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TSAAWWASSEN FIRST NATION

Tsawwassen First Nation

**STRATEGIC PLAN**

**2018 – 2023**







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# INTRODUCTION

This is our third five-year Strategic Plan. It sets out our vision for the future and our long-term goals for the Nation. It also identifies the objectives we will pursue in the next five years to help make our goals a reality, and it commits us to developing measures we can use to know if we are successful.

Our previous Strategic Plan covered the years 2013 – 2018. Those years were a watershed for Tsawwassen First Nation. We made significant investments in infrastructure to overcome the deficit we inherited from the *Indian Act*. Tsawwassen Mills and Tsawwassen Commons opened, bringing widespread attention to our ambitious plans and progressive vision of self-reliance. We reached deals on our industrial lands to generate new revenue and provide jobs for Members. And, most importantly, we invested in new or expanded programs and services to address socioeconomic gaps and ensure access for all Members to the rights and benefits of Treaty.

But we know we have more work to do. In many ways, the next five years will be more important than the last. The end of the income and property tax exemption will take place in 2022. Build out of our residential developments will continue, bringing new residents to our Lands. Decisions need to be made about new community infrastructure, access to housing and land, and our approach to economic

development. As our financial situation changes in light of new responsibilities and revenue, we must adapt and review our programs to ensure they are meeting the needs of our community.

This Plan will help guide us through these and other important decisions. It will help elected leaders determine priorities and budgets. Staff will identify activities and develop annual workplans. Annual operational plans will guide the implementation of the Plan's objectives. This integration will ensure a consistent focus on the vision, goals, and objectives of Members.

This Plan is meant to be the start of an ongoing dialogue involving Members, elected leaders, and staff. Over the next five years, we should review this Plan on a regular basis. Doing so will allow us to track our progress and identify gaps that need attention. We may update specific objectives or indicators as necessary to ensure we continue to work in a cohesive and effective way towards our goals.

## THE PURPOSE OF THIS PLAN

This Strategic Plan:

- provides a forward-looking, realistic and stable platform to achieve the vision and goals of Members;
- creates the foundation for strong, Member-centred governance that meets our responsibilities to all residents of Tsawwassen Lands;
- helps protect and celebrate Tsawwassen identity, pride, and confidence, enabling us to move forward under the “Tsawwassen Way”;
- supports the Tsawwassen Government in being effective by articulating realistic and achievable objectives;
- proposes useful and relevant measures of success so we can track progress and identify areas of improvement;
- is relevant to all Members, including those who live off-Lands; and,
- serves as a key tool and reference document for ongoing planning, reporting, and accountability.

## HOW WE DEVELOPED THIS PLAN

Staff started consulting with Members at the 2017 Members Gathering. Staff held a workshop where we asked Members about their vision for TFN in the future. About 100 Members took part, and based on their input we created a draft vision statement and identified a set of draft strategic goals.

In November 2017, staff developed a comprehensive engagement plan to refine the vision statement and goals through additional Member feedback. The purpose of this engagement was to deepen our understanding of Member needs, interests, and priorities. Our engagement was guided by the following decision statement.

### **Member consultation decision statement:**

*The Tsawwassen Government is committed to responsive and engaged decision-making, guided by our culture, traditions and long-term vision as a Nation. Our new Strategic Plan, to be drafted by staff and considered and approved by Executive Council and then Legislature in March 2018, will help guide TFN programs and priorities for 2018/19 to 2022/23. We are doing community and leadership engagement workshops from December 2017 to February 2018. The purpose of the workshops is to identify strategic goals and priority objectives for the new draft strategic plan. Inputs may also help to shape 2018 program planning.*

Between December 2017 and February 2018, staff hosted 11 family meetings and three community meetings

(in Vernon, Bellingham, and Tsawwassen). Staff also conducted an online survey, and conducted planning workshops with the Legislature and managers.

Through these discussions, staff refined the draft vision and goals and identified specific objectives and potential success measures. This work was incorporated into the Plan you are reading now, which was reviewed and approved by both Executive Council and the Legislature.

