

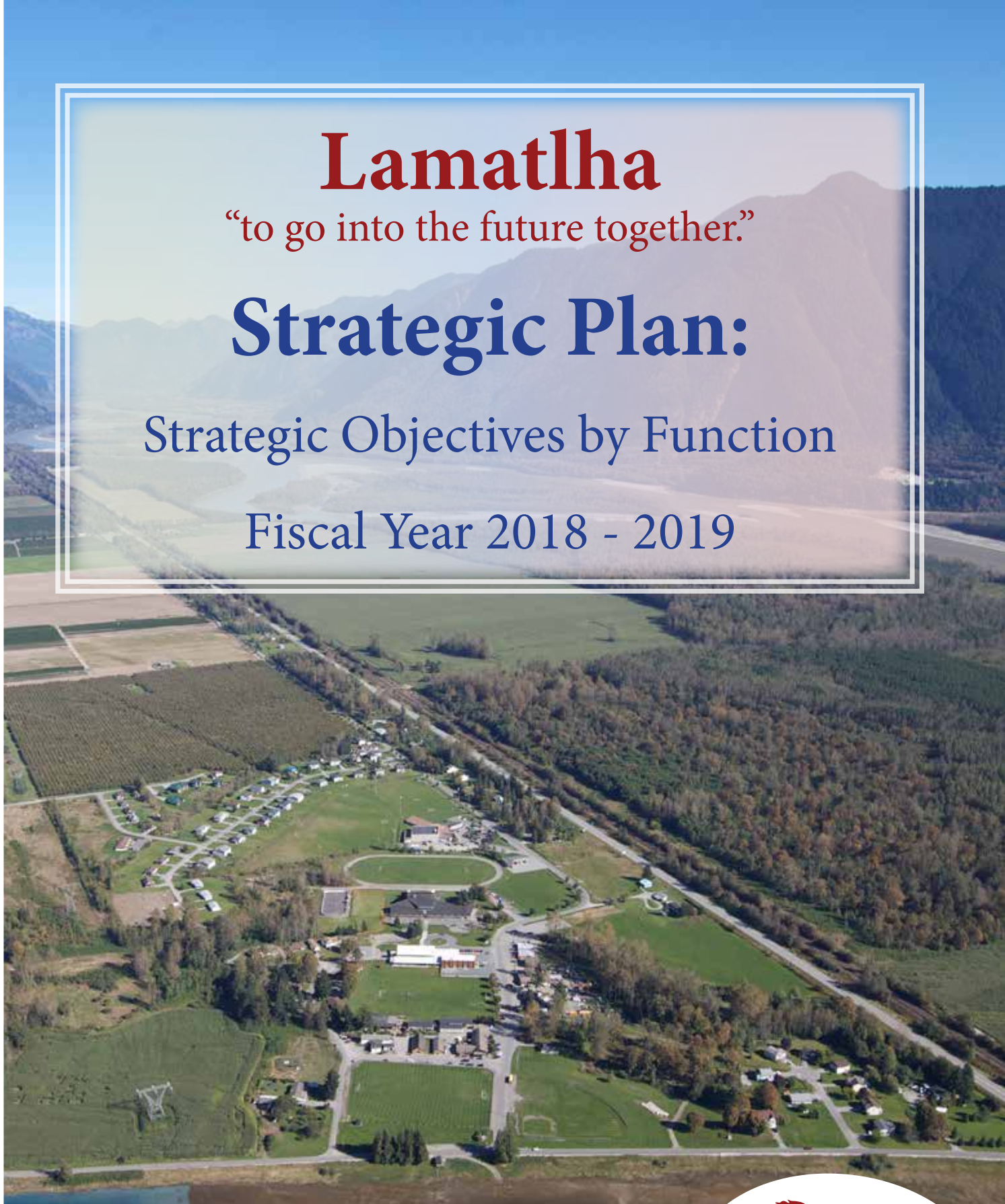
Lamatlha

“to go into the future together.”

Strategic Plan:

Strategic Objectives by Function

Fiscal Year 2018 - 2019



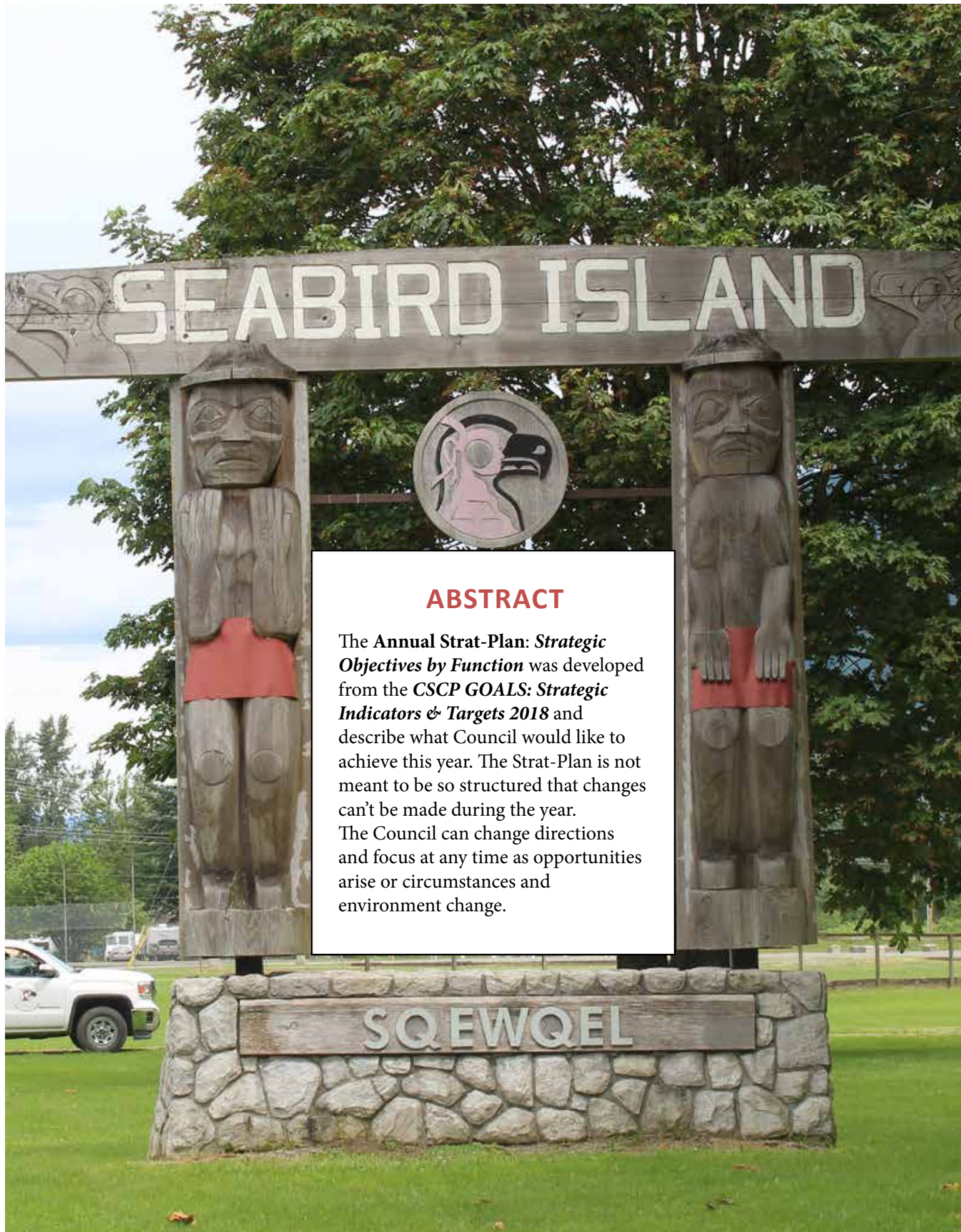
Seabird Island

September 2018





Seabird Island 1985



ABSTRACT

The **Annual Strat-Plan: Strategic Objectives by Function** was developed from the **CSCP GOALS: Strategic Indicators & Targets 2018** and describe what Council would like to achieve this year. The Strat-Plan is not meant to be so structured that changes can't be made during the year. The Council can change directions and focus at any time as opportunities arise or circumstances and environment change.



