



# TSAWWASSEN FIRST NATION

Strategic Plan  
2008-2013







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Developed with the Tsawwassen First Nation citizen's and staff, this Strategic Plan outlines the Tsawwassen First Nation government's priorities for the period April 2008 to March 2009.

**Top Photo (L to R):** Andrea Jacobs, Andrew Bak, Chief Kim Baird, Remo Williams, Laura Cassidy



# Background

Tsawwassen's Strategic Plan is an important step for Tsawwassen as we adopt self-government and a new treaty relationship with Canada and B.C. This strategic plan will guide our Government as we move forward. The Plan sets out a vision and mission for our community, the top objectives to achieve that vision, and the core values that our Government will maintain as we work towards those objectives.

This plan is the summary of community input gathered through an extensive series of family meetings, and other comprehensive consultations with our community and staff. Chief and Council have reviewed, commented on, and endorsed this Strategic Plan. Through late October and November, the following information-gathering sessions were held:

- » 1 community consultation session at the Tsawwassen Rec Centre
- » 1 community consultation for off-reserve members in Bellingham, WA
- » 1 community consultation for off-reserve members in Vernon, BC
- » 11 consultation meetings with families throughout the Tsawwassen community
- » 1 consultation meeting with community members aged 19-30
- » 1 consultation workshop for TFN staff at the Rec Centre
- » 1 video project for TFN youth at the Youth Centre

## Purpose

This Strategic Plan sets the broad direction for Tsawwassen Government going forward. This is intended to be a 5-year plan; it should be revisited and renewed at that time, in order to take stock of progress and re-assess whether objectives or values have shifted. In addition to this 5-year strategic plan, Tsawwassen Government will produce annual service plans that will reflect the strategic direction provided in this plan.

This Plan is not intended to be a detailed analysis of program options and operational plans. Instead, it is intended to be a broad framework into which a number of initiatives would fit. This Plan is intended to reflect the needs and expressions of our community.

## Current Context

Before identifying priorities for the future, it is important to describe our current situation. The following statements express positive current aspects of our TFN community:

- » **Location:** Tsawwassen First Nation has an incredible location – both with respect to natural beauty and to economic opportunity. The port and ferry terminals provide the potential for economic growth and make our lands an optimal location for business and industry. The foreshore and oceanfront provide a beautiful setting and a healthy, natural environment in which to live and work. The varieties of birds that frequent the area are a valued part of the environment. Our community is a peaceful place with a wonderful

climate. It is centrally located, close to traditional fishing sites, and in a vibrant region with thriving urban centres. The existing land base allows children and youth to roam and to explore – things they might not be able to do in a more urban setting. Our people have a very close connection to our land and water territories, and derive a lot of pride from living in the same area as our ancestors.

- » **Culture:** We are proud of our heritage and traditions, and we are focused on growing and revitalizing our culture. Traditional events and ceremonies are an important part of the community calendar. Our Longhouse is a central location for Coast Salish cultural ceremonies. Traditionally our community is oriented around fishing, and the ability to fish remains an important aspect of our cultural identity.
- » **Sense of Community:** Our community is close knit. There is a very strong sense of community unity, including with respect to members living off-reserve. The community cares and supports one another – everyone comes together in difficult times and in times of celebration. This contributes to a strong community identity that is not present in most urban environments. Our sense of community is reinforced by the variety of events and celebrations held at TFN.
- » **Children, Youth and Family Orientation:** Families are the basic building block of the Tsawwassen community. Child and youth development are our community's focus. Our community is growing fast, with many youth and younger children.

- » **People:** The Tsawwassen people are resilient, caring, strong, intelligent, and determined. We are a friendly people, and are open to interaction with other communities and surrounding people. Tsawwassen members are known as being kind and gracious hosts. We enjoy coming together to celebrate important occasions. We are industrious and talented, creative, politically astute, and fun to be around!
- » **Elders:** The elders are a strength of our First Nation. They are a source of inspiration and guidance for many in the community. They are also the memory of the community – they store much of our language, culture and heritage.
- » **Programs:** Tsawwassen government has a relatively strong and stable set of programs in place. These include a strong pre-school program and playground, very active youth centre and associated skate park, education and employment programming, an active Longhouse society, and a well-frequented Elder's centre.
- » **Treaty:** The Tsawwassen Treaty is an important opportunity for our First Nation. Security over the land base, the TFN water lots, and the strengthened decision-making and self-governance ability it provides will allow us the ability to make important decisions about our future. This is an important opportunity and an equally important strength.