## HOW THIS PLAN IS ORGANIZED

This Strategic Plan contains seven main sections. The first section is the vision statement. The vision is aspirational; we do not expect to realize it in the next five years, but it should guide our goals and objectives.

The next six sections are organized into themes. These themes are not the same as Tsawwassen Government departments. Although a department may lead in a certain area, progress will only come from a whole-of-government effort that is directed by elected leaders and guided by community input.

Each theme area has a set of goals, objectives and indicators. The goals are long-term – less aspirational than the vision statement, but not necessarily achievable within five years. The objectives are specific, measurable and realistic ways of making progress towards the goals; ideally, we should achieve our objectives within the lifetime of this Plan.

The indicators are how we measure our success in implementing this Plan. These indicators are preliminary. There may be others that are better suited to measuring progress, especially as time goes on and circumstances change. Ultimately, the indicators are meant to measure whether the outcomes underlying the objectives are being achieved. In other words, are we making a difference on the issues of importance to our community?



## VISION STATEMENT

Our vision statement is a concise encapsulation of what we are working towards. It is a long-term, aspirational statement that should guide our work over the next five years.





Tsawwassen Members are united, proud, and confident in our culture; are connected to and taking care of our lands and resources; and are healthy, self-reliant, and prospering.



# HOUSING, LANDS, AND INFRASTRUCTURE

## GOALS

### **A. TSAWWASSEN MEMBERS HAVE A HOME:**

There are a variety of housing types and ownership options on Tsawwassen Lands suited to the needs of all Tsawwassen Members.

### **B. TSAWWASSEN MEMBERS HAVE ACCESS TO THE FACILITIES THEY NEED:**

There are high-quality facilities on Tsawwassen Lands that build community, improve quality of life, and enable Tsawwassen Members to flourish.

### **C. LANDS ARE MANAGED WITH THE FUTURE IN MIND:**

Land is available for future housing and other infrastructure needs.





## 2018 – 2023 OBJECTIVES

- ① Create a comprehensive housing plan that takes advantage of our Treaty powers to prioritize Member needs and pursue affordable ownership options, particularly for Elders, young families and off-Lands Members
- ② Secure funding to create a new supply of apartment housing across the range of Member incomes
- ③ Clarify the policy and process for accessing new and existing rental units
- ④ Achieve a clear implementation plan for the Community Housing Area
- ⑤ Build a new youth centre
- ⑥ Finalize a facilities plan that reflects Member needs and fosters connections with leaseholders
- ⑦ Establish integrated approach to scoping and implementing all community infrastructure (including facilities) needs
- ⑧ Support Members in enhancing the safety and liveability of their existing homes
- ⑨ Deliver responsive, consistent, and professional procedures and support to Members in navigating the housing process (e.g. how to buy land, service lots, work with contractors, acquire financing, and build a home, etc.)

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE:

### Current measures:

- Number of Members who live on Tsawwassen Lands
- Number of Member houses built per year
- Number of housing grants accessed by Members per year

### Other potential measures:

- Number of units available to Members, by family, Elders, all, either constructed or reflected in plans
- Variety of housing and ownership types available to Members, either constructed or reflected in plans
- Number of Member requests for staff support in helping with housing needs, and status of responses
- Number of Members without adequate housing
- Correlation between improved housing outcomes and other Strategic Plan indicators



# CULTURE, COMMUNITY, AND TRADITIONS

## GOALS

### A. MEMBERS FEEL CONNECTED TO CULTURE:

Tsawwassen Members are connected to our culture, which is flourishing and practiced according to traditional and family teachings that have been passed down by our Elders.

### B. THE COMMUNITY IS COHESIVE:

Tsawwassen Members are a cohesive and united community, with strong connections between Members living on and off Tsawwassen Lands and constructive relations with Non-Members.

### C. ELDERS ARE RESPECTED:

Elders are respected, supported, and central to the Nation as the gatekeepers of our wisdom, knowledge, and history and the source of teaching on tradition, culture, values and lessons through stories and modeling of traditional practices.

### D. OUR LANGUAGE IS RESTORED:

hənq̓əminəm' is alive and well, spoken throughout the community and used in Tsawwassen Government as a way of holding close the memory and information of thousands of years.

