



Lamatlha

“to go into the future together.”

Comprehensive Sustainability Community Plan

Seabird Island

April 2016





Lamatlha (lam-a-tlh-a)
to go into the future together.

Acknowledgements

It took eight years, but we finally have our community plan. Thank you to the community for their invaluable insight, ideas, and input throughout the planning process. Over the years, the community, elected leadership, and Band administration worked together to create this vision for Seabird Island. From children to Elders, there is a place for everyone in this vision; we thank you for your participation and support.

Thank you to Chief & Council, and CAO Chuck McNeil for your dedication and commitment to see this plan through. Special thanks to the Planning Steering Committee Members; Councillor Marcie Peters, Councillor Jason Campbell, Councillor Maggie Pettis, and Councillor Arlene Andrew. Gary Lister was instrumental in coordinating and implementing the groundwork necessary to see the plan to completion.

The Communications team was instrumental in supporting community engagement and information-sharing. Thank you to Sandra Bobb, Phaine Wegener, and Dale Cory for your work.

Compiling the past decade of community plans into one CSCP would not have been possible without the generous funding provided from New Relationship Trust.

Finally, Flint Planning provided planning and writing support for the project.



Executive Summary

The CSCP is a plan for the community, by the community.

Modern planning is ongoing at Seabird island. Formal planning for the Seabird Island Comprehensive Sustainable Community Plan (CSCP) began in 2008, and has continued until 2014. In the meantime, many other plans were developed and implemented throughout the community. With many external pressures and challenges facing Seabird Island and its Members, Chief & Council noted the strong need for a comprehensive, holistic, future-oriented plan to guide the community towards its shared vision. This plan is just that; a living, adaptable document that combines the 4 CSCP planning phases, and 10 additional community plans.

A Planning Steering Committee guided the planning process based on the principles to be accessible, inclusive, transparent, community-driven, and participatory; and to ensure that the final CSCP is comprehensive, sustainable, practical, implementable, and monitored.

Over the past 8 years, community input and feedback was collected and recorded; interwoven into the various plans created for Seabird Island. All of those voices were brought together to create the CSCP.

The CSCP provides a framework for decision-making and actions moving forward. The key framework sections are:

Vision: A shared vision for the future of Seabird Island.

Planning Areas: Core areas of focus for Membership, administration, and governance actions.

The Planning Areas for Seabird Island are:

Membership

Leadership

Environment

Community Development

Culture, Healing, Health, & Wellness

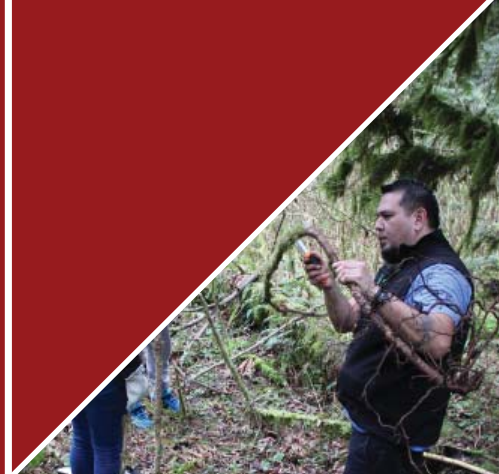
Goals: Statements supporting what the community wants to achieve. The CSCP features 23 community goals that summarize the key priorities for community action.

Moving forward, under each Goal will be Council-directed objectives, and administration-directed actions and activities that will all participate in reaching the community goals.

The CSCP is a living document meant to shift and adapt to the changing needs of Seabird Island. Annual updates, and quarterly reports back to the community with opportunities for feedback will ensure that the plan remains relevant, and effective in assisting Seabird Island towards a restored, healthy, and vibrant future.

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1.0 Introduction

“**Heal together, plan together. Healing is key**”

*- Acknowledging the Past, Celebrating the Present, Envisioning the Future:
Preparing for the Seabird Island Comprehensive Community Plan, 2009*



Seabird Island 1971



1.0 Introduction

From our beginning, Seabird Island's Chiefs and Councils, our organization, and our Members have been on a thoughtful journey towards self-determination and self-sufficiency. Planning processes have taken place in many shapes and forms, but always with a separate focus. This Comprehensive Sustainable Community Plan (CSCP) is a compilation of these works. It takes into account the efforts of all those who came before us, and all of those who have shared their energy and voice in the process. It guides us on the path forward that we, as a community, envision for Seabird Island.

The Seabird Island CSCP outlines what is important to our Members and gives us direction on how we can move forward as a community. All of our plans and actions are strongly rooted in our teachings, our traditions, and our culture; providing the necessary direction towards achieving our community vision. The CSCP is also a framework for finding solutions, and initiating action in the face of the challenges and opportunities that arise with community growth, development, and change; not only for our organization, but for each Member, our family, for each Member, our family, and our community" to "for each Member, our families, and our community. The CSCP identifies the need to incorporate the social, political, economic, and environmental goals into the decision-making processes so that our community can enjoy high standards of living, cultural traditions, social harmony, political stability, and a sustainable environment that will be maintained for generations to come.

Our CSCP brings together years of community planning to present a holistic, clear, and unified vision for Seabird Island's future. This plan summarizes the extensive community planning efforts beginning in 2008, shaped by community feedback and confirmation. With goals that reflect community input, the plan is a living document to be updated and revised; representing the community voice while remaining flexible for adaptations in a rapidly changing world.





Seabird Cattle Farm 1973

2.0 Developing the Comprehensive Sustainable Community Plan

“Make this a place where everyone can practice our cultures, both languages and traditional teachings. If we don't have something to learn about our people, we will forget everything. To revitalize culture and language is another important action because it is our identity that creates the framework of all our other work in the community, family and environment.”

Seabird Island Band Sustainable Community Plan Phase 4



1973

“**More capacity building for the future:
what skills are need for 2030?”**

- *Acknowledging the Past, Celebrating the Present, Envisioning the Future: Preparing for the Seabird Island Comprehensive Community Plan, 2009*

2.1 What is Planning?

As Aboriginal peoples, we are deeply connected to our natural environment and the balance between give and take is widely understood and respected. Our ancestors let the health of the people and the land guide decisions and this way of thinking should continue to inform our decision-making process as we create a plan for Seabird Island.

Planning gives us a course of action to apply our community's vision to the land, and to our Members. While Seabird Island is a strong community with many incredible Members and past successes, we have never stopped advocating and working towards positive change and betterment for our community. There are many things about Seabird Island and its people that we want to restore and protect for our future generations; there are also opportunities for change and growth looking forward. Community planning allows us to think strategically about our future, and ensure that we use our resources wisely, effectively, and efficiently. Planning helps the community to build capacity, promote active engagement of its Members, and foster a shared vision for where Members want to go. Creating a comprehensive CSCP is the first step to addressing the diverse issues that have been raised by leadership and Members alike.

There are a number of areas where planning is necessary and beneficial. Coordinating future development, generating a framework for economic opportunities, improving the performance of our Band administration and enhancing our governance capacity; planning allows the community and leadership to step back and consider their future holistically. Our culture is embedded in every plan we make, as we try to balance our development and growth with the health of our natural environment.

At Seabird Island, we are planning to build a healthy, restored, and complete community for our Members. By thinking strategically about the future, we can mindfully craft a vision for our community that includes a healthy, strong, proud, and vibrant Membership.



The components of the CSCP are represented in the following figure. The illustration was first presented in Phase 4 of the community planning process.

The canoe is floating down the river of life from the past into to the future. In the canoe are a seat and a paddle for every community member. The paddles represent the tools needed to make the plan work, and it is important that all the paddles are moving in the same direction, or the community will not get anywhere. The first step in the journey is to ask, "Where have we been?" to acknowledge the history of how we got to where we are. The answer to that question helps inform the second step, which is to ask "Where are we now?" in order to see the current strengths and challenges faced by the community. To form a vision for the future the community then has to ask "Where do we want to go?" When we understand where the community wants to go, the next step is to ask "How do we get there?" in order to lay out a plan. The last and most crucial step is to ask "Have we arrived?" to help monitor and evaluate the results on a regular basis. As the journey is successful, the community can adjust the course accordingly.

Figure 1. Canoe Analogy



11 Man Stó:lō War Canoe - Pulling Together



2.2 Our Planning Process

We have been successfully planning our community since time immemorial. The Stó:lō and Nlaka'pamux stories and cultural protocols speak of how our ancestors were told to live in the world since the beginning. 1959 was a key date in our planning history as we became an independent Band. Though Seabird Island developed several Physical Development Plans, or PDPs, in the late 1990s and early 2000s, there is a lack of clarity in regards to when exactly the modern era of formal community planning began.

There have been extensive planning efforts in the community in the twentieth century. The early PDPs focused on the development of housing and infrastructure. These plans started to lay out how land uses and development would occur over time, but they were not comprehensive community plans. In 2002, Seabird Island leadership held the first annual Strategic Planning meeting. Strategic Planning meetings provide an opportunity for Band Departments to gather Membership input for their work-plans.

After the PDPs came the Vision 2020 Plan which looked at community planning from a broader perspective, and moved beyond just physical planning for the community. The Vision 2020 looked at major planning themes such as; Children & Youth, Natural Resources, Governance – Political Stability & Accountability, Healthy Lifestyles, Education, Organization Capacity, Growth & Innovation, and the Self-Reliance & Independence of both our Band and our Members. These new planning themes would be reflected in future plans. Since 2008, we have implemented planning efforts to create a CSCP, in addition to creating plans that respond to the specific needs of particular sectors or departments.

Consultants brought together all of the previous plans, documents, and community engagement summaries available to create this summary CSCP plan. It includes specific aspects from some of the plans, along with goals and objectives that to reflect all of Seabird Island's general community planning work. The supporting plans individually contain important details related to their topics that are not reflected in this plan.