## **Our Vision for the Future**

Our vision statement expresses how we view the future. It is a summary of our values and the goals for our community. Our vision is very important in the context of treaty; as we move forward, it is important to have an idea of what the future will look like. For the purposes of our vision for the future, 2020 is set as the target date.

In 2020, Tsawwassen First Nation will be a safe and accessible community, with infrastructure and services that make it the perfect place to raise children and to live. Our community will be close-knit, with elders and youth at the core of the community. Our people will be proud of our culture, traditions, and stories, and the Hunq'um'i'num language will be enjoying a revival.

Industrial and commercial development will be active and growing, and will provide significant revenue to Tsawwassen First Nation and CP holders. However, development will not intrude on the environment, views, and idyllic location of TFN lands. Jobs will be plentiful, and businesses owned by our members will be thriving, assisted by a successful, innovative education program.

Tsawwassen Government will be responsive and transparent to our members. It will deliver programs and set laws and regulations that protect and enhance the livability of our community. Important services such as a grocery store and a medical centre will be provided in the centre of the community. Our population will be growing as a result of the young population, and from members returning to live on TFN lands.

## **What We Are Working Towards**

Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient and culturally proud First Nation's community.

Tsawwassen First Nation Government will, at all times, be oriented towards serving our membership, and will exercise the self-government powers of the TFN Treaty.

# How we will achieve our objectives

Tsawwassen First Nation's values are statements of how we conduct ourselves and our business as we work towards achieving our common objectives. The values expressed by our community can be divided into three key areas; family and community, land and culture, and governance.

## Family and Community

- 1) **Future generations:** One of our strengths is our focus on the future. This is reflected in our vision, and in our statement of What We are Working Towards. It is an important value of Tsawwassen. Our children and youth will grow and become our leaders; decisions our Government makes must consider the long-term TFN community.
- 2) **Community/Family:** We are a small community made up of a number of strong family groups. Our community is much more than a geographical grouping of individuals in the same area, sharing program and service elements. We are a strong group of people bound by a common history, common ties to the land and water, and common ancestors. We are a group of people who have supported each other for generations, and will continue to do so. The importance of community and family to all of us is a core value of Tsawwassen First Nation.

## Land and Heritage

- 3) **Sustainable and healthy development:** TFN

is set to grow at a rapid pace, with respect to population growth, economic activity, and housing. That growth must be carefully managed to ensure environmental sustainability and quality of life is protected and enhanced. Self-sufficiency must be balanced with ensuring continued livability.

- 4) **Culture and traditions:** Actions of our Government must be in keeping with traditions and practices. TFN Government has a responsibility to ensure the health and well-being of our members, but it also has a responsibility to preserve, protect, and enhance the heritage of our ancestors. This value – the respect placed on traditional ways of doing and thinking – must be reflected in our decision-making processes and structures.
- 5) **Respect for land and history:** Along with respecting traditions and cultural practices of Tsawwassen, our Government, in making its development and land use decisions, must take into consideration the importance that our population places on the land base. The land base, and the ways the land base has traditionally been used to undertake various activities, are important elements of TFN decision-making.

## Governance

- 6) **Fairness and Equity:** Equity is a principle that relates strongly to good governance. As we work towards improving our programming, we must ensure that TFN members are treated on the basis of fairness and equity - meaning that members



in similar positions receive similar services. This means, for example, that while our members on TFN lands should expect to receive similar levels of service, our members living off TFN lands may not be able to receive services in the same manner as those living at TFN. It means that we will take individual circumstances into account when making decisions about equity – with the over-riding goal of achieving comparable quality of life standards for all our members. It also means that current externally imposed distinctions that impact member services should be reduced, including, where possible given programming rules and other constraints, the distinction between Indian status members and Indian non-status members. Fairness and equity is equally about actions as it is about attitudes; our Government will ensure that it is perceived to be treating everyone equally, as well as actually doing so.