Table of Contents

MESSAGE FROM CHIEF AND COUNCIL	6-7
CSCP GOALS by PLAN AREA and ID NUMBER	8-13
STRATEGIC PRIORITY OBJECTIVES BY FUNCTION: 2018 – 2019	15-31
COUNCIL: Goals and Priority Objectives	16-17
OFFICE OF THE CAO: Goals and Priority Objectives	18-19
ADMINISTRATION: Goals and Priority Objectives	20
EDUCATION: Goals and Priority Objectives	21
LANDS & GOVERNMENT AFFAIRS: Goals and Priority Objectives	22-25
HOUSING & SOCIAL DEVELOPMENT: Goals and Priority Objectives	26-27
PUBLIC WORKS, HOUSING & CUSTODIAL: Goals and Priority Objectives	28-29
 APPENDIX:	 34-55
Suggested Strategic Objectives from Directors, Members, and Previous Strat-Plans	
COUNCIL	35
OFFICE OF THE CA	36-37
ADMINISTRATION	38-39
EDUCATION	40-41
LANDS & GOVERNMENT AFFAIRS	42-44
HOUSING & SOCIAL DEVELOPMENT	45-51
PUBLIC WORKS, HOUSING & CUSTODIAL	52-54
MEMBERSHIP	55



MESSAGE FROM CHIEF AND COUNCIL

Chief and Council are pleased to share the Strategic Priorities for the Fiscal Year from 2018 to 2019.

Defining our priorities today, in pursuit of our desired future, is the key to serving our primary purpose of building a healthier, self-sufficient, self-governing, unified and educated community. A unified approach, unified in goals and direction, is the way forward.

Having a resilient working relationship with our members has allowed Seabird Island Council's to progressively work towards the betterment of our members and community as a whole. Perhaps a significant accomplishment in recent years is the completion of the Seabird Islands Comprehensive Sustainable Community

Plan (CSCP), the first fully-integrated, jointly-developed planning tool for our community. The CSCP is a consolidated document of the member's input from 14 planning documents written over a twelve year period.

Seabird Island as an organization has experienced a significant change in recent years; in both Council and Administration, new faces are mingling with more seasoned ones, reassessing practices, sharing our history and inventing new ways to meet challenges and greet opportunities. At work, right here in our organization, are the same forces that shape our environment and challenge our ability for both the Band and our member's self-determination.



Seabird Island's Objectives, Priorities, and Strategies for the Fiscal Year 2018 to 2019 are based on the CSCP, reflecting our member's goals for the future and articulating how we intend to get there. From organizational to fiscal health, relationships and communications, we intend to pursue the bright and optimistic future of our community, guided by the best interest of our members.

Seabird Island is also our home. It's where we raise our families, our children go to school, and our seniors retire. We have Seabird Island Festival, soccer leagues, canoe pulling and dozens of other activities that form the fabric of the vibrant and living community. We're proud of our community facilities: our schools, daycare, and college and office/health complex.

CSCP GOALS by PLAN AREA and ID NUMBER

Table 1 represents the 5 **Plan Areas** of the Seabird Island CSCP with their corresponding goals derived from the planning documents Seabird Island has written over the past 12 years. The Goals are the broad, high-level statements that provide an overall context for what the CSCP is trying to achieve.

Table 1 – CSCP GOALS by PLAN AREA and ID NUMBER

PLAN AREAS	Goal ID Number	COMMUNITY GOALS – Desired Outcomes
Membership	Mbr1	Create a shared understanding of the individual and collective rights and responsibilities of Members
	Mbr2	Cultivate a community culture of participation and engagement.
	Mbr3	Continue to work towards self-reliance, independence, health, and healing
Leadership	Ega1	Actively engage Membership.
	RT1	Protect and promote our Aboriginal rights and title
	Com1	Ensure clear, accessible communication
	Gov1	Ensure effective and accountable governance
	Gov2	Continue to work towards self-government
	BA1	Ensure equitable and fair practices at the Band level
	BA2	Ensure effective and accountable Administration
Environment	Enr1	Invest in clean, green, and renewable energies to support our development
	Pro1	Protect and enhance the environment for future generations
	WM1	Maintain effective waste management strategies
Community Development	Hou1	Address our housing needs
	Ecn1	Build our Economy
	ED1	Support educational excellence.
	SP1	Promote sustainable land use and capital planning
Culture, Health, & Wellness	FYE1	Support all of our Members including children, youth, families, and Elders
	HW1	Enhance the physical, mental, and spiritual health and healing of our Members
	HW2	Address ongoing effects of intergenerational trauma
	Cul1	Work to protect and rebuild our culture
	Cul2	Promote and celebrate our culture
	Sec1	Keep our Community safe



GOALS and PRIORITY OBJECTIVES by PLAN AREA

PLAN AREA: **MEMBERSHIP**

- 1) **Goal: Mbr1** – Create a shared understanding of the individual and collective rights and responsibilities of Members.

Priority Objectives

1. Update membership code
2. Update and monitor methods for members accessing information
3. Provide opportunities for membership involvement in key policy areas

- 2) **Goal: Mbr2** – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing

- 3) **Goal: Mbr3** – Continue to work towards self-reliance, independence, health and healing

Priority Objectives

1. Encourage members to develop a personal plan and seek support in reaching it

PLAN AREA: **LEADERSHIP**

- 1) **Goal: Ega1** – Actively engage Membership

Priority Objective

1. Seek input from members - survey

- 2) **Goal: Ega1** – Protect and promote our Aboriginal rights and title

Priority Objectives

1. Develop a plan on the use of the resources in our territory
2. Strength of Claim document
3. Jointly held properties addressed for Seabird's interests

- 3) **Goal: Com1** – Ensure clear, accessible communication

Priority Objectives

1. Alignment of leadership vision and work output
2. Communication policy and plan, including dealing with complaints & future actions, organization chart, departments working together

- 4) **Goal: Gov1** – Ensure effective and accountable governance

Priority Objectives

1. Council self-evaluation and clarification of roles
2. Oversight and reports provided by CAO, Council & Directors joint work

- 5) **Goal: Gov2** – Continue to work towards self-government

Priority Objectives

1. Understand “self-government” and what it means; what is our current capacity
2. Identify the work ahead, full scope and components: immediate pressures for movement – education, children & family services

- 6) **Goal: BA1** – Ensure equitable and fair practices at the Band level

Priority Objectives

1. List policy development priorities, prepare plan, develop policies and communicate to staff and members
2. Communicate existing and amended policies to staff & members

- 7) **Goal: BA2** – Ensure effective and accountable Administration

Priority Objectives 2018/19

1. Priority list of policies completed by Council
2. Priority of policies needing updating



PLAN AREA: **ENVIRONMENT**

- 1) **Goal: Enr1** – Invest in clean, green, and renewable energies to support our development

Priority Objectives

1. Complete study on geo-thermal
2. Take action on feasible initiatives

- 2) **Goal: Pro1** – Protect and enhance the environment for future generations

Priority Objectives

1. Engage members to be active in all activities related to 2,3,4,5
2. Monitoring of Trans Mountain
3. Initiate development of environmental management plan
4. Proactive in protection of land – deal with railway company
5. As resources, EMP drafted

- 3) **Goal: WM1** – Maintain effective waste management

Priority Objectives

1. Increase participation and education of members resulting in less garbage.
2. Business reassessed for composting and campaign, including oil disposal



PLAN AREA: **COMMUNITY DEVELOPMENT**

- 1) **Goal: Hou1** – Address housing needs today and for the future in a comprehensive manner

Priority Objectives

1. Update the housing policy
2. All rent is paid; less damages
3. Maintenance plan and implemented
4. Draft housing plan, including needs assessment

- 2) **Goal: Econ1** – Build our economy

Priority Objectives 2018/19

1. Business park business plan
2. Governance and management arrangements
3. Review revenue potential for producing marijuana

- 3) **Goal: ED1** – Support educational excellence

Priority Objectives

1. Access technology opportunity – lab, etc.
2. Financial plan to support needs in post-secondary and trades training

- 4) **Goal: SP1** – Promote sustainable land use and capital planning

Priority Objectives

1. Resolve traditional holdings, estates, CP/Allotments, matrimonial issues
2. Housing needs assessment (comprehensive) completed
3. Define traditional holdings
4. Continue with funding application to ANTICO for phase 2 internet installation
5. Look at external impacts to our resources (things entering water externally that may impact our water)

PLAN AREA: CULTURE, HEALTH, & WELLNESS

- 1) **Goal: FYE1** – Support all of our Members including children, youth, families, and Elders

Priority Objectives

1. Families take on more responsibility/accountability
2. Recognition for members contributions (see previous theme)
3. Addressing ‘drug’ houses
4. Plan for children coming home or to be able to stay home

- 2) **Goal HW1:** Enhance the physical, mental, and spiritual health and healing of our Members

Priority Objectives

1. Council walk the talk
2. Healing community after harm (i.e. fraud case); facilitate that process, bring in the right people
3. Encourage ore involvement from community (i.e. traditional roles – firekeeper)
4. Educate children and youth regarding traditional roles
5. Look at including children/children’s activities at events to encourage participation
6. Review role of Family Support Worker (duties to include above?)