CSCP Planning Phases

The official CSCP planning process began in 2008 with the community's bid to be included under the First Nations Land Management Act. This is an agreement that effectively removed Seabird Island from the land management sections of the Indian Act upon community ratification of their Land Code, increasing community authority in managing and control of their lands. With this newfound responsibility over the development of lands, we embarked on the creation of a holistic plan that would unify and define the community's vision for the future.

There have been 4 phases of the CSCP (first called a Comprehensive Community Plan (CCP), followed by the title Sustainable Community Plan (SCP), before the title consolidation to CSCP). Each phase had different lead consultants and a variety of community engagement methods resulting in over 300 pages of reporting. The following is a summary of the CSCP planning phases:

1. Acknowledging the Past, Celebrating the Present, Envisioning the Future: Preparing for the Seabird Island Comprehensive Community Plan, 2009

Phase 1: Beginning in December of 2008, the report focuses on issue analysis and CCP process preparation. Entitled *Acknowledging the Past, Celebrating the Present, Envisioning the Future: Preparing for the Seabird Island Comprehensive Community Plan*, the report provides a demographic profile of Seabird Island and comprehensively identifies key planning issues for Seabird Island including: Environmentally Sensitive Areas, Agricultural Land Protection & Food Security, Community Economic Development, Affordable Housing, Transportation, Waste, Youth Engagement, and Heritage & Culture.

2. Seabird Island Comprehensive Community Plan Phase 2 Report, 2011

Phase 2: Building on the work completed in Phase 1, the 2011 Seabird Island Comprehensive Community Plan Phase 2 Report features progress updates on the CCP work since Phase 1, including community visioning and consultation, core area planning, an updated demographic profile, and a mapping needs assessment.

3. Seabird Island Sustainable Community Plan Community Values, 2012

Phase 3: In January of 2012 Seabird Island finalized Phase 3 of the CCP process. The report accompanying this third phase of planning entitled *Seabird Island Sustainable Community Plan: Community Values* comes equipped with a CCP process renaming (now referred to as Sustainable Community Plan instead of CCP). Divided into different values sections, the report draws upon values articulated by the Seabird Island community and action areas for achieving various goals. Common themes in the community are given weight and used to inform any strategic Goals outlined.

4. Seabird Island Band Phase 4 Sustainable Community Plan Report, 2014

Phase 4: In 2013 Seabird Island hosted its first set of Indigenous Community Planning (ICP) practicum students from the University of British Columbia's School of Community & Regional Planning (SCARP). Completing Phase 4 of the Sustainable Community Plan the phase consisted of: (1) review of past planning results; (2) validation and updating of past planning efforts; (3) coding of the new consultation results; and (4) prioritization of the new actions.



Additional Plans

In addition to the numerous phases of CSCP development, there are a number of additional plans incorporated into the CSCP. These plans provide direction to various areas of development, services, and strategic planning on-reserve. Each of these plans provides varying levels of detail related to goals, objectives, and related activities, but are key pieces in our planning history.

- **Early Physical Development Plans**
- **2020 Vision Plan**
- **Seabird Island Community Energy and Emissions Strategy, 2009**
- **Managing our Waste: A Strategy for Soil Waste Management on Seabird Island, 2011**
- **Risk Management Plan (Draft Version 1), 2012**
- **Seabird Island Communications Plan, 2013 (DRAFT)**
- **Sqéwqel Development Corporation 5 Year Strategic Plan, 2014**
- **A Turn in the River: Planning for Housing at Seabird Island, 2015**
- **Connecting Voices: Seabird Island Communications Plan – Phase 1, 2015**
- **Seabird Island Land Use Plan 2015-2030, 2015**

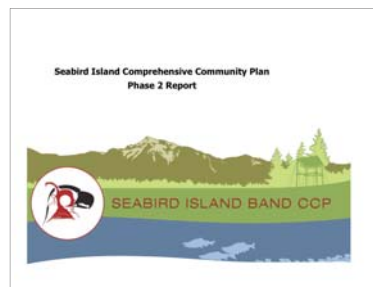
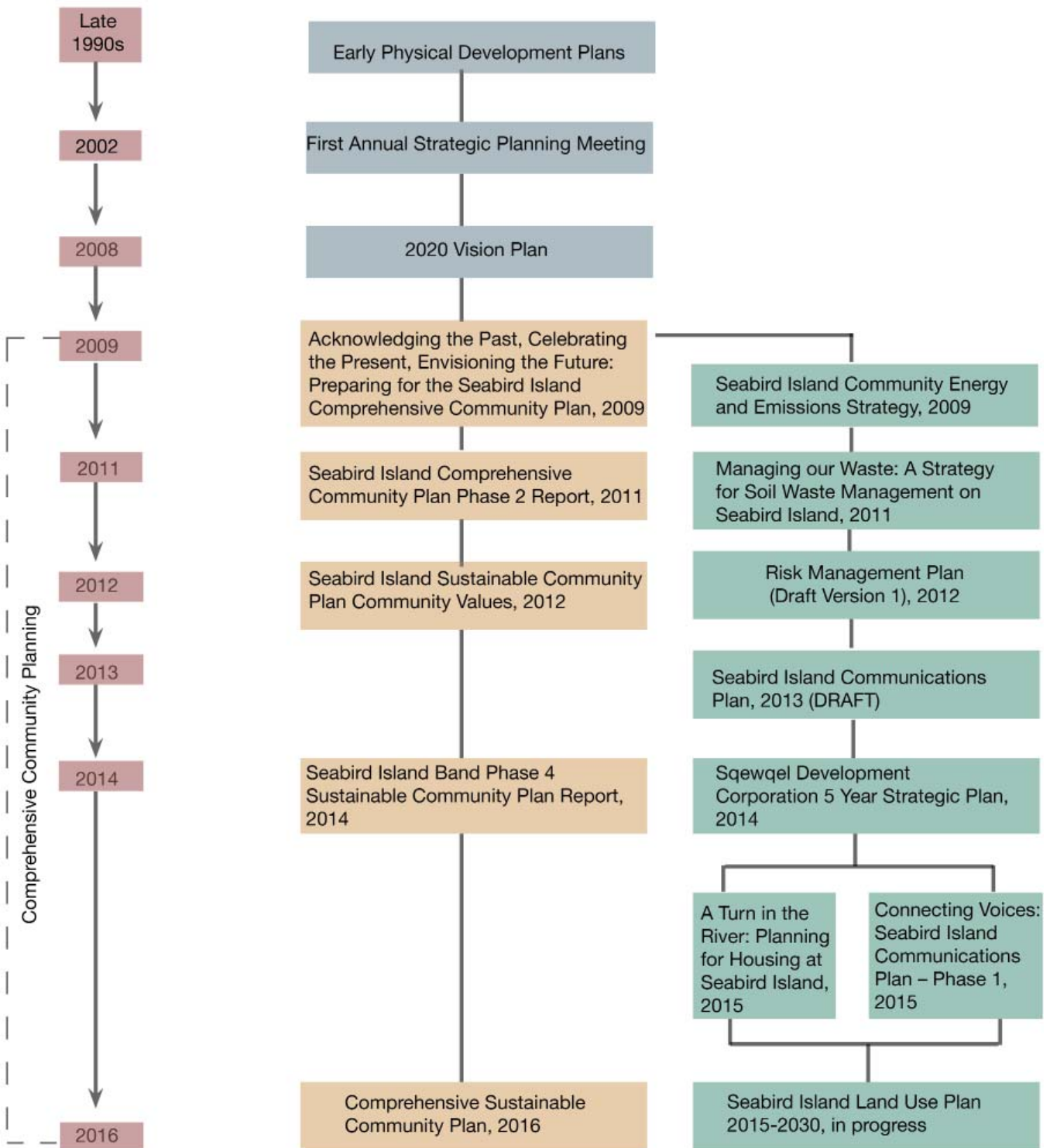


Figure 2. Planning Phases Diagram





Construction 2013



2.3 Our Planning Approach

The CSCP contains the results of all Seabird Island planning efforts since 2008. The compilation of previous plans into the CSCP was done using an asset-based approach, or in other words, a methodology that focuses on a community's strengths and opportunities. This framework, highlighting potential opportunities and existing community assets allows us to remain focused on what we want to see for ourselves, and the Seabird Island community, in the future.

Though there have been many different leaders, staff, consultants, and community members involved in these planning efforts throughout the years, there are many shared values which have both guided the planning process and are reflected in the outcomes of each planning iteration. These values are represented in the following nine planning principles:

Accessible: Though planning is often a technical process, the results and documents need to be easily accessible to Members; both in legibility, and logistically. It is essential that all Members are able to access and understand the CSCP, and all related documents.

Inclusive: Aiming first to reduce barriers that hinder community members from participating in the planning process more broadly, there were also many efforts to include the voices of a wide variety of demographics (including but not limited to: Youth, Elders, women, single parents, families, children, men, Band Staff, off-reserve Members, Councillors, etc.) to ensure equitable representation of community voices.

Transparent: As much as possible the community was updated about planning efforts in the community. Much of the original content from community workshops is included in the appendices of the reports to ensure that Members can make the link between the community voice and the resulting plan.

Community-driven and participatory: In recent years, those involved in planning efforts made an extra effort to ensure that the planning process reflected the needs and wishes of the community by ensuring that Members had an opportunity to remain involved in active decision-making, determining the goals and suggesting possible solutions and actions. The engagement strategies included asking Members how they wanted to be involved, going to community, encouraging cross-learning and sharing, and acknowledging that community members are the experts in knowing their community.

Comprehensive: The process compiling the CSCP was comprehensive in order to ensure all planning efforts were fairly represented. Previous planning efforts covered all aspects of Seabird Island community and environment, the goal of this process was to present a balanced, comprehensive overview of the community's needs.



“We need to make communicating a priority – having all relevant parties informed and involved.”