- 7) **Transparency, Accountability, and Communication:** The Tsawwassen Government provides important services and programming to our population. It also regulates activity on our land, by enacting laws, regulations and processes. These programs and regulations are intended to protect and enhance the quality of life of our membership. However, actions of our Government must be founded on effective communication and openness with the community about the impacts of decisions. Effective communication includes consultations, but also includes reporting on results of various initiatives. Where appropriate, it could include referendums that allow each of our members a

direct expression of their opinions. Transparency and communication must be at the heart of all decisions of Tsawwassen Government.

As we move out of the shadow of dependency, our government and our community must change so that we contribute to the decisions our Government makes and the actions it takes. We must shape our community as we want it – as a self-sufficient community that makes its own decisions. Under treaty, our Government will be finally, and ultimately, accountable to us as members. Our Government's responsibility to report on its actions and its programs will shift more towards us, as members, and away from the federal government in Ottawa. This is an important shift in how we operate. TFN will exchange current federal policies and programs for new ones that are in our best interests, as opposed to being in the interests of INAC policies. Our Government must also accept ultimate political and financial responsibility for its actions.

- 8) **Self-sufficiency:** A major reason we chose to enter into treaty is to gain the ability to become economically self-sufficient – for our collective community, and for us as individuals. We are eager to take advantage of the opportunity provided by treaty, to increase business activity on our lands, and to generate sustained revenue from investments. As well as generating revenue, this will also increase employment opportunities, education and training incentives, and integrate our community into the larger regional economy.

Economic self-sufficiency is not only a goal in itself; it is a means to accomplish the other goals

for the community, such as cultural and social health. This is a critical value.

- 9) **Financial Responsibility:** As we enter into a treaty relationship, our Government must ensure that revenues and expenditures are carefully monitored. Financial responsibility must be instituted at all levels of our Government. Accountability for program funding – reported on through program outcomes, which measure how successful a program actually is rather than what is spent on it – rests with us as opposed to INAC, and that brings an additional dimension of responsibility.

- 10) **Separation of politics from administration:** We are a small, tightly knit community. In a government the size of ours, it is inevitable that relationships, family, and community dynamics will complicate decisions at both political and administrative levels. However, we have chosen to have enormous responsibilities and privileges under treaty. We can make laws and regulations, and set policy and program guidelines; our Government had only limited ability to do these prior to treaty. Our Government can also enforce laws and regulations, and deliver programs and services. It is important, however, to ensure that the law and regulation setting is done, to the extent possible, separately from the delivery of programs and the enforcement of regulations. When laws and regulations are developed and passed, they must be reflective of the will of our community. When laws and regulations are enforced, however, they must be done impartially, but also in a manner that is sensitive to the dynamics of our community. Separating

the law-making from the law enforcement, to the extent possible, will allow our Government to function effectively.

# Strategic Plan



In the following sections, a series of ten 5-year objectives have been identified. These objectives are based on consultation with our community. Where possible, they correspond directly with TFN program areas.

The definitions used in the next section are as follows:

**Objectives:** The Objectives identify what we are trying to achieve through our programs in the next year. They identify the purpose and what we are seeking to accomplish.

**Strategies:** Given the time, money and people available over the next year, the Strategies identify the most effective ways for a program area to make progress toward its Objectives. They identify how we will meet the Objective.

The tables which follow each section indicate the year in which each 'how' statement should be undertaken to reach 'what we want to achieve' statements. The lightly shaded squares denote when planning should occur so that the activities can be met. The darkly shaded squares denote implementation periods. They assist in determining budget allocations.



## 1) Governance:

**Objective:** We have a government that delivers programs fairly and effectively, on the basis of transparent decision-making. Decisions our government makes are impartially enforced, and complaints are handled promptly through an independent mechanism.

### **Strategies:**

- a. Hold regular training sessions to ensure service quality in the delivery of all programs and services to our members.
- b. Implement a regulatory enforcement body that functions effectively and impartially.
- c. Review, design and implement an independent complaints mechanism.

- d. Implement processes and structures that maximize transparency and communication opportunities.

**Context:** Strong governance will be essential for our First Nation as we enter into self-governing jurisdiction. Good governance includes ensuring that our elected representatives have the authority and the legitimacy to pass effective laws that are accepted by our community. More critical, however, is that our programs are fairly administered, and that laws are fairly enforced, by a neutral, impartial arm of Tsawwassen Government. This may require an external individual or group to take on enforcement responsibilities.