- 3) **Goal: HW2** – Address ongoing effects of intergenerational trauma

Priority Objectives

1. Ensure health programs and services address this issue

- 4) **Goal Cul1 & Cul2:** Work to protect, rebuild, promote, and celebrate our culture

Priority Objectives

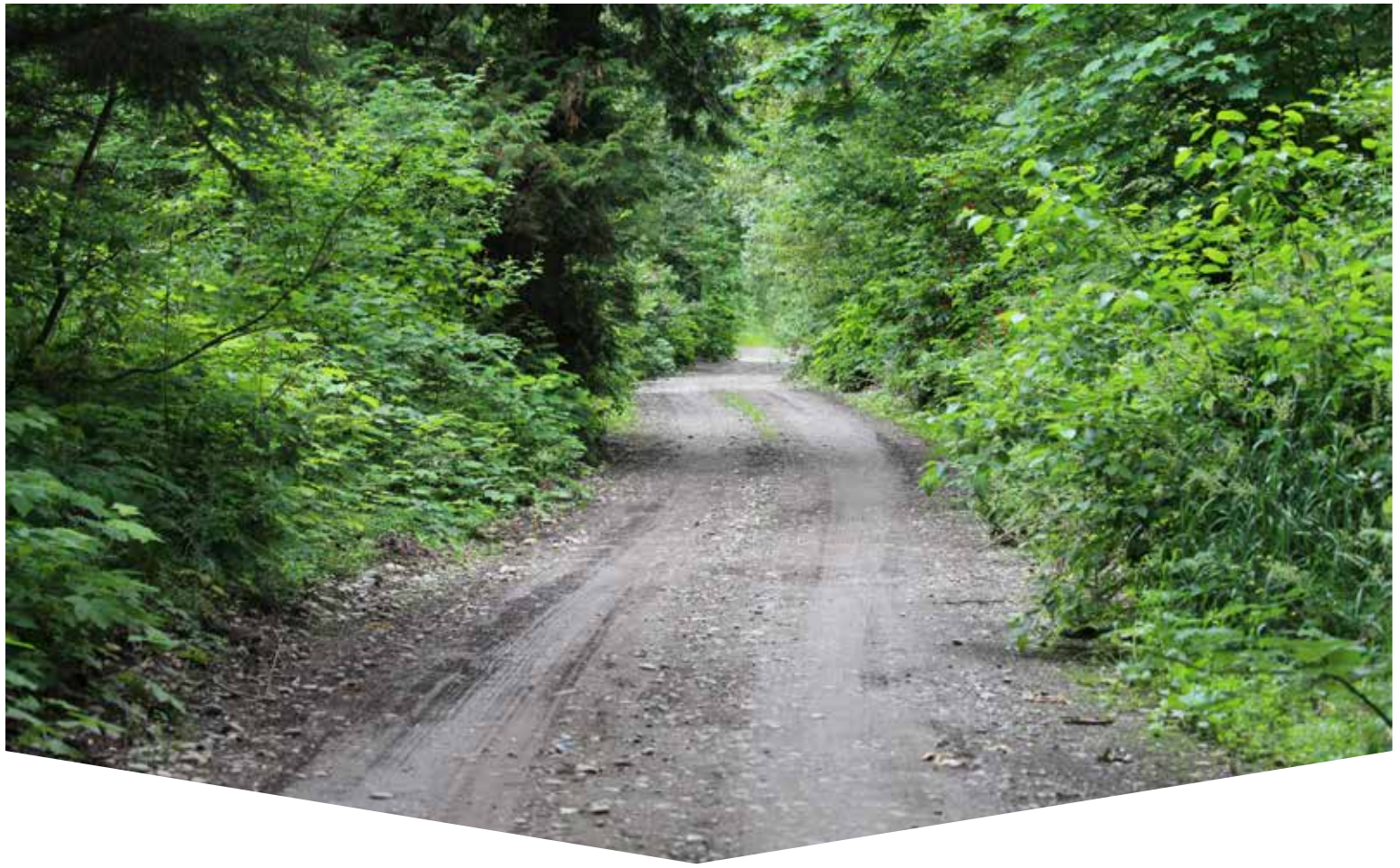
1. Use aboriginal day as a culture day at the band; staff participation, cross cultural teachings (amend policy regarding Stat to be a work day with expectation staff participate in events)
2. Define roles and share cultural definitions (i.e. ‘well’ and ‘good heart, good mind’)
3. “Train the Trainer”
4. Post mission statement visibly

- 5) **Goal: Sec1** – Keep our community safe

Priority Objectives

1. Revisit ‘undesirable’ list, including legalities
2. Develop a residency law and community protection law
3. Non-smoking in communal spaces (i.e. 8-plex)
4. Develop plan for responding to legalization of marijuana
5. Plan for enforcement of all laws
6. Preliminary work for comprehensive strategy





STRATEGIC PRIORITY OBJECTIVES BY FUNCTION:

Goals and Priority Objectives 2018 - 2019

The Objectives define implementation steps to attain the identified goals. Objectives are not goals, unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. The Objectives are developed from the **CSCP GOALS: Strategic Indicators & Targets 2018** and describe what SI would like to do this year. The Strat-Plan is not meant to be so structured that changes can't be made during the year. The Council can change directions and focus at any time as opportunities arise or circumstances and environment change.

The strategic objectives listed below will be Seabird Island's focus over the next year in order to achieve the 23 Goals outlined in

the CSCP. The tactical or action planning is carried out by the management team which has their staff develop how to get the work done. The Strat-Plan is implemented by staff in coordination with the portfolio model system established by Council.

Currently, Seabird Island offers 49 services and counting. Each area has specific outcomes that have been defined, and the results will be measured and regularly reported to the Council; who in turn will report the results back to the members. The Annual Report summarizes the Strat-Plans achievements and challenges. The Council is the ultimately responsible for the creation, implementation, evaluation, revision, and reporting of the Strat-Plan.



COUNCIL:

Goal: Mbr1 – Create a shared understanding of the individual and collective rights and responsibilities of Members.

Priority Objectives

1. Provide opportunities for membership involvement in key policy areas

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing

Goal: Mbr3 – Continue to work towards self-reliance, independence, health, and healing

Priority Objectives

1. Encourage members to develop a personal plan and seek support in reaching it

Goal: Ega1 – Actively engage Membership

Priority Objective

1. Seek input from members - survey

Goal: Com1 – Ensure clear, accessible communication

Priority Objectives

1. Alignment of leadership vision and work output
2. Communication policy and plan, including dealing with complaints & future actions, organization chart, departments working together

Goal: Gov1 – Ensure effective and accountable governance

Priority Objectives

1. Council self-evaluation and clarification of roles
2. Oversight and reports provided by CAO, Council & Directors joint work

Goal: Gov2 – Continue to work towards self-government

Priority Objectives

1. Understand “self-government” and what it means; what is our current capacity
2. Identify the work ahead, full scope and components: immediate pressures for movement – education, children & family services

Goal: BA1 – Ensure equitable and fair practices at the Band level

Priority Objectives

1. List policy development priorities, prepare plan, develop policies and communicate to staff and members

2. Communicate existing and amended policies to staff and members

GOAL: HW1 – Enhance the Physical, Mental, and Spiritual Health and Healing Of Our Members

Objectives

1. Council walk the talk

Goal Cul1 & Cul2: Work to protect, rebuild, promote, and celebrate our culture

Priority Objectives

1. Use aboriginal day as a culture day at the band; staff participation, cross-cultural teachings (amend policy regarding Stat to be a work day with expectation staff participate in events)
2. Define roles and share cultural definitions (i.e., ‘well’ and ‘good heart, good mind’)
3. “Train the Trainer”
4. Post mission statement visibly



OFFICE OF THE CAO:

Goal: Mbr1 – Create a shared understanding of the individual and collective rights and responsibilities of Members.