SIB Staff, Communications, Connecting Voices:
SIB Communications Plan – Phase 1

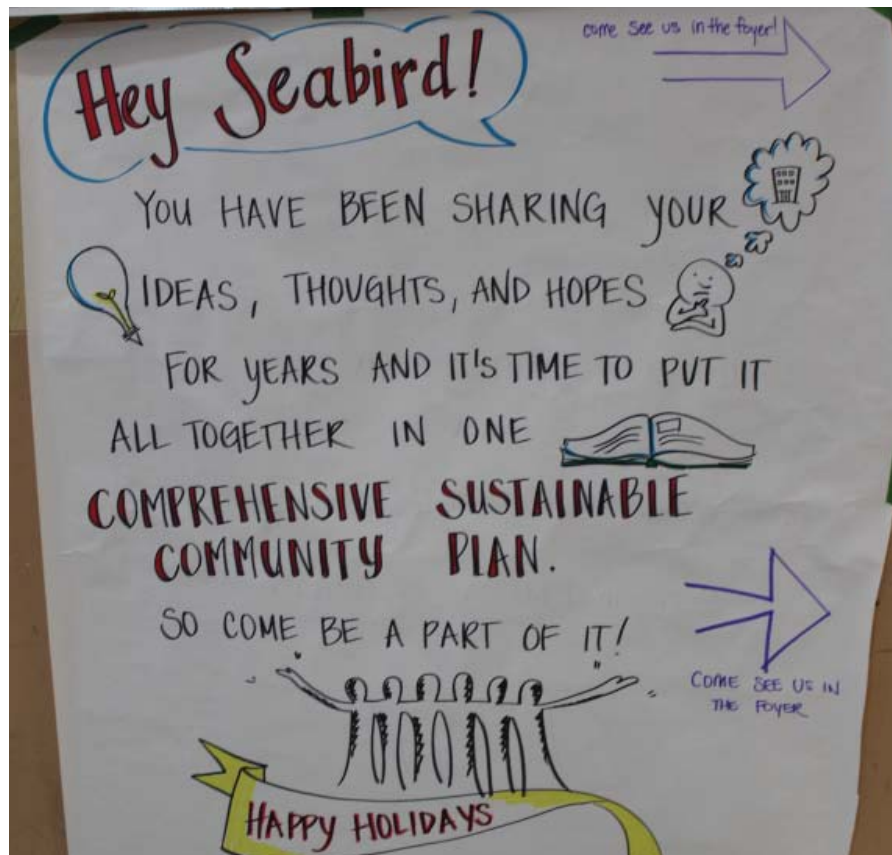
Practical: Plans are not useful unless they provide clear direction, and tangible solutions. Bringing together more than 14 plans, the goal of this process was to create a framework that can be used by Chief and Council, Band Staff, and Members to determine action-plans.

Sustainable: The various planning processes taking place since 2008 have taken considerable time and resources to complete. In compiling the CSCP, it is crucial to recognizing this by creating a plan framework that can remain flexible and adaptable as goals are achieved, and new ones adopted.

Implementable: Plans only matter if they can initiate change in a community. Aiming to produce a useable, realistic, and implementable plan, this document provides a clear outline for its future use and implementation. It is essential that Seabird Island Chief and Council, administration, and Community Members are able to see how they fit in to making this plan a reality and can work to implement our shared goals.

Monitored: Methods to evaluate the ongoing community development actions and achievements are essential in holding everyone accountable in reaching the goals laid out in a plan. The CSCP provides measures that indicate whether objectives are completed, and suggestions of opportunities to collect community feedback at multiple times throughout the year.





2.4 Community Engagement

Over the past decade, Members, community members, technical experts, consultants, staff, and elected leadership have all been involved in planning efforts in different capacities. Hundreds of Members were consulted in the development of the aforementioned community plans, and the CSCP. Numerous planning tools were implemented at various stages of community planning and included, but are not limited to:

- Updates through the Yoo Hoo newsletter, Seabird Island website, and various social media platforms
- Surveys
- Focus groups with key stakeholders
- Interviews
- Standing and Steering Committees
- Community workshops and public engagement sessions

Each plan, or phase of the CSCP, details the engagement efforts, activities, and planning tools used to complete plan development. For full details, please refer to the individual plans and reports. As part of the CSCP planning process, the goals were circulated to the community through the community newsletter, and in online survey format, for review.





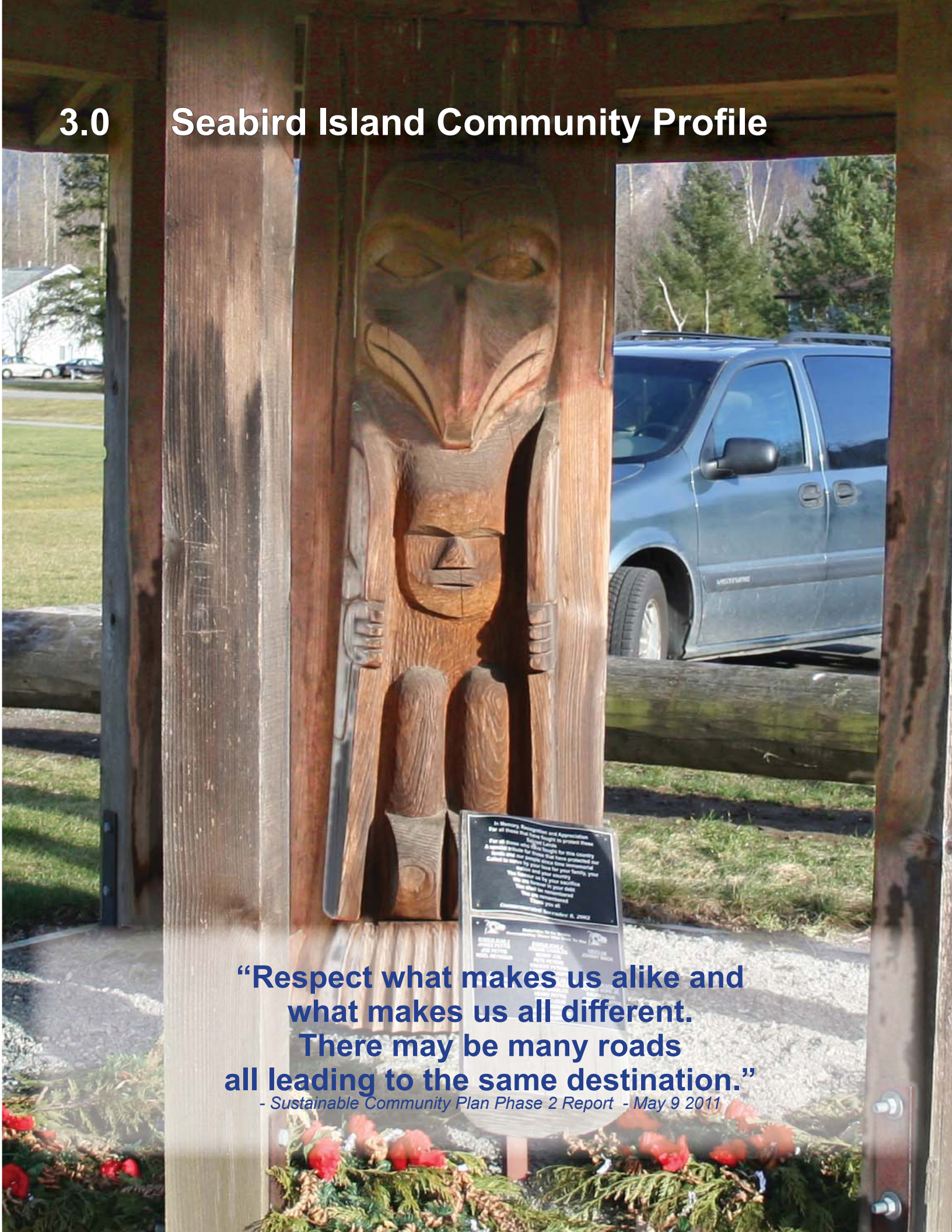
Seabird Community Core 1984



Seabird 2010

3.0

Seabird Island Community Profile



**“Respect what makes us alike and
what makes us all different.
There may be many roads
all leading to the same destination.”**

- Sustainable Community Plan Phase 2 Report - May 9 2011



Seabird Community Core 1985

**“Elders to remind us of where we came from
and youth as they are our future leaders.”**

- Sustainable Community Plan Phase 2 Report - May 9 2011

3.1 Our Culture

Seabird Island has a unique blend of cultures that makes the community distinct from any other, with traditional and historical connections to Stó:lō and Nlaka'pamux culture and language. We understand that Seabird Island Band has its own rich heritage and that we need to preserve our Halq'eméylem language, traditional knowledge and family practices. We value our Elders as the authority of our culture and language. We also recognize our traditional knowledge is held collectively by Seabird Island Members, and has been transmitted orally for generations and it's described through art work, ceremonies and everyday traditional practices.

The Halq'eméylem phrase Lamattha speaks to our vision for this plan, and the values we share and take pride in as a community.

Our History

As Coast Salish people and members of Seabird Island we are of the Stó:lō First Nation. We are the original inhabitants of these traditional territories, also known as S'olh Temexw. Our Stó:lō name comes from the word given to the Fraser River and we have derived our traditions from it. According to our creation story, passed down to us by our Stó:lō Elders, we are told that a long time ago, when the Creator put us here, the world was chaotic. So the daughter and the three sons of the Redheaded Woodpecker and Black Bear, also known as Xexá:ls (or transformers), were sent here to to make the world right and transform it to its present form. The Xexá:ls traveled through S'olh Temexw, punishing those who were responsible for the chaos by turning them into stone, a formation they remain in to this day. The Xexá:ls also transformed some of our people, who were responsible for the good, into resources like salmon, sturgeon, beaver, stones, mountains, and trees. We believe the original peoples' life force still lives inside each animal and natural feature and because the resources were once people they are to be respected. (Bridges Between Nations).