Good governance also includes a mechanism by which complaints against program administration or against regulatory enforcement decisions are fairly handled at some distance from the political and bureaucratic process. An ombudsperson, community resolution process, judiciary, or some other dispute resolution mechanism is a critical element of a functioning system of governance, particularly for a small community such as ours. We should examine a range of dispute resolution mechanisms and adopt those that function appropriately for us.

We should attempt to ensure that the governance processes we adopt are strong. Traditional values and practices should be incorporated into our governance system; ceremonies and other formal proceedings should reflect Tsawwassen's cultural practices.

Finally, effective governance includes ensuring that transparency and, accountability, and communication linkages to our membership are a priority. This could include Executive Council meetings with our community; it also includes accessible and meaningful communication and consultation processes.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
1. <b>Governance:</b> We have a government that delivers programs fairly and effectively, on the basis of transparent decision-making. Decisions of our government are impartially enforced, and complaints are handled promptly through an independent mechanism.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Regular training sessions to ensure service quality for all our members.					
b. Implement an impartial regulatory enforcement body.					
c. Review, design, implement independent complaints mechanism.					
d. Governance processes matched to traditional processes.					
e. Implement processes to maximize transparency & communication.					



## 2) Infrastructure & Transportation:

**Objective:** Our community has utilities, transportation, and community infrastructure in place that ensures the safety and livability of our community as it grows.

### **Strategies:**

- a. Separate the residential/community transportation networks from industrial and commercial traffic by putting the necessary roads, traffic controls, access nodes, lighting, sidewalks, bicycle and walking paths in place. This includes a road at the back of our current reserve for fill trucks.
- b. Improve our community infrastructure by building a sports field and an improved recreation centre, and attract amenities that serve our community, such as a grocery store and a coffee shop.

- c. Ensure adequate treatment facilities and distribution networks for water and sewage are in place.
- d. Improve public transit services to provide full access to our community according to Translink guidelines, and to link us to local business centres and the broader regional transit network.
- e. Change our house and building numbering scheme to ensure more timely/reliable response times for emergency vehicles.
- f. Plan for the expansion or relocation of our cemetery, to provide space, in the long-term, for all our members to be buried on TFN lands.

**Context:** The development of the proper community infrastructure is critical for the health of our community. Road and transportation infrastructure is an immediate need. We currently have one main road through the community; all traffic, including industrial and residential traffic, flows through this artery. This road is also our community pathway, and is used by our children and youth on skateboards, bicycles and rollerblades, as well as our elders and other members on foot. It currently has no sidewalks, and street lighting is extremely inadequate. The frequent truck traffic is noisy and disruptive, poses a safety risk to foot and bicycle traffic, and leaves debris on the road that poses a nuisance to traffic.

We have very few recreational facilities; our Rec Centre is too small for a functional gymnasium, and has acoustic issues that make it unsuitable

for a large presentation/meeting space. The outdoor basketball court doubles as a parking lot, and is unusable much of the time. We also have a need for a soccer/multisport field in our community.

Finally, we face increased water and sewer treatment needs as a result of planned growth. Both types of services face difficulties, and addressing these will require meeting significant engineering and design challenges. This capacity constraint has restricted development on our lands, and must be addressed for any growth to occur.

We have a unique opportunity to succeed in treaty in part due to our geographical situation. However, our community is on the edge of an extended regional public transit network; current service is inadequate. The bus service goes through our community on Highway 17, and is tied to the ferry service. It does not link us with surrounding communities of Ladner and Tsawwassen, resulting in difficulty getting to work, schools, and shopping.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>2. Infrastructure and Transportation:</b> We have utilities, transportation, and community infrastructure in place that ensures the safety and livability of our community as it grows.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Separate road networks for commercial & community traffic, including a road at the back of current reserve for fill trucks.	Planning				
b. Improve community infrastructure, including a sports field.		Sport field			Other
c. Ensure proper utilities infrastructure in place.	Planning				
d. Improve public transit services.					
e. Change our house and building numbering scheme to ensure more timely/reliable response times for emergency vehicles.					
f. Expand/relocate our cemetery.	Planning				



### 3) Economic Development:

**Objective:** We have an economic base that ensures economic independence for our people and that promotes entrepreneurialism within the community.

**Strategies:**

- a. Develop and implement an effective Economic Development Corporation that safeguards us and our Government against liability and debts as a result of business investments.
- b. Plan so that our CP holders who have economic development goals can develop their land holdings to realize their goals, in a manner consistent with our overall community vision.
- c. Provide business opportunities for those of us who have entrepreneurial skills, and provide

opportunities for those of us who seek long-term employment.