Priority Objectives

1. Update membership code
2. Update and monitor methods for members accessing information
3. Provide opportunities for membership involvement in key policy areas

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing



Goal: BA2 – Ensure effective and accountable Administration

Priority Objectives

1. Priority list of policies completed by Council
2. Priority of policies needing updating



ADMINISTRATION:

All Administration Programs and Services' Objectives are designed to meet the GOALS below:

Goal: BA1 – Ensure equitable and fair practices at the Band level

Priority Objectives

1. List policy development priorities, prepare plan, develop policies and communicate to staff and members
2. Communicate existing and amended policies to staff & members

Goal: BA2 – Ensure effective and accountable Administration

Priority Objectives 2018/19

1. Update and monitor methods for members accessing information
2. Priority of policies needing updating

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing



EDUCATION:

All Education Programs and Services' Objectives are designed to meet the GOAL identified below:

GOAL: ED1 – Support Educational Excellence

Priority Objectives

1. Access technology opportunity – lab, etc.
2. Financial plan to support needs in post-secondary and trades training

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing



LANDS AND GOVERNMENT AFFAIRS:

All Lands and Government Affairs Programs and Services' Objectives are designed to meet the GOALS below:

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and value

LANDS

GOAL: Gov1 – Ensure Effective and Accountable Governance

Priority Objectives

1. Oversight and reports provided by CAO, Council & Directors joint work

GOAL: Enr1 – Invest in clean, green, and renewable energies to support our development

Objectives

1. Complete study on geothermal
2. Take action on feasible initiatives

GOAL: Pro1 – Protect and enhance the environment for future generations

Priority Objectives

1. Engage members to be active in all activities related to 2, 3, 4, 5, below
2. Monitoring of Trans Mountain
3. Initiate development of an environmental management plan
4. Proactive in the protection of land – deal with the railway company
5. As resources, EMP drafted

GOAL: SP1 – Promote sustainable land use and capital planning

Priority Objectives

1. Resolve traditional holdings, estates, CP/Allotments, matrimonial issues
2. Housing needs assessment (comprehensive) completed
3. Define traditional holdings
4. Continue with a funding application to ANTCO for phase 2 internet installation
5. Look at external impacts to our resources (things entering water externally that may impact our water)

GOAL: Sec1 – Keep Our Community Safe

Priority Objectives

1. Revisit ‘undesirable’ list, including legalities
2. Develop a residency law and community protection law
3. Non-smoking in communal spaces (i.e. 8-plex)
4. Develop a plan for responding to the legalization of marijuana
5. Plan for enforcement of all laws
6. Review revenue potential for producing marijuana
7. Preliminary work for comprehensive strategy



GOVERNMENT AFFAIR

Goal: TR1 – Protect and promote our Aboriginal rights and title

Priority Objectives

1. Develop a plan on the use of the resources in our territory
2. Strength of Claim document
3. Jointly held properties addressed for Seabird's interests

Goal: Gov2 – Continue to work towards self-government

Priority Objectives

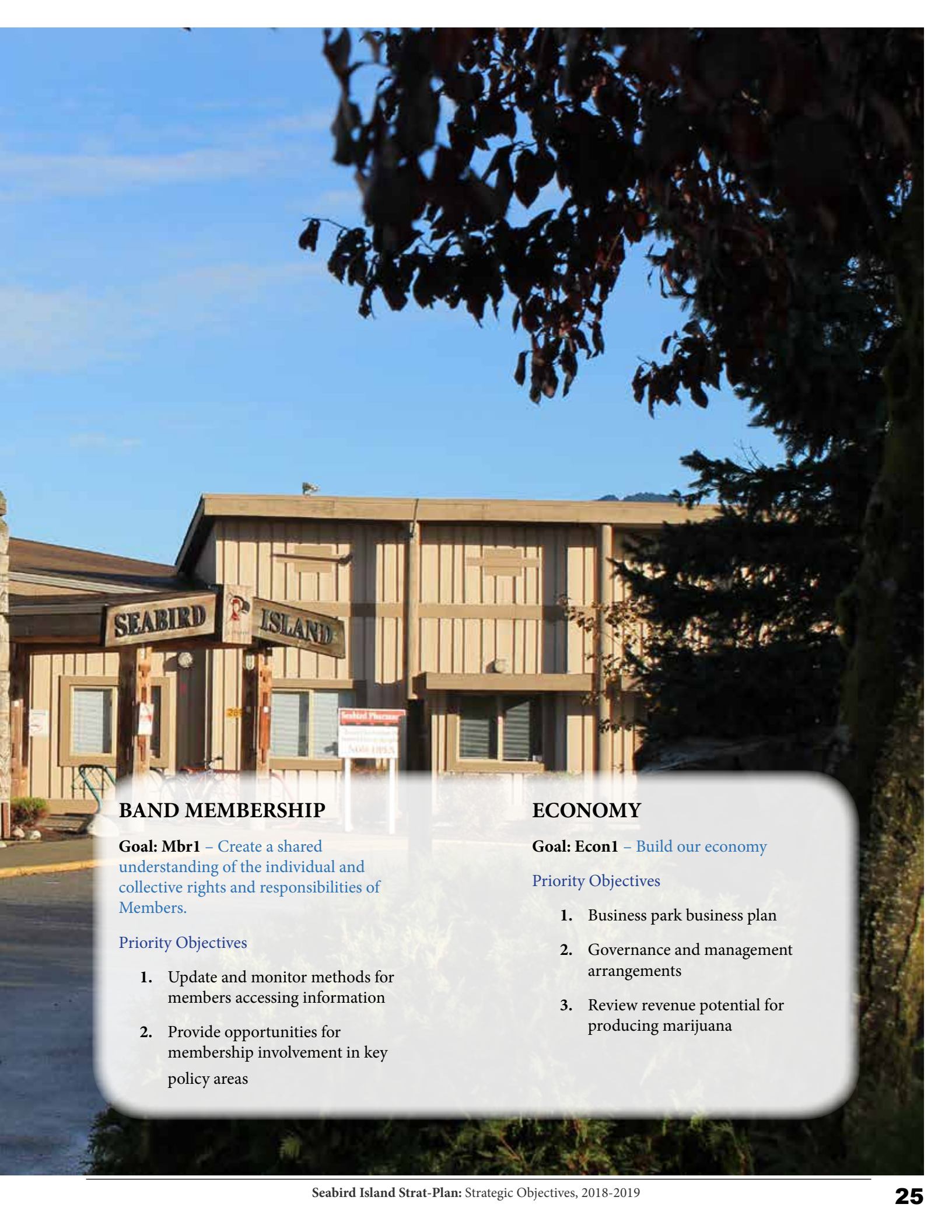
1. Understand “self-government” and what it means; what is our current capacity

COMMUNICATIONS

Goal: Com1 – Ensure clear, accessible communication

Priority Objectives

1. Alignment of leadership vision and work output
2. Communication policy and plan, including dealing with complaints & future actions, organization chart, departments working together



BAND MEMBERSHIP

Goal: Mbr1 – Create a shared understanding of the individual and collective rights and responsibilities of Members.

Priority Objectives

1. Update and monitor methods for members accessing information
2. Provide opportunities for membership involvement in key policy areas

ECONOMY

Goal: Econ1 – Build our economy

Priority Objectives

1. Business park business plan
2. Governance and management arrangements
3. Review revenue potential for producing marijuana



Health & Social Development:

All Health Programs and Services' Objectives are designed to meet one or more of the three GOALS identified below:

GOAL: FYE1 – Support All of Our Members Including Children, Youth, Families, and Elders

Priority Objectives

1. Families take on more responsibility/accountability
2. Recognition for members contributions (see previous theme)
3. Harm reduction vs. “drug houses”
4. Plan for children coming home or to be able to stay home

GOAL: HW1 – Enhance the Physical, Mental, and Spiritual Health and Healing Of Our Members

Priority Objectives

1. Healing community after harm (i.e., fraud case); facilitate that process, bring in the right people
2. Encourage cultural wellness and more involvement from the community (i.e., traditional roles – firekeeper)
3. Educate children and youth regarding traditional roles
4. Look at including children/ children's activities at events to encourage participation
5. Review role of Family Support Worker & MCFD (duties to include above?) & support staff



GOAL: HW2 – Address Ongoing Effects of Intergenerational Trauma

Priority Objectives

1. Ensure health programs and services address this issue

Goal: Mbr3 – Continue to work towards self-reliance, independence, health, and healing

Priority Objectives

1. Encourage members to develop a personal plan and seek support in reaching it

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing



Public Works, Housing and Custodial:

All Public Works, Housing and Custodial Programs and Services' Objectives are designed to meet one or more of the three GOALS identified below:

Public Works (Fire Department and Capital Projects)

Goal: WM1 – [Maintain Effective Waste Management Strategies](#)

[Objectives](#)

1. Increase participation and education of members resulting in less garbage
2. Business reassessed for composting and campaign, including oil disposal