Celebration of Confederation July 1, 1927 ~ First Nations from Seabird and Katz

“Our heritage stems from our occupation and use of S’ólh T’é méxw since the beginning of time, as the first inhabitants of this land. Our world, unlike that of many of our present-day neighbours, includes inseparable spiritual and material realms. The transformation events of Xexá:ls and Tel Swayel (Sky- Borne People) created places that prove our direct link to Chichelh Siya:m. We view our place and actions in our world as the center of a continuum extending seven generations past and seven generations forward. We live today in the world of both our ancestors and relatives yet to come. Our heritage - including our land, resources, people and ancestors - is ultimately all that we are. Our heritage must be treated with respect.”

Stolo Heritage Policy May 2003

The Story of Our Island

Pre-contact, the establishment of a village was influenced by social, environmental, and political considerations. *Stó:lō* selected intersections of major waterways and outlets to watersheds as locations for the largest and most permanent settlements. On Seabird Island our Ancestors settled alongside the slough as opposed to locating directly on the side of the Fraser River. Slough-side settlements provided us with better protection against enemies since large Coastal war canoes could not easily navigate these narrow channels. Houses were commonly arranged fronting the waterway.

Our *Stó:lō* Ancestors called the land *Sqewqél*. *Sqewqél* is the Halq'eméylem word for "turn in the river" and it was not until June 1858 and the grounding of the transport paddle-wheeler, *Sea Bird*, that the English name was imposed. The vessel ran aground on an island in the Fraser River across from *Sqewqél* located at the northern tip of Seabird Island directly across the river from *Skw'átets*, or what is contemporarily known as Peter's Reserve.

At the beginning of the contact era, *Sqewqél* was severely depopulated as a result of smallpox. In 1878 the Colonial government reestablished *Sqewqél* as an 'agricultural reserve' in an effort to redirect *Stó:lō* economic and social activities away from fishing and towards farming. As part of this process, families from a number of upriver communities resettled the reserve. Historic settlement patterns dating back to 1935 show houses arranged in a single row around the island's edge. The school and church were located in close proximity to one another and only a few houses were landlocked. In the late 20th century the establishment of transportation routes impacted settlement patterns on Seabird Island. Housing moved away from the Slough and new construction was focused inland. A crescent road was built and new housing was constructed around this loop, forming a distinct Community Core.

The current settlement pattern of Seabird Island is still centered around this same Community Core. This area is located at the southern tip of the Island, just off the main road. The Community Core includes the Band Office and Health Centre, a regional school, gymnasium, a daycare centre, fire hall, public works yard, community hall and several other community buildings. The Community Core is bordered to the north and the west by our hazelnut orchards. The Maria Slough is found to the south of the community core and the Haig Highway runs to the east.



Lasting Changes to Our Landscape

The 1886 construction of a Canadian Pacific Railway (CPR) right-of-way severed our land and it brought change to the waterways encircling the island. At one time the northern tip of the island was approximately 900 feet wide. It was narrowed by fill required for the construction of the CPR railway and its truss bridge. Eventually, the northern tip was completely obstructed with fill and today the river water no longer flows through this channel. The southern end of the island was also narrowed by the construction of a railway bridge. Once approximately 600 feet wide, the approach to the mouth was narrowed by the railway bridge to less than 70 feet in width. To add to the waterway obstruction, a series of fee-simple property access roads were constructed at various intervals across the slough.

The imposition of the Department of Highways right-of-way (1956), the British Columbia Electric Company right-of-way (1953, 1969), and the West Coast Transmission gas pipeline easement (1955) came to further skewer our land. These rights-of-ways isolated pockets of the island and removed acreage from the overall land holdings. Furthermore, the right-of-ways impeded the natural flow of water around the island, resulting in unnatural erosion and accretion patterns that affected reserve lands. Since the time of the original survey erosion has contributed to the loss of 680 acres or 15% of reserve land. The majority of this loss has occurred on the Fraser River side of the island's northeastern tip. This has also resulted in the loss of the original Sqewqél village.



Seabird Island's Planning Timeline

There are many noteworthy moments in our planning history, including milestones as well as decisions/impositions made by different levels of government and other outsiders to our community that have impacted our planning and development at Seabird Island. Here are a few key dates and events related to community planning and development in the region.



Seabird Band Office 1996

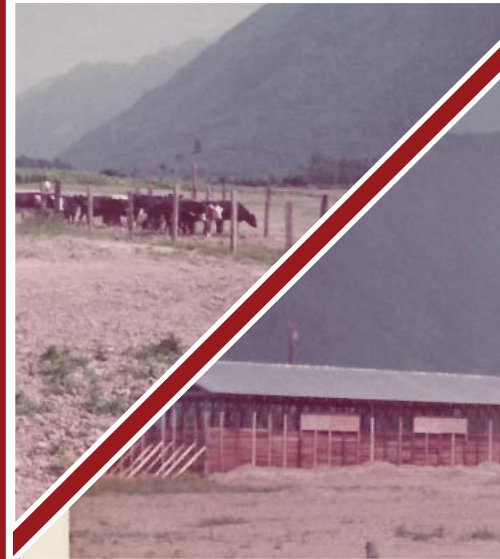
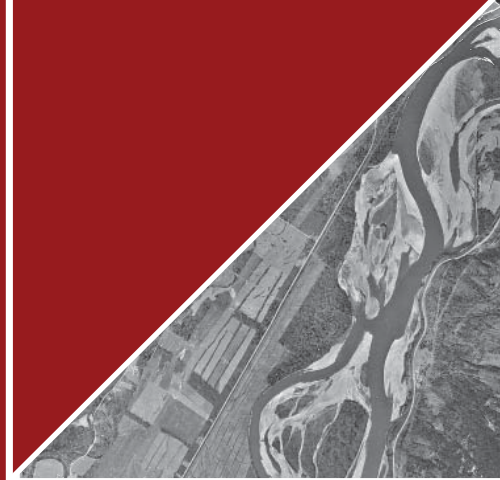
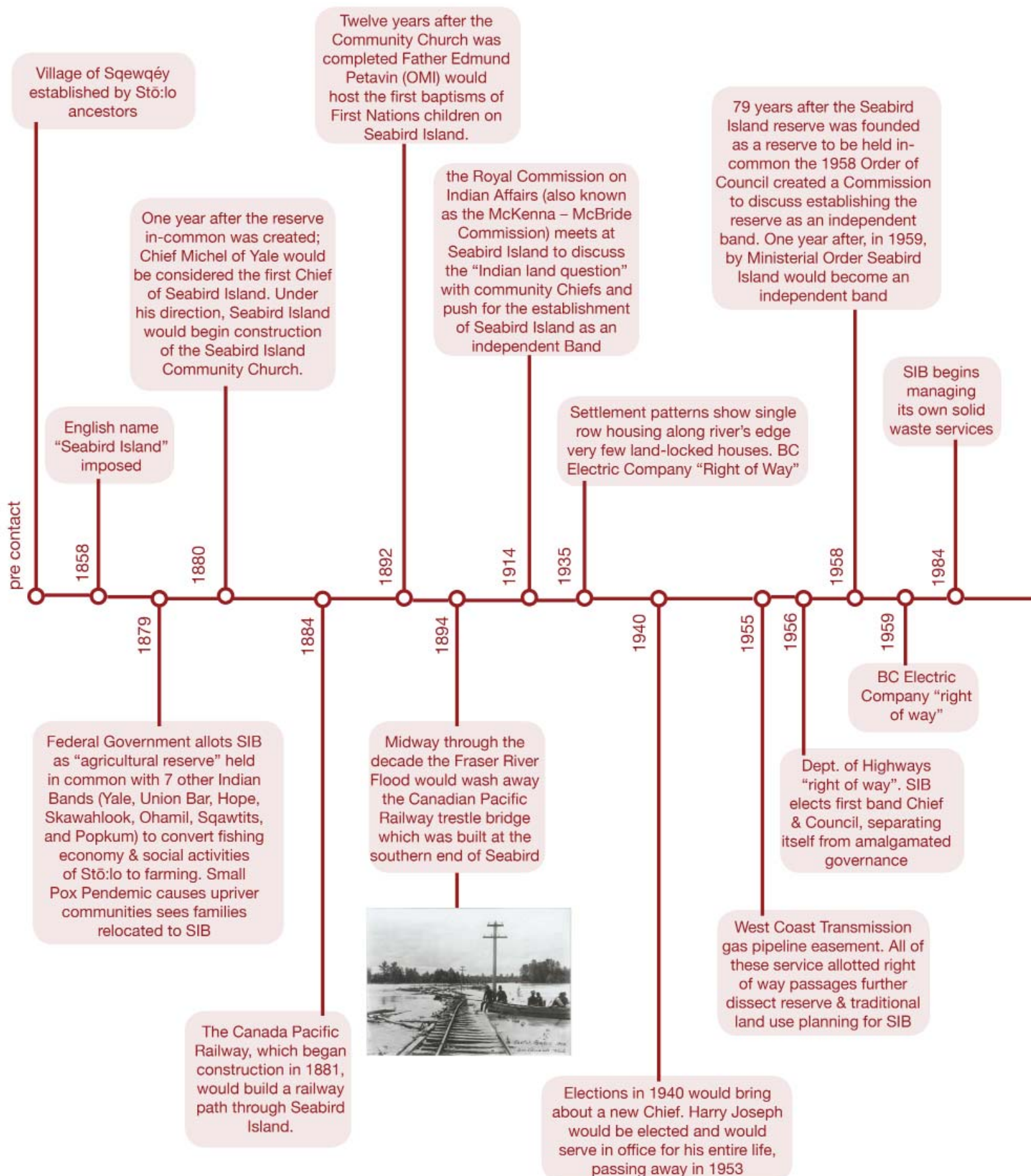