- d. Ensure development of our community follows effective environmentally responsible land management practices that protect our quality of life.
- e. Purchase lands at Canoe Pass by Effective Day, as well as additional identified First Rights of Refusal Land when possible.

**Context:** Economic development is essential if we are to realize the opportunities that treaty is bringing. For our community, economic development will generate the revenue necessary for our Government to fund, on a long-term on-going basis, important programs and services for our members. It will provide many of the employment opportunities discussed above, and it will enable individual land-owners to earn a return for their land holdings based on its true market value. It should also facilitate entrepreneurial undertakings by our members, and provide ownership or profit-sharing opportunities. Our initial economic development initiatives will be derived from our small, but very valuable land base. None of those benefits will arrive without strong planning and land management processes that ensure all those opportunities become available.

As important as the development opportunities are to us, however, it is equally important that development occur on terms that are aligned with our priorities. That includes ensuring that, where possible, commercial or industrial



developments provide us with social benefits, by providing services that are desirable and easily accessible to our community, or by providing ongoing employment opportunities. At a minimum, it involves preserving or enhancing the quality of life for residents in our community. It also includes a stipulation that developments

protect the environmental value of our lands; the quality of our land, water, and air will not be significantly degraded as a result of development.

One economic development consideration for us will be whether to purchase additional lands for economic development in order to continue to grow our revenue base. However, these purchases have to be balanced against improvements to programming areas in our

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
3. <b>Economic Development:</b> Develop our economic base to ensure economic independence for our government and to promotes entrepreneurialism within our community.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Developing a TFN Economic Development Corporation.					
b. Ensure that our CP holders can realize their goals.	Planning				
c. Provide business and employment opportunities.					
d. Ensure responsible social/environmental development.	Planning				
e. Purchase of Canoe Pass land by Effective Day.					



#### 4) **Housing & Community Livability:**

**Objective:** We are a growing community as a result of increased housing opportunities, and our community remains close-knit and cohesive.

**Strategies:**

- a. Plan to ensure our community remains together, our community centre is integrated with our housing, and that we have sufficient room to grow to meet development or population projections.
- b. Ensure an adequate supply of public housing is available to those of us who need it.
- c. Ensure there are opportunities for private lots to allow us to build our own homes.
- d. Over the next 5 years, work towards providing public or private housing opportunities for those

of us who are currently off-reserve, but who wish to return to our community.

**Context:** The next several years will bring significant change. It is likely that there will be significant development that will alter our community landscape. However, it is important to us that our community remains intact, pleasant and livable. This relates to community infrastructure and access roads, but it also relates to land use choice, parks and facilities, and other amenities. Our housing should be sufficiently distant from any intensive commercial activities so that we do not experience any decrease in our quality of life. As well, our community should be kept distinct and together from market housing developments that may occur elsewhere on our lands.

At the same time as our community is changing, our government must also ensure that we have room to grow. Adequate supplies of social housing must be provided to those of us who qualify for and require the TFN social housing program. In addition, however, private lots must be provided for those who wish to build, own and maintain their own homes. Where possible, our community would like to ensure we can continue to enjoy our spacious lot sizes. Our community will grow as a result of the opportunities that treaty brings, and there must be sufficient quality housing to accommodate that trend.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>4. Housing &amp; Community Livability:</b> We are a growing community as a result of increased housing opportunities, and our housing and community centre remains close-knit and cohesive.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Plan to ensure we remain together as a community, including our community centre and housing areas.	Planning				
b. Ensure an adequate supply of public housing is available.					
c. Ensure an adequate supply of private lot opportunities so we can build our own homes.					
d. Work towards providing housing opportunities for those of us currently off-reserve.	Planning				



## 5) Environmental Management:

**Objective:** We have a livable, healthy community and environment that is protected from industrial development areas.

### **Strategies:**

- a. Identify environmental contaminants and hazards, including the stability of English Bluff, assign liabilities, and implement mitigation measures to reduce potential risks.
- b. Implement an environmental and land management regime that preserves our land base, water and air quality.
- c. Erect noise and visual pollution buffers and traffic barriers to ensure the continued livability of our lands.