HOUSING

GOAL: Hou1 – Address our housing needs today and for the future

Objectives

1. Update the housing policy
2. All rent is paid; less damages
3. Maintenance plan and implemented
4. Draft housing plan, including needs assessment

Goal: Mbr2 – Cultivate a community culture of participation and engagement

Priority Objectives

1. Recognize and value community member's accomplishments
2. Building our cultural capacity within to take care of ceremony, recognition and valuing



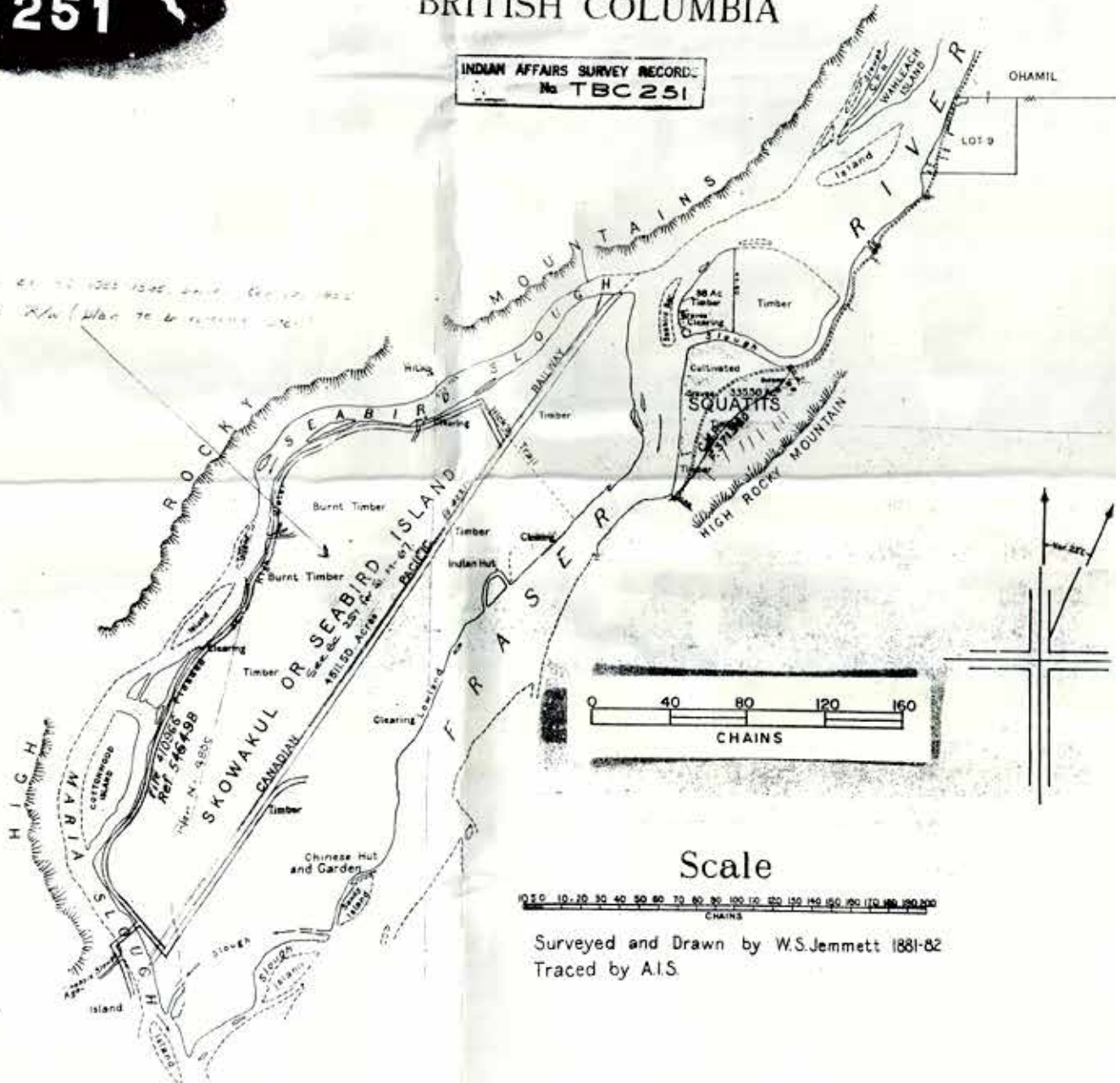
Seabird Island
1879

PLAN OF
SQUATITS INDIAN RESERVES
AND
SKOWAKUL ISLAND
YALE DISTRICT
BRITISH COLUMBIA

TBC 251

INDIAN AFFAIRS SURVEY RECORD
No TBC 251

Original Surveyed by W.S. Jemmett 1881-82
not Gas-Pipe Line (Plan to be running 1881-82)



Seabird Island
1881-82



Seabird Island

Strategic Plan:
Strategic Objectives by Function
Fiscal Year 2018 - 2019



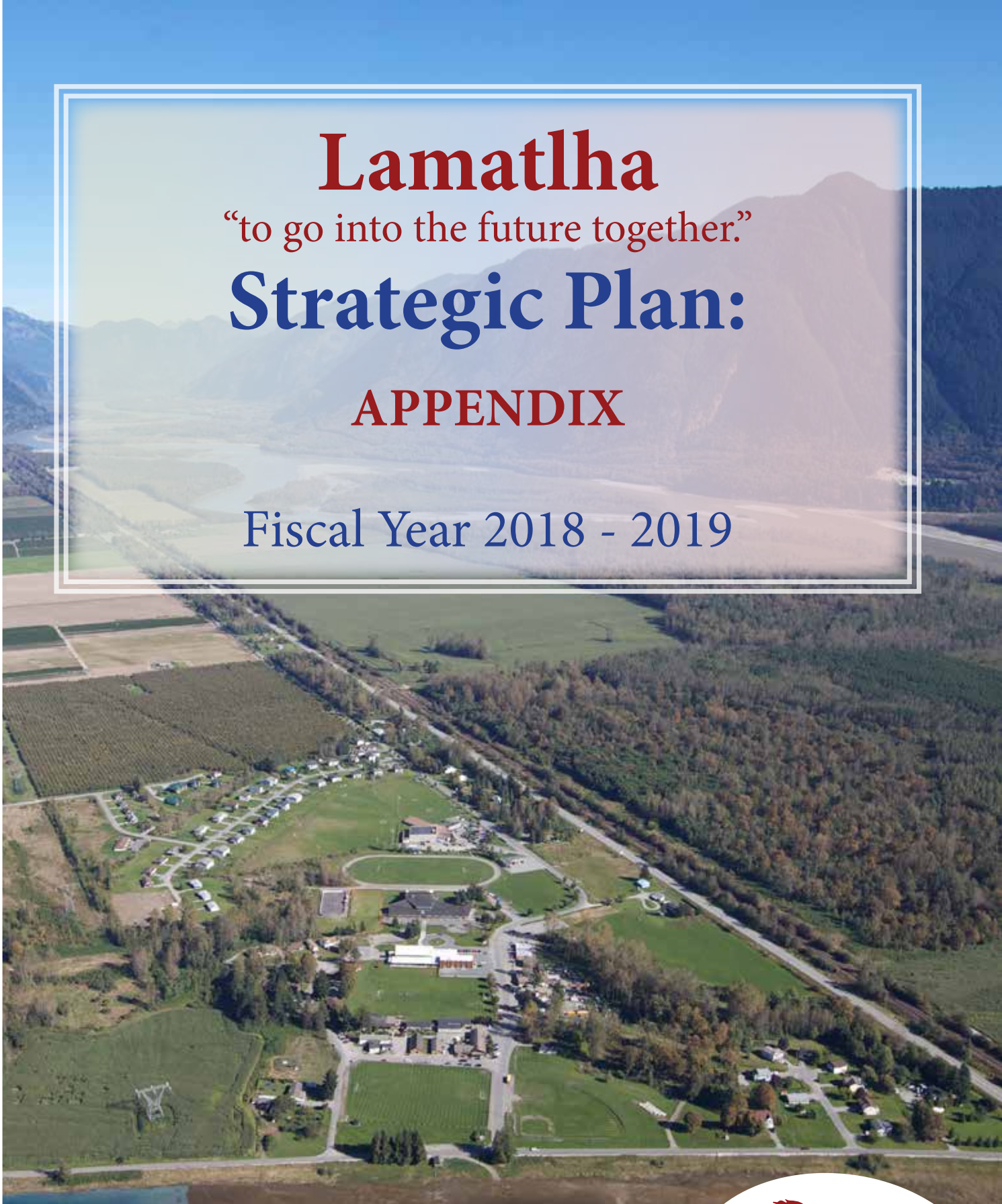
Lamatlha

“to go into the future together.”