Figure 3. Seabird Island's Planning Timeline



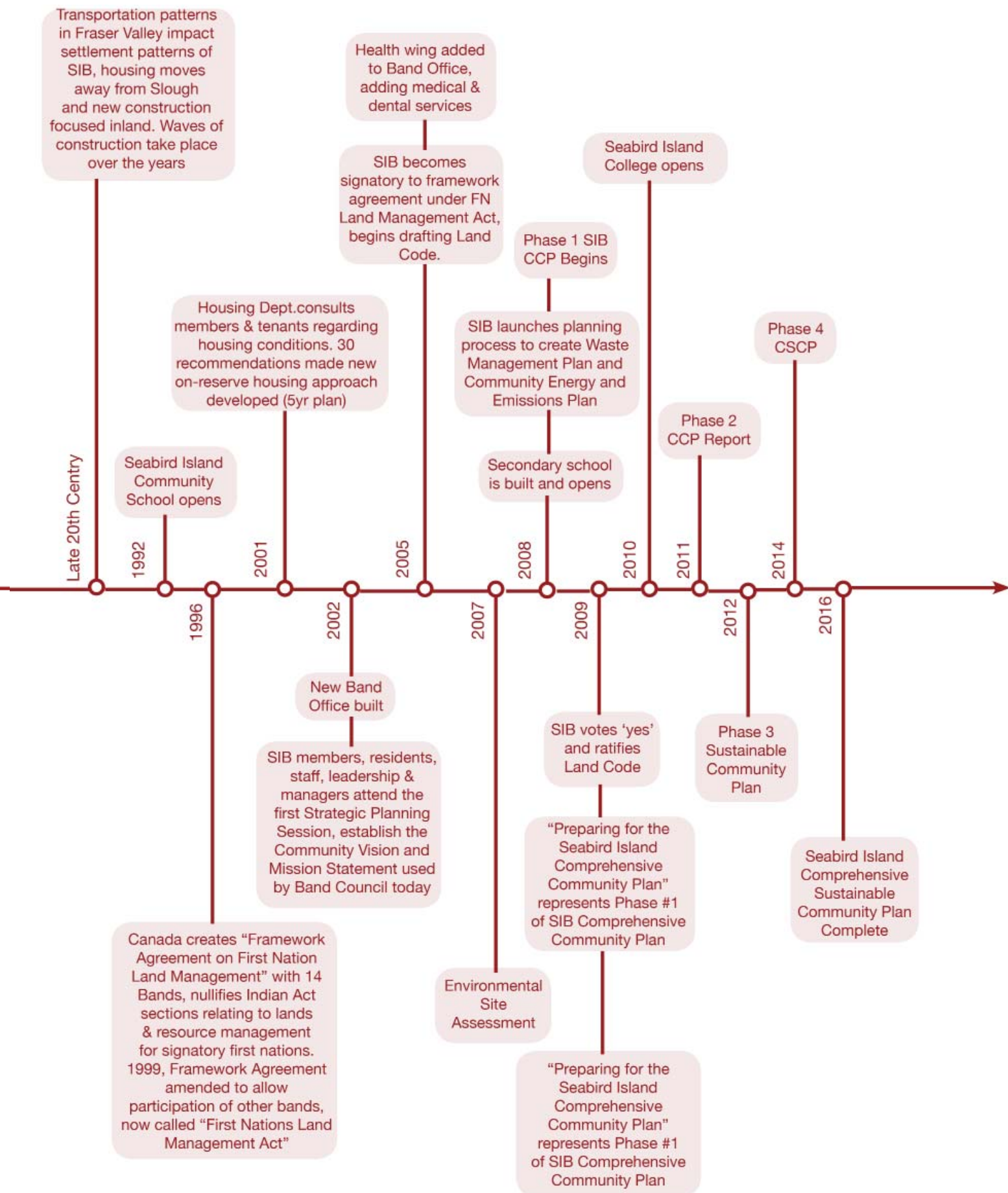
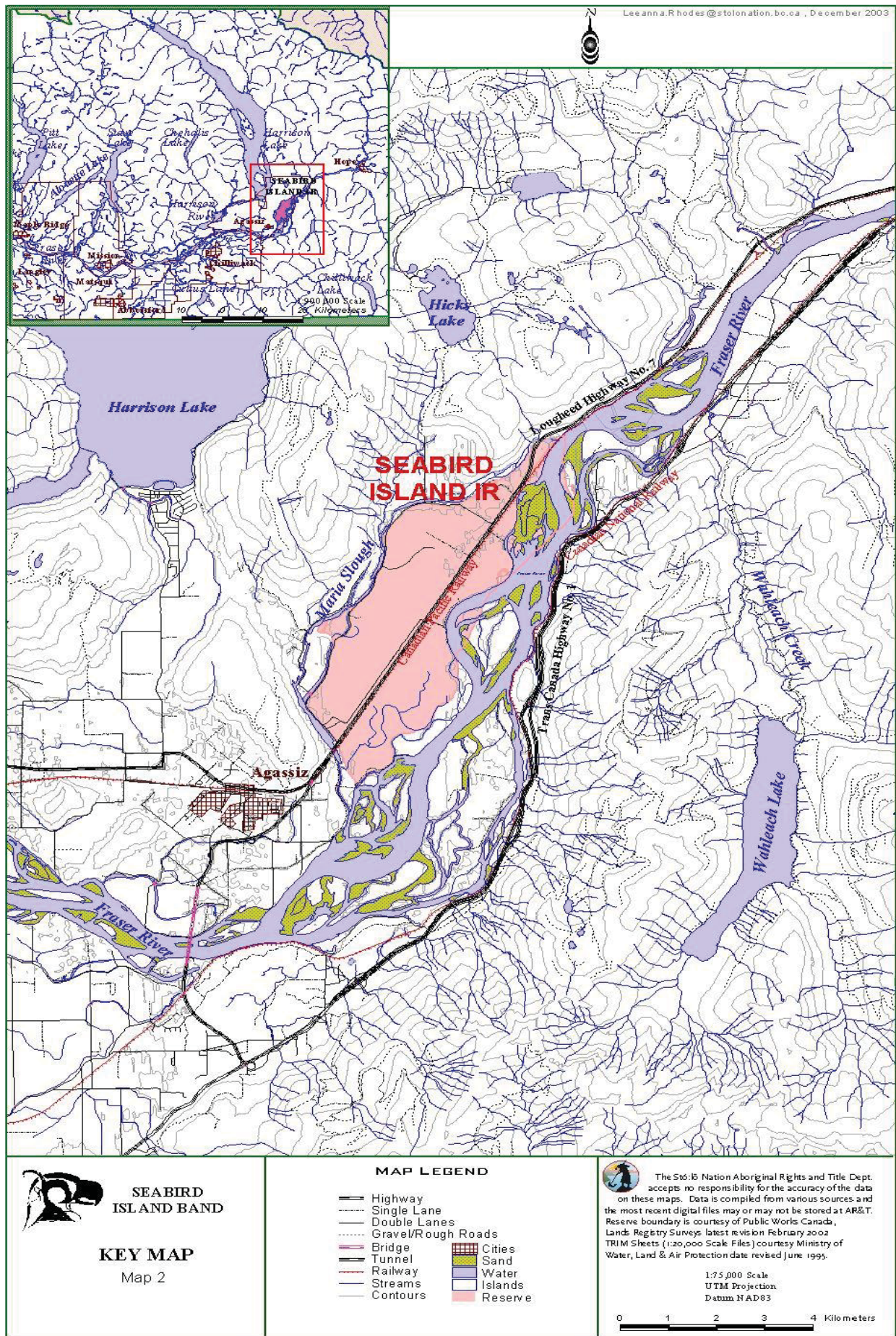


Figure 4. Map of Reserve



3.2 Our Present

Seabird Island is a Coast Salish First Nation with a mix of Stó:lō and Nlaka'pamux ancestry. Located 3 kilometres northeast of Agassiz in the Upper Fraser Valley region of British Columbia. As of 2015, our Band is composed of 955 Band Members, living both on and off-reserve.

Situated in the Fraser River with the Coast Mountain Range to the north and the Cascade Mountain Range to the south, the island is comprised of approximately 1618.7 hectares. Originally surveyed in 1879 as 1825.5 hectares, Seabird Island is bound by the Maria Slough and the Fraser River and has been subject to the erosion of its western shoreline from the Fraser River.

The traditional housing settlements at Seabird Island rested along the slough, providing protection for inhabitants against the threat of coastal enemies. More families from a number of surrounding communities settled onto the reserve in the late 19th Century and records from 1935 show houses on Seabird Island arranged around the Island's edge. With the addition of on-land transportation routes, housing moved away from the slough and directed inland, with a community core of housing.

We have, both historically and in its current context, been considered a community hub and meeting point for the people of the Fraser River region. Today, Seabird Island is home to approximately 800 on-reserve residents, including approximately 550 Members and 250 non-Members, with a large number of community amenities and services including: 231 homes, a community centre, Daycare, Pre-school, Elementary School, Secondary School, Fire Hall, Health Centre, Band Office, and Seabird College. Considered a National leader in housing initiatives, we have risen to the challenges of housing on-reserve through creative and smart initiatives such as the 2004 Sustainable Housing Project.

There are many challenges to community development on the horizon for our community, including a rapidly growing population, increased demand for on-reserve housing, environmental concerns, decreased federal funding, and many others. This CSCP is a result of careful planning to address these concerns, and others, and reflects the long history of thoughtful and progressive planning in the community. Indeed, as Coast Salish people, our ancestors have been planning since time immemorial.



Situational Assessment

In order to effectively plan to achieve our community's vision, it is essential to consider where we currently are as a community. This situational assessment was compiled using relevant documents and data from previous community consultations. The strengths,

challenges, opportunities, and threats to the community's well-being are reflected in the CSCP goals. In looking toward the future, we have to consider what is working well, but also what needs to change in order to reach our vision together.

