship] ➤ Connect water management plans and emergency management plans [Stewardship] ➤ Develop in-house legal capacity and counsel (to complete case briefs and integrate decisions into operations) [Stewardship] ➤ Continue to expand Stewardship Department (e.g., referrals, administrative assistants, office manager, guardians, bylaw enforcement) [Stewardship] ➤ Develop Land Code [Lands] ➤ Develop process to deal with multiple claims for lands (e.g., traditional holdings) [Lands] ➤ Integrate Ancient Laws into our work [Interdisciplinary]
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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