Strategic Plan:

APPENDIX

Fiscal Year 2018 - 2019



Seabird Island





Suggested Strategic Objectives From Directors, Members and Previous Strat-Plans

The information contained in this appendix can be used by the different functions as part of their Strategic-Plan; keeping in mind the Objective Priorities Council has set out for this fiscal year 2018-2019.

COUNCIL

GOAL: Com1 – Ensure Clear, Accessible Communication

Objectives

- Improve Correspondence
- Develop a Council communication strategy – (With All)
- Create a systematic approach to addressing community issues
- Monthly Portfolio Reports

GOAL: Gov1 – Ensure Effective and Accountable Governance

Objectives

- Develop a drive system where the Council, CAO, and Directors can work together through joint access to information (IT Department)
- Develop more leadership training opportunities for council, directors, managers, and supervisors (Council to identify training needs)
- Review program accountability & mandates. (Portfolios)
- Request period review of all programs funded with band revenue for efficient use

Gov2 – Continue to work towards Self-Government

Objectives

- Develop a comprehensive work plan spanning all departments for new political movements, i.e., Fiscal funding structure
- Review political affiliations, regional on national issues
- Uphold our right to fish
- Maintain our rights to St Mary's, Coqualeetza and Xaytem

Community Input: Post-its and hand writing on Com1, Gov1, Gov2 printed page

- ▶ Hold office accountable to community goals
- ▶ Acknowledgment of the community “wants”
 - updates on these wants
 - when? where?
 - cost? The plan to achieve it
- ▶ Creating an on-line band meeting platform to allow on & off reserve
- ▶ We need a healthy Definition of Community that includes Council, Staff, Members
- ▶ We need a good fit for Governance Responsibility “Model”
 - Portfolio responsibility
 - Councillor responsibility
 - Chief responsibility
- ▶ We need to Define Self-Governance Seabird Authority over band & resources, Develop Agreements based on Seabird Authority
 - Taxation → Revenue Sharing

OFFICE OF THE CAO

GOAL: Ega1 – Actively Engage Membership

Objectives

- Create an engagement strategy with the community

GOAL: Com1 – Ensure Clear, Accessible Communication

Objectives

- Improve communications with staff and community
- Improve reporting communications with Council

GOAL: Gov1 – Ensure Effective and Accountable Governance

Objectives

- Provide guidance to Council on issues that are organizational as opposed to governance

GOAL: Gov2 – Continue to work towards Self-Government

Objectives

- Ensure that the organization's infrastructure is in place to support the transition to self-government.
- Start Constitution

GOAL: BA1 – Ensure Equitable and Fair Practices at the Band Level

Objectives

- Policies in place and in practice to manage perceptions of and ensure “fairness.”
- Enforce policies, Laws, Code, agreements etc.
- Create a Document Library – index by Function
- Strat Plan and Vision Statement Updated
- Analyze CSCP for next steps – what are the gaps in our overall plans
- Work with the Administration Department to Develop and Draft Program Indicator Stats /Key Results
- Create new policies as requested (vehicle)
- Review Current policies for consistency
- Improved Reporting
- Training (policy & procedure; Professional Development)
- Transition into new Organizational Structure
- Expand resource planning (Succession Planning)
- Maintain Compliance (Internal Policy & External regulations)
- Communication of HR Processes & Reporting on Recruiting Results
- Transition & implementation of Software (I-city E-Timesheets, HR Module)
- Work with all departments in their proposal writing
- Actively seek new funding sources

GOAL: BA2 – Ensure Effective and Accountable Administration

Objectives

- Ensure that the goals, priorities, and objectives of the Council are carried out by the management and staff.
- Develop a new tracking system for Council Directives
- Look for efficiencies in COA
 - Council information exchange.

GOAL: Cul1 – Work to protect and rebuild our culture &: Cul2 – Promote and celebrate our culture

Objectives

- Work with the Language and Culture Committee and Education Dept. to develop a Language and Culture Plan for the Community
- Support an Annual Seabird Island Family Barbeque
 - Organized by the Community members.
- Celebrate Seabird – TBD

Goal: Ecn1 – Build our economy

Objectives

Community Input: Diagram on Flip-chart; Post-its and hand writing on Com1, Gov1, Gov2, BA1, BA2, Cult1, ECN1 printed page



- ▶ Leave detailed messages for members
- ▶ CAO to report on objectives at quarterly. Explain what has been done. Ensure the office is working towards community goals.
- ▶ Hire more Band Members
 - provide them with feedback
 - statistics how many applied, interviewed, and were contacted

- ▶ Who to contact for community needs
- ▶ Complete & approve draft policies
- ▶ History, language, and cultural awareness facts or info to the community
- ▶ Sharing of changes or information on departments and/or projects
- ▶ More communication & cooperation between departments
- ▶ Networking
- ▶ Fair hiring for our own people
- ▶ Communication → Newsletter
- ▶ Active Cultural Committee
- ▶ [Re bullet point “Improve customer service” under Objectives for BA2] community service we are not customers

ADMINISTRATION

All Administration Programs and Services' Objectives are designed to meet the GOAL below:

GOAL: BA2 – Ensure effective and accountable Administration

Objectives

- Improved Reporting
 - quality control
 - Emergency recovery plan
 - Training on (policy & procedure, equipment usage)
 - Improved Security & controls over Access, Systems & Assets
 - Expand resource planning (Infrastructure)
 - Maintain Compliance (Internal Policy & External regulations)
- Internal Performance Analysis (KRI's systems & devices)
 - Improved HelpDesk Response & user understanding
 - Transition & implementation of Software (I-city E-Timesheets, Asset & Mgmt.)
 - Information Management
 - Improve communications (develop new strategies if needed)

Community Input: Post-its and hand writing for Administration BA2 printed page

- ▶ Policy/Procedure = 100% followed & F.A.L. fully implemented #1
- ▶ Communication plan
- ▶ FN priority in staffing
 - Member succession plan
 - Pride/ownership
- ▶ Capacity/training for staff & FAL
- ▶ [Seabird Fest back to the community
 - Review issues (Health)
 - Move to Culture?
 - Review history]
- ▶ Management to deal w/ issues
- ▶ Follow up to requests / timely responses
- ▶ Possibility of advancement in POS.
- ▶ Policies are written like Cdn laws
Legal | laymen
- ▶ Staff need portal for concerns/ reports
- ▶ All policies on the website
- ▶ Revamp health #2
 - Separate SD/ECE/Employment
- ▶ Health Committee (not staff)
- ▶ Hiring Practices our own people are not being hired
 - screening process
 - cannot change/bend policy
- ▶ Educate other departments on policies
- ▶ Proper planning, objectives, work plans, budgets
- ▶ Service Level Agreements with other departments
- ▶ Study/Report of efficiency & redundancy

EDUCATION

All Education Programs and Services' Objectives are designed to meet the GOAL identified below:

GOAL: ED1 – Support Educational Excellence

Objectives

- Build on reading, math and writing for elementary school. Raise literary levels in keeping with assessment practices.
- Positive and Unique Indigenous Learning Environment.
- Ensure high levels of school completion at the high school level – by having 100% of all grade 12s graduate with a Dogwood.
- Celebrating our success, marketing, enhanced programs & services
- Enhance Language and Culture – Resource Development for Halq'emeylem curriculum, K-12. Developing an interdepartmental working relationship to achieve
- Establish a Parent Advisory Council before the end of school year.
- Integrate “Life Skills” training into the current school curriculum.
- Update data collection and analysis for improved program and course planning.
- Complete the second floor of high school before the start of next school year.
- Ensure that we retain and support existing staff through maximum parity with the public school system within budget.
- Increase the number of First Nations teachers.
- LEAs
 - Ensure strong LEA monitoring which will result in high student achievement.
- Improve student outcomes for Seabird children attending SD78 and 33 through enhanced home-school supports.
- Enhance communication with the public about educational successes and program information.
- Review Post-Secondary Policy
- Develop a mid-year reward for students, include it in the revised policy
- Encourage Post-Secondary graduates to come and share their experience with our community school.
- Highlight monthly post-secondary successes

Community Input: Post-its and hand writing for and Hand written Flip-chart Page, Post-its on Printed ED1 Page