Strengths	Challenges
Many Members eager to be involved in planning processes	Some missing and incomplete community plans
Strong fiscal management	Lack of an effective M&E plan
Well-experienced champions on Council	Perceived nepotism and special treatment of Members by Chief and Council and some staff
Consistent leadership	A lack of employment opportunities on reserve
Higher graduation rates	No distinct cultural centre or cultural meeting place
Successful and established local businesses: Gas Bar, Health Centre and Dental Clinic, Schools	Membership unclear on how to be involved, and their roles and responsibilities as Members
A beautiful natural environment and land base	A historic reliance on the Band and Council for support
A strong Band Office with over 300 staff	Difficulty accessing certain Departments (time and process)
	Ongoing social effects of intergenerational trauma
	Car-centric community with limited mobility and transportation options.
Opportunities	Threats
An open and driven leadership	Environmentally sensitive areas
Large and involved group of Elders to support knowledge transfer	Rapid population growth outpacing the development of on-reserve housing
A large readership of the community newsletter, the Yoo Hoo	Ongoing Band debt as a result of historic social housing
Land use planning currently in progress	Loss of many traditional knowledge-holders and language speakers
Cultural community leaders to strengthen the community's connection to culture	Limited additional external funding options/ significant cutbacks in funding available
On-reserve opportunities to support Members' education from early education to the post-secondary level	Renewable energies and sustainable development can be expensive
Ample land to support capital planning, infrastructure development, and residential development	Natural disasters and/or increasing environmental impacts from a changing climate
A strong will by Membership to preserve and protect the natural environment	A need for more local economic opportunities on reserve



“Strength: when I see SB logo I feel strength. The logo represents SB and looks after their people. You can see SB logo everywhere you know there is SB warriors everywhere.”

Sustainable Community Plan Phase 2 Report May 9 2011

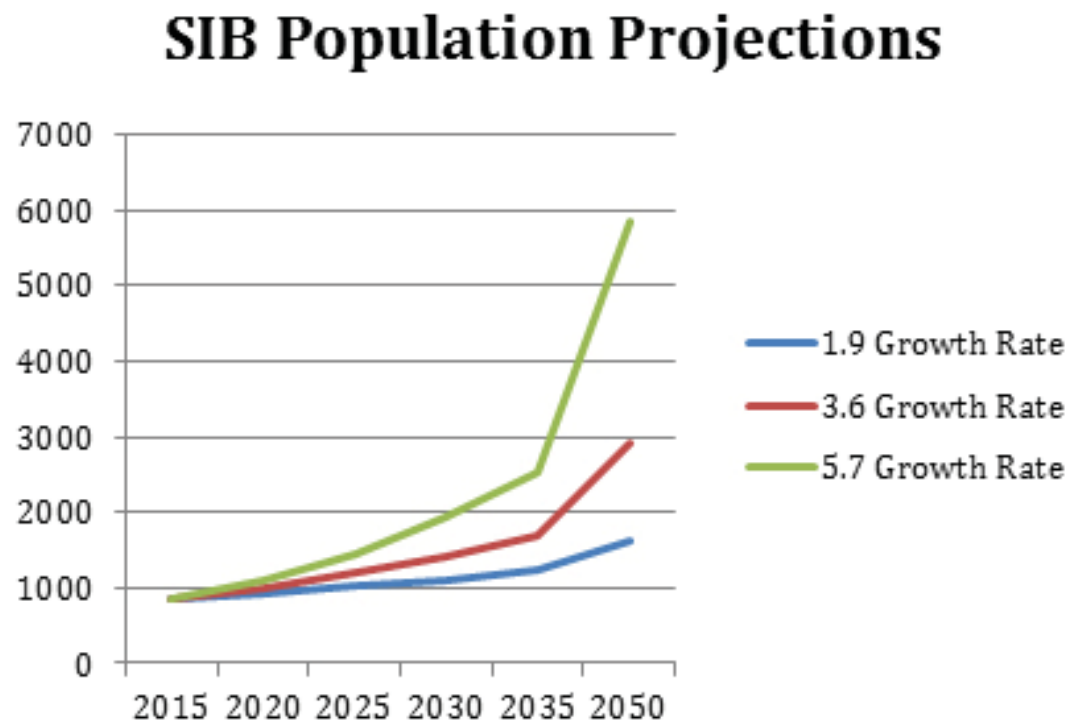


Population Projections

As of 2015 Seabird Island Band has a total of 955 registered Members. Using recent birth and death rates, the overall growth rate for Seabird Island in 2014 was calculated at 1.9%, which reflects AANDC's National average Aboriginal growth rate on-reserve at 1.8% between 1996 and 2011¹. However, reviewing past plans, the historical growth rate at SIB was shown to be 3.6% between 1986 and 2009². Furthermore,

the authors of the Seabird Island Comprehensive Plan Phase 2 Report projected rise to a possible figure of 5.7% by 2014 given the young age demographics on-reserve. Population projections using a low-growth scenario (1.9%), a historical trend scenario (3.6%), and a high-growth scenario (5.7%) are presented to give a picture on future population growth.

Figure 5. Population projections



1. Complete population chart found at:
<http://www.aadnc-aandc.gc.ca/eng/1370440209795/1370440350563#fig9>
2. Projections from the 2011: *Seabird Island Comprehensive Community Plan Phase 2 Report*

Housing Needs

A rapidly growing population has many impacts on the community, particularly in terms of housing. Given the current housing waitlist, population projections, and potential in-migration of off-reserve Members, Seabird Island will need to build a minimum of 164 housing units to meet demand by 2035. Depending on the actual growth rate over the next 20 years, that number could be as many as 589 units.

Though meeting the housing needs of Members will be difficult, Seabird Island is fortunate to have a relatively large land base, with enough land to meet the needs of residential development growth over 20 years. Seabird Island has 34 lots ready to build on and potential for an additional 181 building sites. Certainly land use planning will play a large role in community development at Seabird Island through the years to come.

Figure 6. Potential Sites for Residential Development

Area	Location	Lots Ready for Development	Additional Potential Lot Development
1	Sth:i:tsem Road	8	88
2	Strawberry Island	22	undefined
3	Ya:la Road	1	45
4	South of Peters Road	2	undefined
5	North of Peters Road	1	undefined
6	Chowat Road	0	56
	Total:	34	181



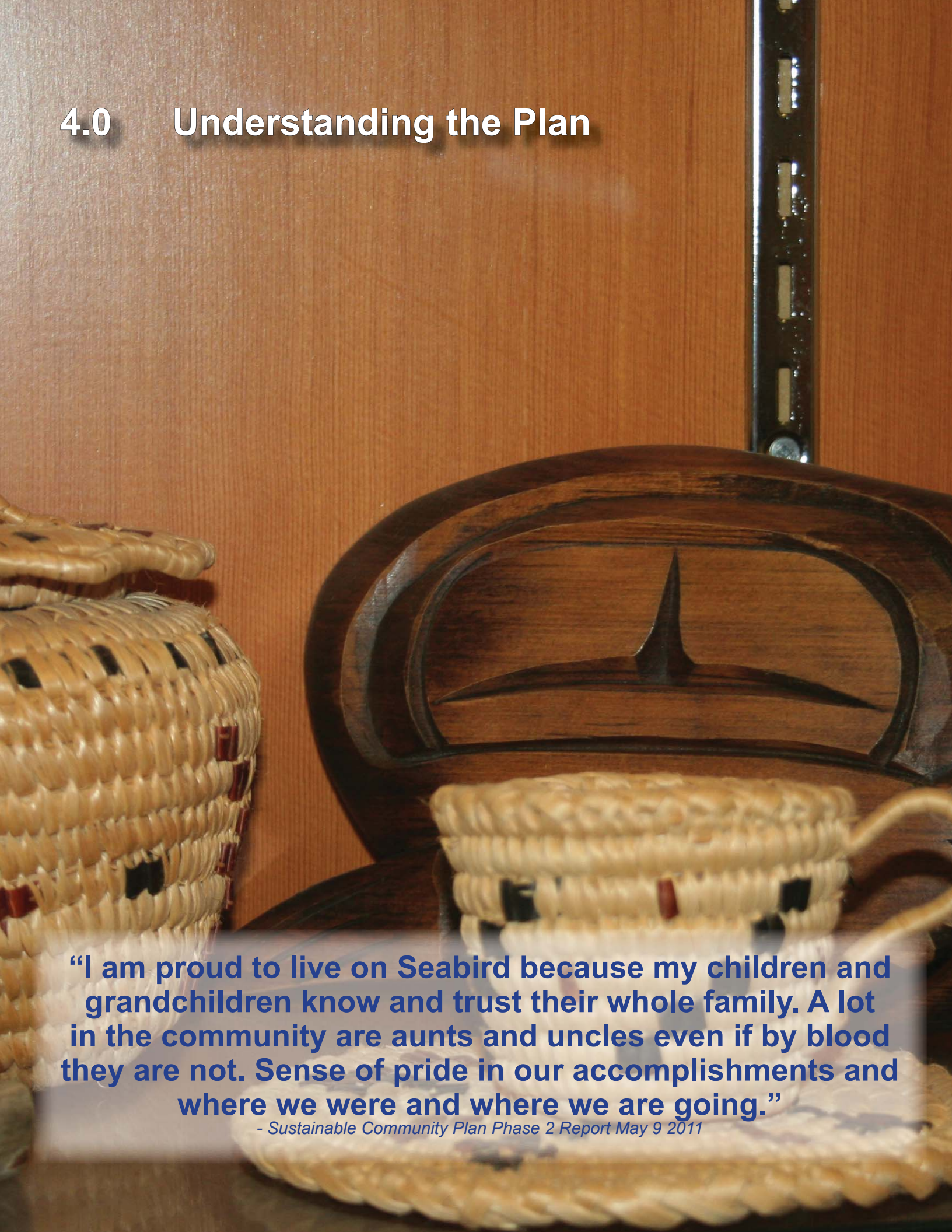
Waves of Construction

The rate of construction on Seabird Island has increased steadily over the years. In 1991 our community oversaw the construction of the Seabird Island Community School. The school is sited to create an active common area between the new and existing school. The positioning of the new school reinforces the existing path network to adjacent residential areas and it permits the retention of the existing storm water drainage swale to maintain positive drainage of the site. The Seabird Island Community School is constructed of Douglas-Fir beams and it features double glazed windows for energy efficiency. The building has been praised for its architectural design.