### E. WE ARE STEWARDS OF THE LAND, WATER AND RESOURCES:

Tsawwassen First Nation is active in managing and preserving the land, water, and resources of our Territory, ensuring current and future generations can enjoy the benefits of our Treaty rights.



## 2018 – 2023 OBJECTIVES

- ① Build on current programming to continue facilitating connection to culture and language and support healing on the land
- ② Identify and ensure programs are aligned to address the social and health needs of our growing Elder population
- ③ Increase the use of hənqəminəm' in TFN laws, regulations, and policies, and consider ways of better integrating cultural practices into all TFN programs and services
- ④ Pursue opportunities to share Tsawwassen culture and build a sense of community with leaseholder residents
- ⑤ Improve information sharing and provide more opportunities for face to face interaction among staff, leadership and off-Lands Members so off-Lands Members are aware of opportunities they can access, feel connected to and benefit from Tsawwassen initiatives
- ⑥ Explore new communications approaches and tools to promote community and culture, celebrate member successes, foster Member cohesion, and build awareness among all Members about TFN activities, services and major initiatives and projects
- ⑦ Create spaces and provide support for Member-led community events, celebrations, activities, and volunteer initiatives
- ⑧ Build on the successes of our natural resources programming to be effective stewards of our Territory

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE:

### Current measures:

- Attendance at language classes
- Number of Members who can say basic hənqəminəm' phrases
- Number of hənqəminəm' recordings produced
- Number of cultural grants issued by TFN
- Number of Elders participating actively in programming
- Number of Rec Centre bookings each year
- Enforcement activities and harvest percentages by fishery
- Number of Natural Resources Advisory Committee meetings held

### Other potential measures:

- Number of communications efforts that celebrate Member successes
- Number of and attendance at family and inter-family events
- Number of Member-driven, not Government-driven, activities
- Number of Non-Member residents participating in cultural events, e.g. National Aboriginal Day
- Existence of education programs for non-Tsawwassen residents on Tsawwassen culture
- Results from a Member Wellness Survey that follows up on the 2012 Social Well-Being Study





# EDUCATION AND EMPLOYMENT

## GOALS

### A. MEMBERS ARE EDUCATED:

Tsawwassen children are thriving at school and realizing their potential at all grade levels, and Members have the knowledge, confidence, and support to pursue and achieve their post-secondary education goals.

### B. MEMBERS ARE SKILLED:

Tsawwassen Members have the skills and training to pursue rewarding careers, including in the highest management positions at TFN.

### C. MEMBERS ARE EMPLOYED AND SELF-RELIANT:

Tsawwassen Members have meaningful employment opportunities and Member-owned businesses are a vital part of our economy.



## 2018 – 2023 OBJECTIVES

- ① Expand efforts to work with Delta School District to address barriers facing Tsawwassen children at all grade levels, and their families, including through outreach to principals and teachers
- ② Build on existing after-school programming to support academic success, instil language and culture, and provide an inclusive, welcoming and active environment for children and youth
- ③ Identify ways of adopting a targeted and flexible approach for identifying all Members' career goals and working with them to find educational programs, training opportunities, and job openings to meet these goals
- ④ Report more frequently on educational success in TFN communications material, and build self-esteem by providing more opportunities to engage with positive role models
- ⑤ Improve communication with Members about the criteria and scope of TFN education and training programs, available both on and off Lands
- ⑥ Work with non-Canadian resident Members to support access to education and training programs where possible given funding considerations
- ⑦ Increase the number of Members in full time positions at TFN, particularly at the senior management level, through succession planning and mentorship

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE:

### Current measures:

- Number of parent meetings held per year
- Number of and attendance at youth field trips, activities, and camps
- Number of graduates at each level (pre-school, Grade 7, Grade 12, and post-secondary) per year
- Number of students receiving instructional support services, tuition, youth grants, and post-secondary education funding
- Percentage of TFN employees who are Members

### Other potential measures:

- Number of Members graduating high school, both on- and off-Lands
- Number of Tsawwassen children reading at grade level, both on- and off-Lands
- Number of participants enrolled in and completing transition, training or skills programs across a range of ages and career stages
- Average grades of Tsawwassen children



# HEALTH AND HEALING

## GOALS

### A. MEMBERS ARE HEALING:

Tsawwassen Members are healing from generations of cultural genocide and residential schools and are breaking the cycle of oppression, violence and addiction, and have the support and option to use culture and tradition to achieve mental, spiritual, emotional and physical well-being.