- ▶ Educate children on who we are (our curriculum)
- ▶ Stó:lō curriculum in Public schools in territory
- ▶ Share availability of resources
- ▶ Communication plan
- ▶ Career counselling
- ▶ Post-Sec/trades options
- ▶ FN Governance What it is, how it works → for “us”
- ▶ Access technology!!
- ▶ Explore capacity for tech in school/community
- ▶ “Gates” – Pacific...foundation
- ▶ Fraser Valley library; Steven Point library
- ▶ Physical education expansion
- ▶ Students receive financial planning
- ▶ Financial plan → Life skills
- ▶ Feed college students free but not HS/Elem?
- ▶ Home-school coord → Out in homes
- ▶ Truancy standards
 - community
 - rewards @ end
- ▶ Financial plan for post-sec/trades (future)
- ▶ Monthly meeting → each dept. strategy
- ▶ Newsletter to each home!!
 - use website
- ▶ Capacity analysis for staff (& no favoritism)
- ▶ Walk the talk (culture meets tech) #1
- ▶ Members only FB page
- ▶ Review college; success, programs
- ▶ Streams for education (like States)
- ▶ Increase grad rates
- ▶ Communication of education options
- ▶ Seabird/Stó:lō specific history
- ▶ Governance hierarchy & structure
- ▶ Increase ethics, responsibility & drive for education
- ▶ Culture & language is key in our school
- ▶ Train our people for jobs here
- ▶ Encourage further education off reserve

LANDS & GOVERNMENT AFFAIRS

All Lands & Government Affairs Programs and Services' Objectives are designed to meet the GOAL identified below:

Lands

GOAL: Gov1 – Ensure Effective and Accountable Governance

Objectives

- Lands and Government Affairs Invoicing system for capturing resourcing and staff team on referrals (on-going and in development)
- Complete – Zoning Law
- LAC member training on land and law principles
- Seabird Island Band Boundary Signage
- Open-fire Ban/Prohibition Law
- Environmental Law
- Lands Department to focus solely on registration within the Indian Lands Registry System (ILRS) for the remainder of fiscal.
- Lands Permit/Authorization development along with a checklist/policies for inter administrative management purposes, (i.e., Social and Health collaboration with Lands and Public Works, etc.)
- Review revenue potential for producing marijuana

Community Feedback: Flip-chart Page titles Lands/Gov't Affairs

- ▶ GIS for Land info and referrals within our trad territory
- ▶ Statement of Claims?
- ▶ Explain Newsletter info from Mark
- ▶ Territory Map?
- ▶ Council attending all rights/titles/ etc. sessions or id champion
- ▶ Identify what r/t is to Seabird [line drawn back to Statement of Claims?]
- ▶ Communication plan
 - Id members w/ expertise to do
- ▶ Comm. To members
 - Laymen's terms – website
- ▶ Referral system & training
- ▶ Nation re-building
- ▶ Tait group → FISHING
- ▶ Allotments/CP's DONE start w/ easy
- ▶ Define traditional holdings
 - Review history
 - Id starting point
- ▶ Members

 - tours on territory? Permission?
- ▶ Council section in the newsletter
- ▶ IT -uploading

GOVERNMENT AFFAIRS

GOAL: RT1 – Protect and Promote our Aboriginal Rights and Title

Objectives

- To support the staffing of Referrals Clerk for Aboriginal Rights and Title Programs
- AR&T Supervisor in place by Dec 2017/Jan 2018. If possible, the program's Portfolios provide some form of work relief in between new hire process.
- Continue further strategic discussions on with the C2C Forum, Fraser Basin Council, INAC and consultants to support the development of actual flood Prevention Facilities on SIB Reserve Lands.

GOAL: Gov2 – Continue to work towards Self-Government

Objectives

Recommend continuing to work with current Lands and Government Affairs consultants (for Strength of Claim Analysis/ Reporting and for strategic negotiations with industry and Prov./Fed government) pending funding availability
– Will tie in with new AR&T Supervisor hire.

Community Feedback: Flip-chart Page beginning with Fishing

Fishing

- ▶ Biologist *priority
- ▶ Fishing plan
- ▶ Committee
- ▶ Council @ mtgs – reporting back
- ▶ P&ID \$
- ▶ Reporting system
 - i.e., tribunal, Qwiqwelstom
 - Talk to other FRN do it
- ▶ Interdepartmental cohesiveness
- ▶ Lands/R/T
- ▶ Concern: residential home for a group home? LUP –variance, report
- ▶ Report re: lands as per land code
- ▶ Permitting
- ▶ Variances
- ▶ (Email list)
- ▶ Capacity/training for lands staff
- ▶ Face-book page
- ▶ Amend land code
- ▶ Dept revamp/create own lands?

COMMUNICATIONS

GOAL: Com1 – Ensure clear, accessible communication

Objectives

- Seabird Communications Policy
- Seabird Identity / Branding Policy
- Seabird Annual Communications Plan
- Maintain Photography, Photo Design, Photo Production & Photo Archive

BAND MEMBERSHIP

GOAL: Ega1 – Actively Engage Membership. Objectives

- Work of collaborating with the Health and Social Department in order to create a single system for tracking Band Membership Data – AIS in progress



HEALTH & SOCIAL DEVELOPMENT

All Health Programs and Services' Objectives are designed to meet one or more of the three GOALS identified below:

GOAL: FYE1 – Support All of Our Members Including Children, Youth, Families, and Elders

Objectives

- Rekindle the health committee.
- Renew accreditation, and expand, to include Home and Community Care.
- Provide an annual health promotion conference for all our communities.
- Launch a communications strategy that utilizes the digital screens internally and other communities. Regularly – keep information flowing, fresh and informative.

GOAL: HW1 – Enhance the Physical, Mental, and Spiritual Health and Healing Of Our Members

Objectives


GOAL: HW2 – Address Ongoing Effects of Intergenerational Trauma

Objectives

- Implement programming to reduce violence against women.

Community Input: Post-it notes

- ▶ Community Pride
- ▶ Front-line support & debrief
- ▶ Startup Garden
- ▶ Indicator Matrix (Health)
- ▶ Financial Planning Responsibility
- ▶ Resources we have in community & members
- ▶ Dressed weather appropriate kids
- ▶ Text size on the digital sign
- ▶ Youth financial planning
- ▶ Social Development Client Responsibility Connecting departments
- ▶ Evening canning for Food-bank
- ▶ Integrate $\frac{3}{4}$ program with ECE, not just education
- ▶ Reduce reliance on band office
- ▶ 58 Passed Road tests!
- ▶ College dorm residence
- ▶ Honouring Outstanding & Active members, i.e., funerals, graves, deet
- ▶ *Council door to door
- ▶ Financial responsibility management bills credit
- ▶ Mentorship w/in community
- ▶ Events for the community just because
- ▶ Healing
- ▶ Connecting wellness & employment (departments)
- ▶ Strat planning process @ school involve all band member youth
- ▶ Nutrition kids healthy lunch
*not packaged snacks
- ▶ Staff leave a voice message
- ▶ Target youth *youth group

- 
- ▶ Dialogue w/ community in community strategy
 - ▶ Weekend Call Out Health/Housing
 - ▶ Water tank turn on weekends⁷⁷
 - ▶ Family Values (in case conferencing Child & Family, Elders care, etc.)
 - ▶ ¾'s back to health programming
 - ▶ Policy Align w/ Changes etc.
 - ▶ Intergenerational Impacts of trauma
 - ▶ Cultural space/centre large
 - ▶ Sense of Community
 - ▶ Life skills development
 - ▶ Connect Cultural & Spiritual Identity directly to Health/Wellness
 - ▶ Bring Canoe Back
 - ▶ Wellness space *All under 1 roof
 - ▶ Information to youth
*Departments/business
 - ▶ Bring Programming to youth (youth bldg)
 - ▶ Resources (reduce wait time for Apt's.)
 - ▶ Maintaining strong families
 - ▶ Base programs on traditional teachings
 - ▶ Planting trees to help Seabird
 - ▶ Pharmacare * policy will it meet our needs
 - ▶ Healing residential school
 - ▶ More elders involvement (celebrations)
 - ▶ Who to contact for Prgms
 - ▶ Assessment Strategy & Success indicators
 - ▶ What is Healthy from all groups
 - ▶ Intergenerational impacts on parenting

Community Input: Flip-chart pages

- ▶ How will the new Health Regime fit to what we have
- ▶ How do we know we are effective
- ▶ Health Indicator Matrix by members specific to Seabird
 - Family, Gender
 - Mental health
- ▶ Weekend Callout
 - – for emergencies
 - – in Mainte
 - – or Whatever
- ▶ Staff dialogue in family
 - Family Runner
- ▶ Continuous On
 - – Going to build trust
- ▶ Rebuild Community Spirit
 - Events just to come together
- ▶ Target youth for Planning
- ▶ Highlight Successes
 - Celebrate achievements
- ▶ Use Youth group to give information about diff topics, i.e., Band Bus
 - – Addictions
 - – diff topics
- ▶ Bring Seabird Canoe back
- ▶ What is our Identity
 - Language
 - Cultural Activity – all
 - Reliance on family
 - Cu
- ▶ -3/4 reintegrate w/ ECE
 - – building, ECE prgm

Community Input: Flip-chart page labeled “Culture, Health & Wellness”

- ▶ We need strong Leadership
 - – Family Reps
 - Exercise our Cultural Authority w MCFD Health Ed etc.
- ▶ Cultural Leadership to address
 - Community teaching, Singing, Drumming, Dance, Puberty
- ▶ We need a Cultural Centre Constructed
- ▶ Better Use of Existing Facilities
- ▶ Authority over Cultural Intellectual Property
- ▶ Authority over Cultural Sites
- ▶ Teaching Funeral Protocols

HEALTH SERVICES

Better at Home

Objectives

- Increase awareness of the program
- Increase the number of community and family members contributing to this program.