The Seabird Island construction portfolio also includes the Seabird Island Sustainable Community Demonstration Project. Completed in 2004, the housing project is the first sustainable Aboriginal community development of its kind in the world. Construction involved the use of advanced building materials, wood from certified forests, energy efficient appliances, as well as solar, wind and geothermal solutions to create renewable energy sources as part of the sustainable community design.

Our community built seven homes (triplex, duplex and two single-family homes) in partnership with CMHC and Indian and Northern Affairs Canada. These homes are expected to have a lifespan of two to three times that of the average house. They are designed to be flexible so the interior can be changed as the residents' needs change. They use methods such as earth tubes and radiant floor heating as well as alternate energy from sources such as wind turbines to cut energy consumption requirements by about 75 per cent.

4.0 Understanding the Plan

A photograph of a wooden door with a carved seagull design. To the left is a woven basket, and in the foreground is a wooden bowl. The text is overlaid on the bottom left of the image.

“I am proud to live on Seabird because my children and grandchildren know and trust their whole family. A lot in the community are aunts and uncles even if by blood they are not. Sense of pride in our accomplishments and where we were and where we are going.”

- Sustainable Community Plan Phase 2 Report May 9 2011



Seabird Gas Bar Late 80's



Seabird Gas Bar 2015

4.1 The CSCP Framework

To organize and provide direction towards achieving a shared vision for Seabird Island, the CSCP is structured to move from a high-level vision, to on-the-ground activities and actions. Weaving together Seabird Island's past plans and projects, three categories emerged from years of community consultation and planning work: vision, planning areas, and community goals. These three categories capture the ideas and vision community members have for Seabird Island.



Vision

A vision statement is a declaration of an organization or community's goals; of the community they want to create. This vision is shared by everyone in the community and provides a clear picture of where they want to go. The vision is comprehensive, and includes all aspects of community life.

Planning Areas

Planning areas are broad, over-arching categories under which all planning takes place. Categorizing information into planning areas helps to organize the ideas, and wishes of those consulted. In the CSCP planning process, 5 key planning areas emerged to set the foundation for future action.

- Membership
- Leadership
- Environment
- Community Development
- Culture, Healing, Health, & Wellness

Community Goals

Goals are general statements of what you want to achieve, and the community goals listed here encompass what the community wants to see for Seabird Island. Without specifying how they will be met, they identify the ultimate desired outcomes in the planning areas, as related to the community vision.

With a vision providing the image of what community wants to see for Seabird Island, 5 planning areas categorize the steps needed to achieve it. Embedded in each of these planning areas are a series of broad community goals, which represent general statements of what we want to achieve. These goals represent years of community input and participation in various planning processes. These goals will shape all decision-making and ensure that governance is working to meet the vision of its Members.

Two additional categories are described in the following section: objectives and activities. These two categories provide additional information on how to achieve the community goals laid out in the CSCP.

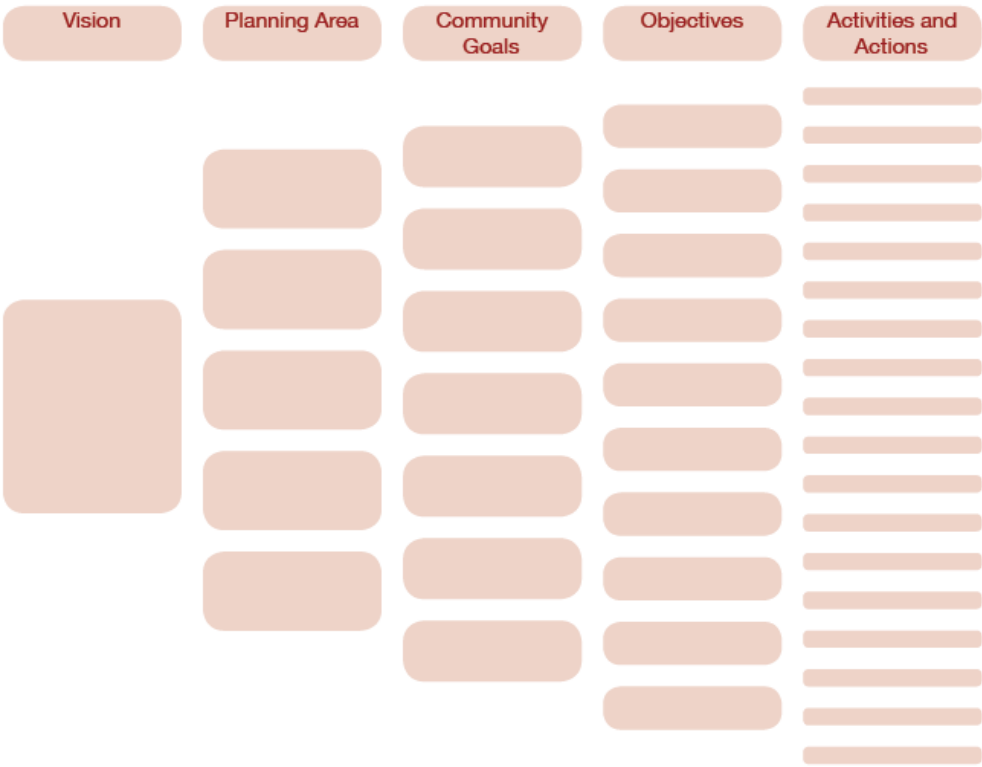
Objectives

Objectives are specific, quantifiable, time-sensitive statements that act as milestones to achieve the community goals. As they are time-sensitive, the objectives will have a timeline associated with their anticipated completion date.

Activities and Actions

Activities and actions are the actual actions that will be completed in order to fulfill the objectives. As those involved in implementation create action-plans, these items will be essential in working towards the shared community vision, and should have an assigned individual/group responsible for their completion.

Figure 7. CSCP Framework





“Have a longhouse that is large enough to hold entire community that can be used year round for naming and memorial ceremonies because the dirt floor connects people to mother earth. All kinds of gatherings can be held at a longhouse”

- Sustainable Community Plan Phase 2 Report - May 9 2011

4.2 Key Concepts

Member vs. Community Member

Membership here is defined as Membership to Seabird Island, and Members may live on or off-reserve. Community members, alternatively, are all individuals living and participating in the community life on Seabird Island. Both have a responsibility to supporting and working towards positive community development.

Participation vs. Engagement

Participation is defined here as active involvement in decision-making activities and planning processes. Engagement involves both reaching out to people to engage them in decision-making, and also being informed of the rights and responsibilities of community members. Both of these concepts are essential to the well-being and success of the community.

Leadership vs. Governance

Leadership has many definitions throughout the community. Certainly leaders are found amongst family groups, amongst staff, and within Chief and Council. Governance here refers to the elected Chief and Council, sometimes referred to as 'elected leadership'. It is recognized and respected that leadership also happens outside of the formal Band system, and that there are other traditionally recognized ways of defining the community leadership.





High School Construction 2009



High School Construction 2009



Mobile Diabetes Start-up 2009



Mobile Diabetes Start-up 2009

**“I wish there were more ways to be
connected to our cultures”**

– Youth engagement session,
– Seabird Island Band Sustainable Community Plan Phase 4

4.3 Connecting the Plans

Bringing together the previous plans to form one comprehensive, complete CSCP was a complex process. To organize the data into the framework presented in the previous section, several steps were completed.

All goals, objectives, and relevant information were cataloged, grouped, and organized in order to identify key themes that formed the basis of the CSCP planning areas. By organizing data according to planning areas, commonalities and priorities emerged; taking shape as community goals. Throughout this process, the planning areas and community goals were re-evaluated in order to ensure they accurately reflected the intent as presented in the original documents. A CSCP Planning Steering Committee comprised of Councillors and Staff was struck to review and oversee the process of shaping the CSCP to ensure the community's input was accurately reflected in the plan.

The draft objectives listed in the appendices come directly from the plans reviewed. While 14 plans were used to develop the CSCP, many did not contain goals or objectives, or the objectives were met. It is important to note that all plans use slightly varied language in defining the difference between goals, objectives, etc. While they may be listed under a different heading in the original document, all goals and objectives fall under the CSCP community goals as objectives as they all support the community's vision for Seabird Island.





Olympic Torch Relay 2010



Seabird Cafe Demolition 2010



College Career Fair 2011



Seabird College Orientation 2011

“Practice daily cultural learning and sharing”

- Sustainable Community Plan Phase 2 Report - May 9 2011

**“Create employment opportunities on reserve;
people do not want to leave community to work.”**

*- Engagement Session Participant,
A Turn in the River: Planning for Housing at SIB*

5. Vision for the Future

“Youth and elders are our most important resource because they hold the memory and vision of our future. So a strong relationship between them is vital and necessary for Xwelmxw to survive”

Seabird Island Band Sustainable Community Plan Phase 4



“Demystify the possible misconceptions of the reservation. Invite all people to come and visit to see the community and its people. Hold a huge open house. Have different events such as a sweat lodge, smudge, making bannock, beading a craft, smoking fish, storytelling about the history. Hold workshops to teach all people. Share your pride.”

- Sustainable Community Plan Phase 2 Report - May 9 2011

“Healthy balance of mental, spiritual, physical, emotional health should be looked after in a healthy environment. We are what our environment is. Look after it and it’ll look after you.”

- Sustainable Community Plan Phase 2 Report - May 9 2011

5.1 Vision

Seabird Island 2020 Vision Statement

This vision of the future of Seabird Island was created in 2002 through the combined effort of Chief and Council and Department Administrators.

CULTURE

Over the last twenty years, our community has revived its everyday use of Halq'emeylem, including its use in the various meetings and gatherings. What was once known as Seabird Island Band is also named in Halq'emeylem and community members freely express their pride in our culture and its spiritual practices, the longhouse and ceremonies that mark important events. Family gatherings are held throughout the village during the year and the oral traditions, family heritage and storytelling are carried forth. A museum and cultural centre helps in sharing the culture and in-season monthly salmon BBQ's are important gathering events.