### B. MEMBERS ARE CONFIDENT AND HEALTHY:

Tsawwassen Members of all ages are healthy and active, and have access to holistic and integrated programs that empower them to achieve their personal well-being goals.

### C. MEMBERS HAVE BALANCED LIFESTYLES:

Tsawwassen Members lead lifestyles that balance family, work, education, recreation, and time to connect through culture and tradition.





## 2018 – 2023 OBJECTIVES

- ① Sustain and where possible expand on the success of current programming to support delivery of comprehensive services that address all aspects of well-being: mental, spiritual, emotional and physical
- ② Promote access to recreational and physical activities on Tsawwassen Lands, including by taking advantage of new facilities such as the sports field and other partnerships
- ③ Support both Member-led and TFN-led efforts to address the intergenerational legacy of residential schools by helping Members connect with our culture, reduce the harms of substance abuse, and improve mental health and parenting skills
- ④ Advocate for better access to primary and secondary health care on Tsawwassen Lands
- ⑤ Continue efforts to improve outcomes for Members in the justice system and reduce recidivism, especially for youth
- ⑦ Identify and address the health and social needs of our growing Elder population

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE:

### Current measures:

- Number of Members connected to a primary care physician
- Number of Members provided with counselling services
- Number of home visits
- Average service delivery time and number of clients receiving income and social assistance
- Number of clients receiving family empowerment services

### Other potential measures:

- More Members participating in programs that promote healthy active living
- Track number of overdoses resulting from substance abuse
- More Members say they have the tools, information, and support to help their family achieve their well-being goals
- Results from a Member Wellness Survey that follows up on the 2012 Social Well-Being Study
- Socioeconomic gaps between Tsawwassen Members and neighbouring non-Indigenous Canadians are reduced



# ECONOMIC DEVELOPMENT

## GOALS

### **A. ECONOMIC DEVELOPMENT REFLECTS OUR VALUES AND ETHICS:**

Tsawwassen First Nation has a strategic approach to economic development that is ethical, sustainable, profitable and diversified.

### **B. ALL MEMBERS SEE THE BENEFITS OF ECONOMIC DEVELOPMENT:**

Our economic development activities yield high returns and provide meaningful benefits to all current and future Members.



## 2018 – 2023 OBJECTIVES

- ① Develop a long-term plan for diversifying our approach to economic development in a way that leverages our assets, including our lands, Members, and Treaty, to maximize returns
- ② Leverage economic development projects to generate relevant and long-term positive impacts, such as community amenities or job opportunities that better reflect the skills and needs of Members
- ③ Continue supporting Member businesses through programs that are accessible, engaging, and effective
- ④ Create and implement a plan to support Members through the transition to paying income and property taxes and, as part of the plan, review approaches to and procedures on financial benefits to Members
- ⑤ Seek out new economic development investments in areas such as agriculture and renewable energy
- ⑥ Track Member access to employment and entrepreneurial opportunities to ensure benefits are being delivered as promised

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE:

### Current measures:

- Number and value of financial distributions completed accurately and on time
- Number of acres and length of commercial and industrial leases
- Number of Members participating in the Small Business Grant program
- Number of Members in jobs, training, and business opportunities organized by the Tsawwassen First Nation Economic Development Corporation

### Other potential measures:

- Financial impacts of income and property taxes are understood and Members feel prepared for 2022
- Members feel they have meaningful access to employment and entrepreneurial opportunities associated with TFN's economic development initiatives
- TFN is pursuing a diversified economic development plan that is producing higher rates of return
- Members are able to transition to more permanent, higher-paying careers





# GOVERNANCE AND OPERATIONS

## GOALS

### A. TSAWWASSEN GOVERNMENT IS INCLUSIVE AND RESPONSIVE TO ALL TSAWWASSEN MEMBERS:

Tsawwassen Government is Member-centered, consults meaningfully and demonstrates transparency and accountability. Members see how their input is considered and understand their individual roles and responsibilities in contributing to good decisions and resolving disputes.