**Context:** As with other communities, we place a priority on ensuring the continued integrity of our environment. Unlike other communities, however, this objective is particularly important due to the personal and community linkages to our land base. We are more than simply title-holders on TFN lands; our history and culture is shaped by and derived from the land base. While economic development and other initiatives will secure the economic future for us, that future will be less bright if the integrity of our lands is harmed. Tsawwassen is a place of great beauty and tranquility, due to the surrounding environment. That natural asset must be preserved. We will accomplish this by ensuring strong environmental and land management processes that reflect the priorities of our community, and the importance we place on the environment.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>5. Environmental Management:</b> We have a livable, healthy community and environment that is protected from industrial development areas.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Identify, assign liabilities for, and mitigate risks for environmental contaminants and hazards.					
b. Environmental management regime that preserves our land base.					
c. Infrastructure to ensure continued livability of our lands.					



## 6) Elders:

**Objective:** We have a vibrant, active elders network that feels valued by the community.

### **Strategies:**

- a. Improve current care and recreational programs for our elders.
- b. Implement cultural transfer programs to record traditional knowledge and pass on to our youth.
- c. Evaluate the feasibility of constructing, as a long-term development and service opportunity, a care home for the elderly focused on our

members, but open to the public. This concept should align with our Land Use Plan.

**Context:** Our elders represent the history and the heritage of our community. The community places a priority on ensuring they are respected and cared for. Currently, they have a trailer that provides a small, but comfortable, place to visit, have lunches, as well as home care and transportation services. Our Government will ensure that programming for Tsawwassen elders is sufficiently resourced. We will consider a new elders centre that provides an increased range of services to our elders. We may want to consider as a longer-term goal the construction of a care home that could serve our members and the broader community. This facility could provide a source of revenue as well as an important programming option for our elders.

An additional consideration will be to ensure that the traditional stories, songs, and language of our community are recorded and passed down from our elders to our youth. There is no more important mechanism to ensure the survival of our community. Finally, we should consider naming future streets after our elders, to instill pride and commemorate our leaders.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
6. <b>Elders:</b> We have a vibrant, active elders network that feels valued by the community and transfers cultural knowledge to our youth.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Improve current care and recreational programs for our elders.					
b. Implement cultural transfer programs or our youth.					
c. Evaluate feasibility of a care home for our elderly.		Planning			



## 7) Education:

### **Objective:**

- 1) Our children grow up with the tools to achieve their dreams.
- 2) Our language, Hunq'um'í'num, is healthy and vibrant.

### **Strategies:**

- a. Institute a program to maintain and strengthen community knowledge of our language, Hunq'um'í'num for both children and youth and for the adult community.
- b. Ensure our high school graduation rates increase to or exceed provincial standards, in part by strengthening our connection and co-operation with the Delta school district.
- c. Strengthen and improve participation in the post-

secondary education program, particularly in areas that bolster our government and economic development capacity.

- d. Maintain our strong focus on early childhood education and development to provide the best foundation for our youth.

**Context:** Education is essential in the modern job market. To be competitive in the workforce, we must have a population that has specific post-secondary vocational skills or academic training. This will enable our population to take advantage of the vibrant regional economy – but it has a longer-term purpose. One of the goals of our treaty is to become self-sufficient, from both a financial and an employment perspective. If we are to take full advantage of treaty opportunities, our membership must be able to generate leaders, administrators, and program managers that can innovate and succeed in the challenge of self-government.

This challenge will require an emphasis on secondary school completion as well as on innovative post-secondary education programming. We believe that Grade 12 completion is our most important indicator for future success in the job market. But improving education for our Nation also involves enriching traditions, and no cultural treasure is more at risk at TFN than the language, Hunq'um'í'num. A sustained effort to re-invigorate the language must be a priority for us, and an important element of our pride and heritage.



Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>7. Education:</b>	2008-09	2009-10	2010-11	2011-12	2012-13
1) Our children grow up with the tools to achieve their dreams.					
2) Hulquimum is a healthy, vibrant language.					
a. Institute a strong traditional language program for our youth.					
b. Help high school graduation rates reach or exceed provincial levels.					
c. Improve our participation in post-secondary education.					
d. Maintain our strong focus on early childhood education.					