Dental Clinic

Objectives

- Target dental first visits for babies – first tooth, first dental visit
- Increase the number of school children attending the dental clinic.
- Increase capacity with a pediatric dental chair

Doctor's Clinic and Medical Centre

Objectives

- Increase the number of preventative visits including – pap tests and physicals.

Home and Community Care

Objectives

- Increase the involvement of family members in client care
- Have all HCC staff develop self-care plans that mitigate burnout

Maternal Child Health

Objectives

- Recruit a second midwife
- Engage the community in plans for a birthing center
- Gather and record statistics on the number of births, C-sections, hospital births, deaths

Mobile Diabetes Program

Objectives

- Expand services, to include foot care and the services of a nutritionist

Child and Family Services

Objectives

- Build a 'family home' to strengthen and support families at risk
- Increase programming to develop parenting skills

COMMUNITY SERVICES

Elder's Group

Objectives

- Develop a services plan for Elders that includes financial, emotional, spiritual and physical security
- Create an accessible calendar that posts activities

Events

Objectives

- Increase community participation in Seabird Festival and other community events
- Create a communication planning, feedback, and implementation loop, in event planning, management, and event execution

Recreation

Objectives

- Create programs for all walks of life – disabilities, limited ability, diabetes, etc.
- Increase community participation and volunteerism

Youth Programming

Objectives

- Improve competencies and pride in school attendance, punctuality, homework completion rate
- Develop life bridging skills: employment readiness, financial management, education planning
- Develop a comprehensive school health program

EARLY CHILDHOOD

Pre-school

Objectives

- Develop a system to measure reading readiness
- Develop a system to measure kindergarten readiness
- Integrate full 4's program

Daycare

Objectives

- Increase Cultural programming for all children.
- Increase Halq'emeylem language use for all staff.
- Complete the rubberized surface area in the daycare

Supported Childcare/AIDP/Bear Bus/Speech & Language

Objectives

- Complete the Speech-language program at Seabird College
- Hire further staff to meet the demands of all programs.
- Increase Parent participation in Programs and Services.

Mental Health & Addiction

A:yelexw Centre for Hope and Healing

Objectives

- Build new Recovery Homes

Healing

Objectives

- Secure funds and build wellness center/office space for mental health services
- Develop a case management strategy for community members dealing with homelessness
- Create a child/youth strategy for mental health and healing
- Increase community knowledge and capacity in preventing suicide

Employment & Social Development

Employment Centre

Objectives

- Conduct an education and employment survey of community members
- 35 19-24-year-old PESP participants obtain employment and are off income assistance
- 41 19-24-year-old PESP participants complete post-high-school training

Driver's Education

Objectives

- 30 19-24-year-olds get their 'L' license
- 17 current 'L's get their 'N's

COLLEGE

Objectives

- Develop a 'college readiness program.'
- Secure multi-year core funding
- Provide programs that increase labour force capacity in healthcare jobs
- Develop curriculum and licensing for early child educator, healthcare assistant, and certified dental assistant
- Offer at least 3 programs in partner communities

PUBLIC WORKS, HOUSING & CUSTODIAL

PUBLIC WORKS (Fire Department and Capital Projects)

**GOAL: BA2 – Ensure Effective and
Accountable Administration**

Objectives

- Provide the Fire Department with fully manned with updated operational guidelines.
- Continue the objective of adequate office space providing existing future program and organizational needs.
- Inventory all the buildings and maintenance/repairs needed as well as costs. Prioritize the needs and schedule accordingly.
- Assess management for sustainable and financially viable village maintenance program including long-term capital planning.
- What are the advantages of moving PW Plan
– (Office space/building)
- Establish an efficient and effective Inventory control of all vehicle and equipment owned as well the equipment that we need to replace or new purchase needs.
- Sell off all surplus buses and unused equipment. (Such as the outdoor basketball hoops)

- Evaluate and compile a list of costs to replace small stolen tools as well as supplies from the shops and work-sites each year. Monthly inventories may be needed here.
- Evaluate the Fire Dept. and contract with District of Kent

**Goal: SP1 – Promote Sustainable Land Use
and Capital Planning**

Objectives

- Resolve traditional holdings, estates, CP/Allotments, matrimonial issues
- Housing needs assessment (comprehensive) completed (also to identify aging homes and their replacement)
- Define traditional holdings
- Continue with funding application to ANTICO for phase 2 internet installation
- Look at external impacts to our resources (things entering water externally that may impact our water)

**Goal: WM1 – Maintain Effective Waste
Management Strategies**

Objectives

- Re-establish the recycling program, composting and improve the maintenance of PW yard, public areas.

HOUSING

GOAL: Hou1 – Address our housing needs today and for the future

Objectives

- Continue in improving the viability of appropriate, affordable, accessible and sustainable housing
- Continue building capacity and improve the effectiveness of the housing system
- Continue in protecting and extending the life of existing homes
- Continue the support of individual pride and responsibility through the increased involvement and home ownership, as well as private market investments including long-term tenants Communication Plan.
- Utilized Housing strategy plan. (Outline Land Code)
- Create maintenance plans for all houses.
- Provide educational house maintenance for members.
- Consistent Inspections and Assessments.
- Ensure homeownership are with lands department.
- Continue in improving the viability of appropriate, affordable, accessible and sustainable housing
- Share results w/community of survey housing strategy/plan – AANDC stream funding/expenditure over the next 3 years and beyond.
- Members pay for own homes.

Community Input: Housing/ Public Works on Flip-chart Page

- ▶ Update Housing policy
- ▶ Rent paid 100% > accounting
- ▶ Share maintenance costs/work done in their rental
- ▶ Offer different types of housing
 - Phased (Grow w/ family)
 - Alternative hsg
 - Tiny/small houses
- ▶ Maintenance workshops & training –responsibility lists/binder
- ▶ Maintenance management plan/fees
 - With policy/procedures
- ▶ Communication plan w/ policy/ procedure
- ▶ Allotments/CP
- ▶ Training for staff & members on terminology
- ▶ [Someone underlined the phrase “less damages” on bullet point 2 on the printed page for PUBLIC WORKS, HOUSING & CUSTODIAL

CUSTODIAL

- DEPT [goals BA2, SP1, WM1, Hou1]

Objectives

- Identify efficiencies.

Community Input: Public Works / Custodial on Flip-chart Pages & One Post-it

- ▶ Communication plan
- ▶ Define what is in Dept & authority lines clear
- ▶ Community input into the plan
- ▶ Use strat plan to id projects
- ▶ Land code process followed
- ▶ Fire Dept. → fight fires! → training → \$
- ▶ Ecostation up & running – business!
- ▶ Waste management strategy
- ▶ Who sits in our infrastructure planning? → We need input from staff & community
- ▶ Cross-cultural training more than 3 hrs
- ▶ Admin – develop the capacity of members & staff
- ▶ Wired internet has TV capabilities – explore
- ▶ Internet for all reserve

SEABIRD ISLAND MEMBERS

GOAL: Mbr2 – Cultivate a community culture of participation and engagement

Objectives

- Attend more Council meetings
- Volunteer
- Help your neighbour
- Be a good neighbour

GOAL: Mbr3 – Continue to work towards self-reliance, independence, health, and healing.

Objectives

- Start self-healing journey
- Upgrade education
- Find employment
- Exercise more



Seabird Island

Strategic Plan:

APPENDIX

Fiscal Year 2018 - 2019