### B. TSAWWASSEN GOVERNMENT REFLECTS TSAWWASSEN CULTURE AND VALUES:

Tsawwassen Government is mindful at all levels of its overarching commitment to support the aspirations and vision of Tsawwassen First Nation, and Tsawwassen Government programs, services, and activities incorporate tradition and protocol in meaningful and appropriate ways.

### C. TSAWWASSEN FIRST NATION IS A LEADER IN SELF-GOVERNMENT:

Tsawwassen Government is innovative, creative, and responsible in how it governs, making evidence-based decisions in the best interests of Members and in accordance with its Treaty rights and obligations, while also effectively discharging responsibilities to leaseholders and external partners, seeking integrated and Tsawwassen designed approaches.

### D. TSAWWASSEN GOVERNMENT IS RUN BY SKILLED AND ABLE INDIVIDUALS:

Tsawwassen Government employees are talented, committed, and working in ways that are culturally safe.



## 2018 – 2023 OBJECTIVES

- ① Enhance and coordinate Member communications and engagement practices by providing more opportunities for leadership-Member interaction, collaborative discussions and problem solving, while also tracking how Member input is considered
- ② Align operational and annual planning and budgeting efforts with Strategic Plan goals and objectives, and report, evaluate and adapt accordingly
- ③ Build on and share self-government successes while continuing to learn from other First Nations and doing targeted policy research and development
- ④ Continue including traditional governance and cultural practices in decision-making and in the implementation of programs and services
- ⑤ Build awareness among all Members of staff member roles, responsibilities and accountabilities, and explore opportunities for staff to liaise more effectively with off-Lands Members
- ⑥ Continue to improve cultural awareness of staff
- ⑦ Develop strategies to make TFN a positive, fulfilling and desirable place to work
- ⑧ Continue to improve and learn across government, enhance training and seek ways to have productive and respectful discussions at all levels and parts of TFN
- ⑨ Continuously review laws and evaluate programs to ensure they are up to date and achieving their intended outcomes

## TYPES OF INDICATORS TO MEASURE SUCCESS COULD INCLUDE

### Current measures:

- Number of laws and resolutions passed by the Legislature
- Number of meetings and Orders-in-Council issued by Executive Council
- Number of and average attendance at Advisory Council meetings
- Number of corporate entities in good standing
- Number of laws overturned by Judicial Council
- Rate and causes of staff turnover
- Number of Community Notices and Council's Corner editions distributed

### Other potential measures:

- Members have a clear understanding of operational roles, responsibilities, and accountabilities
- Annual Service Plan activities are actively tracked against the Strategic Plan
- Tsawwassen Government routinely reviews and updates the Strategic Plan based on changing circumstances and Member input
- Staff receive training about Tsawwassen First Nation culture and protocols
- Members are confident that mechanisms for providing input and feedback, including consultation meetings and Advisory Council, are working effectively and with transparency
- Elected officials feel they have the information necessary to make decisions, including a clear sense of Member priorities
- Members have a high level of trust in Tsawwassen Government



## WHAT'S NEXT? STRATEGIC PLANNING AS AN ACTIVE TOOL

This Strategic Plan should represent the start of an ongoing dialogue involving Members, elected leaders and staff. In the short term, we need to confirm appropriate indicators and measures. We also need to align this Plan with our annual work planning and budgeting processes. As both these unfold and as we track and report on progress, we may find the Plan's objectives should be refined as circumstances change. That should be expected and anticipated in our planning processes. To that end, this is indeed a "Living Strategic Plan".

Only by committing to regular evaluation of our progress towards the goals and objectives in this Plan will we know where we are, where more work needs to be done, and how much further we have to go. Members asked us during consultations where we sat in relation to our previous plans; in 2023 when we are looking back to consider this Plan, let's have an answer for what has been accomplished and what remains to be done. That way we will continue to learn, improve, adapt and work towards our vision.













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