## 8) Employment:

**Objective:** We have access to employment that maximizes our skills, training and experience.

### **Strategies:**

- a. Ensure a variety of job opportunities that meet our needs, including part-time and permanent jobs in a variety of sectors.
- b. Maximize long-term employment opportunities from current agreements and any developments arising from the TFN treaty. This includes emphasizing the importance of education to our youth, and supporting them in their studies.

**Context:** Employment is a key priority for our Nation. Our land is in one of Canada's best job markets; economic activity in the Greater Vancouver and Lower Mainland regions has boomed over the past decade. A recent agreement with the

Vancouver Port Authority has provided us with some employment opportunities. The treaty brings the promise of additional employment on our lands, as some of it will be developed for commercial/industrial use.

Employment is more than simply generating jobs.

Our employment priorities include creating more long-term, permanent jobs in increasingly skill-based employment sectors. It is important that our employment programming continue to be linked to education and training, to ensure that our members are prepared for jobs that realize and expand their potential. At the same time, some of our members prefer part-time employment opportunities, including fishing and construction jobs. Our employment programming must be broad enough to address these needs.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
8. <b>Employment:</b> We all have access to quality, long-term, full-time employment that maximizes our skills, training and experience.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Ensure a variety of job opportunities including part-time.					
b. Maximize long-term employment opportunities from treaty.					



## 9) Medical Facilities and Services:

**Objective:** All our members have access to medical facilities and services equal to or better than the access enjoyed by all British Columbians.

**Strategies:**

- a. Improved access to medical facilities and services, including better transportation to medical facilities off our lands, and reliable access to a nurse and doctor.
- b. Explore enhancements to our existing medical service, including increasing funding for our non-insured health benefits program.
- c. Drug and alcohol abuse treatment opportunities for our members.

**Context:** We currently engage the services of a social worker and a part-time nurse. For many medical services, however, we have to leave our lands,

including getting access to a doctor and a dentist. While transportation issues present access barriers, perhaps a more significant barrier is imposed by Health Canada's non-insured health benefits system (NIHB). NIHB provides us with Indian Status coverage for a range of drug, dental, vision, and other secondary medical benefits. However, Health Canada's policies with respect to NIHB have become more restrictive, such that many beneficial procedures have limited or no coverage, and reimbursement is lengthy and complicated. Further, health practitioners in the Delta area, and particularly dentists, have recently begun refusing all First Nation individuals who attempt to use the NIHB program as their private health insurance. This is a significant issue that limits our access to critical health services.

Another medical service that could provide important benefits for our members would be adequate drug and alcohol abuse treatment/recovery programming.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>9. Medical Facilities and Services:</b> All our members have access to medical facilities and services better than or equal to the access enjoyed by all British Columbians.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Improve access to medical facilities.	Nurse		Doctor		
b. Explore solutions to improve the NIHB regime.			Planning		
c. Ensure drug and alcohol abuse treatment opportunities are available.	Planning				



## 10) Security and Safety:

**Objective:** We feel safe everywhere in our community.

**Strategies:**

- a. Eliminate drug houses and drug sales on our lands, and reduce corresponding criminal and disruptive behaviour.
- b. Ensure effective policing services that are sensitive to our desires and needs.
- c. Ensure child welfare programming keeps our youth in our community.

**Context:** Safety and security of the community is important to us. Concerns over safety relate in part to the infrastructure issues noted above, with respect to road safety, lighting, and the separation of access and transportation routes for residential and commercial/industrial use.

More importantly, however, we place a priority on ensuring that drug use and drug dealing is not a presence in our community. The presence of drug dealers amongst us brings associated criminal activity and community disturbances, and decreases the security that our families feel. We should continue to work with our policing services to ensure that they are responsive and involved in the community. Our community is very close-knit, and is a place where families are comfortable allowing children to explore and adventure. This is a benefit to living here that should be protected and encouraged.

Family violence, another on-going issue, should be addressed by programming on a priority basis. Child welfare programming should keep our youth in the community, and we should ensure that there are safe places in the community where our youth can go should they feel threatened.

Timeline	Year 1	Year 2	Year 3	Year 4	Year 5
10. <b>Security and Safety:</b> TFN members feel safe in all areas of their community.	2008-09	2009-10	2010-11	2011-12	2012-13
a. Eliminate drug houses and drug sales on TFN lands.					
b. Ensure effective, community-sensitive policing services.					
c. Ensure child welfare programming keeps our youth in our community.					







Snoop Dogg

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