PLANNING AND MANAGING CHANGE

The involvement of community members is the cornerstone to our community's planning and managing change. This approach has enabled the community to adapt to the changing needs of the population and the environment. Five-year plans have served well to provide the focus for community and organization in capital planning, community economic development, education and physical development. A sustained emphasis on human resource development and education has resulted in community jobs being filled and high employment rates. Stewardship of the territory's natural resources has contributed to the healthiness and sustainability of these valued assets.

EDUCATION

The vast majority of 18 year-olds graduate from secondary school and many of these successfully go on to post-secondary education and training. Many members have benefited from the trades training and they currently hold journeyman status, enabling several people to be self-employed while also living on-reserve. With the school adapting to the students' learning styles, success is evident and high school students rarely drop out of their studies.



ECONOMIC DIVERSITY

Profitable businesses, many of which are individually or family-owned are established on-reserve and these provide many employment opportunities. Joint ventures involving the natural resources have proved beneficial to the community. Other businesses provide commercial services, eco-tourism opportunities and harvesting from effective use of the land. The community circulates its revenues several times and benefits from little leakage.

LAND USE PLANNING & MANAGEMENT

The land and environment are protected through the First Nation's legislation on environment, water, air, forestry and land management. With a full dike on the Fraser River, annual land erosion has been stopped. Similarly, technical effects have helped to maintain year-round the slough's water level, enabling the development of recreational and eco-tourism businesses.

Through proper planning and zoning development, several light industrial businesses are operating while other land supports agricultural enterprises.

HEALTHY LIFESTYLES

Our community has healthy babies. No children are born with FAS and there is support for children with learning disabilities. Along with a concentrated, longterm campaign of zero tolerance for drugs and alcohol and elimination of the dealers (and associated crime), the community has focused on the healing centre for youth and families. Members' self-esteem is high and they choose healthy lifestyles. Children are raised without fear or economic poverty and they have opportunities to achieve all they can. Soccer is played under the lights until 10 p.m. The recently held 43rd Elders' gathering celebrates the balance of cultural, spiritual, emotional,

mental and physical well-being. The Elders' complex is a centre for housing and services where retired teachers can sit in their chair telling stories and listening to traditional music with their great grandkids.

POLITICAL STABILITY, GOVERNANCE & ACCOUNTABILITY

Our constitution and the custom election code that took several years to build have been a foundation of strength for political stability and traditional governance in our community. The Youth and Elders Councils are fully functioning and provide input to the Council table of community decisions. Also, boards and commissions are established to support our self-governance, including a tribal justice and court system. Over 25% of the members attend community meetings and have that feeling of mutual support and accountability necessary for working towards our community vision. The treaty work provides for clarity in governance responsibilities as well as economic opportunities. Over the years, one can see how our community leadership has contributed to Sto:lo Nation unity.

SELF-RELIANCE & INDEPENDENCE

The families' financial well-being ensures that members own and maintain their homes. Housing payments in arrears is an issue that has long since passed. All households practice good financial management and personal financial planning. With a strong economy, our Nation has eliminated the poverty of 20 years ago and achieved higher incomes and standard of living. Several small businesses are profitable and provide employment for members. Our community has the technical capacity to perform the work that is required. Recently, we achieved a milestone where less than 25% of community government revenue comes from external government funding. Taxes, business revenues and secondary financing resources are the main sources now.

5.2 Community Goals

Under the planning areas of Membership, Leadership, Environment, Community Development, and Culture, Health, Healing, Wellness, there are 23 community goals that provide direction and a path to achieving the community vision. Each related to their over-arching planning area, they are clear statements as to what the community wants to see for the future. All objectives and actions developed should reflect these core community goals, and once they are achieved, Members will be engaged to develop new and relevant goals for their community.

“We need a cultural centre for our community because we have no place to go when we need or want to go get teaching from our elders. A lot of our youth don’t have people in their lives that live a traditional life. They can go to the cultural centre and talk to elders”

– Seabird Island Band Sustainable Community Plan Phase 4

Vision	Planning Area	Community Goals	Objectives	Activities and Actions
<div></div>	Membership			
	Leadership			
	Environment			
	Community Development			
	Culture, Healing, Health and Wellness			



MEMBERSHIP

As Seabird Island Members, we hold our individual rights and responsibilities and our collective rights and responsibilities in equal importance. We will participate positively in our community, viewing self-care, and care for each other, as a priority for all.

Our culture and livelihood has preserved through history because of our Membership. As Members, we have taken care of each other, and our land, since time immemorial.

As Aboriginal peoples, and Members of Seabird Island, we have both individual and collective rights and responsibilities to uphold. The role for Members in our community changes throughout their lives, but there is indeed a role for Members at each stage of life to help create a positive and healthy community for ourselves, our families, and for all community members. We must ensure that every Member has a shared understanding of these rights and responsibilities, so that we can all participate wholly in our community. Just as we have rights that we are entitled to, we also have a responsibility to ourselves, our families, and each other to ensure that the culture and ways of Seabird Island continue to flourish in the face of increasing external pressures.

One of these responsibilities is to participate in planning processes led by our elected leadership. While Band governance certainly has a role to play in building awareness and Membership capacity, Members have an equally important role to be informed and engaged in Seabird Island activities and discussions. An actively engaged

Membership helps to ensure that Chief & Council remain accountable for decisions made in the community, and that plans accurately reflect the community's collective voice.

Arguably one of the most important responsibilities we have is to ourselves. We are all on a personal journey towards something; and for many Members, it is towards personal healing, good health, and self-sufficiency. Each Member must guide their own journey, choosing to take the action necessary to reach their goals.

“**Involve yourself in community; use your voice, contribute to your community.”**

Sustainable Community Plan Phase 2
Report May 9 2011

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

Our Members respect and uphold the individual and collective rights they have as Seabird Island Members, and Aboriginal peoples. We will actively work to exercise these rights, and fulfill our responsibility to ourselves, each other, and our community.

2 Goal: Cultivate a community culture of participation and engagement.

Our Members will strengthen their participation and engagement in community development activities and recognize their role in leading Seabird Island to achieve its shared vision for the future.

3 Goal: Continue to work towards self-reliance, independence, health, and healing.

Our Members recognize their responsibility to commit to a personal journey to wellness. We actively work to achieve greater self-reliance and healthy lives for ourselves, and each other.

LEADERSHIP

As a National leader for First Nations communities, we will cultivate a united and diverse leadership where Members, Band administration, and Chief & Council all play roles in leading the community and advocating for positive change.

Seabird Island has a strong reputation as a leader amongst Western First Nations. We have demonstrated this leadership through our actions and progressive vision for our community, with a legacy of consistent and inclusive governance in our elected Chief & Council.

Though everyone in the community has a role in leading the community, it is essential that the elected Council at Seabird Island set the tone for fair and responsible leadership. Seabird Island is fortunate to have consistent governance with minimal changeover, representing a diversity of individuals; men, women, young people, and Elders. This consistency in governance has led to a strong vision for the community, a commitment to positive growth and change, and the political will to take action. With additional external development pressures on our traditional territory, it is crucial that our leadership play an active political role in protecting and advocating for our Aboriginal rights and title on the National stage.

Chief & Council promote transparency in their governance; to be inclusive in their leadership style to ensure that the community is fairly represented in their decisions and actions. Part of this transparency is a commitment to clear and accessible communication with all Members. However defined, communication plays an integral role in the lives of those living and working at Seabird Island. Communication is the

root of many community issues and solving some of the communication disconnections will have a trickle-down effect, improving many of the grievances tied to this vast topic.

Seabird Island is the largest employer in the community, with approximately 300 staff employed through the centrally located Band office. The Band administration is comprised of Members, and non-Members, of community members, and of people who live off-reserve. With such a diverse employee base, it is essential that leadership supports adequate training to ensure that all staff understand the complexities of Seabird Island's history, and the challenges and opportunities for the community moving forward.

Healthy community leadership includes the Membership as leaders in their own community. Across consultation sessions with community members, one of the most prominent themes from conversations and community survey data was the desire to increase Membership capacity for self-reliance. Leadership has a duty and responsibility to involve community members in community decision-making and planning. Throughout years of public consultation, Members, staff, and leadership alike have all expressed an interest for Seabird Island Members to be more active in community planning initiatives.

“Need to decide as a community how we want to continue to move towards self-reliance, self-knowledge, and self-government.”

SIB Community Member,
A Turn in the River:
Planning for Housing at SIB

“Start decolonizing ourselves from dependency, restoring our power.”

SIB Community Member,
A Turn in the River:
Planning for Housing at SIB

1 Goal: Ensure effective and accountable governance.

With dedicated leaders to our community, Seabird Island will continue to strive for excellence in governance. With a commitment to fair, accountable, and responsible leadership, leaders will reflect the diversity and culture of Seabird Island Members to promote the holistic well-being of the community.

2 Goal: Ensure effective and accountable Administration.

We will have an Administration team that is responsible, effective, and accountable to Seabird Island Members. All Band Administration will have an understanding of the complex and unique needs of Seabird Island Members, and work towards positive community development through their departments.

3 Goal: Ensure equitable and fair practices at the Band level.

We strive for excellence amongst Seabird Island employees, and employ staff that are committed to providing equitable, consistent programs and processes that support the goals of the CSCP.

4 Goal: Continue to work towards self-government.

Self-government is paramount in our journey to restore our community and its independence. Our elected leadership will continue to advocate and work towards achieving self-government for our people.

5 Goal: Protect and promote our Aboriginal Rights and Title.

Our elected leadership will exercise their political duty to promote our rights as Aboriginal peoples, and protect our title to our traditional territory. We will advocate for our Aboriginal rights and title, while pursuing control and protection of our traditional territory and self-government for our community.

6 Goal: Ensure clear, accessible communication.

We will continue to strive for a well-connected community, where everyone can access the information they need. Our communication processes between Chief & Council, Band administration, and Members will be clear, and understood by everyone both on, and off-reserve. Clear communication will provide more transparency, and therefore more trust, between community members.

7 Goal: Actively engage Membership.

We will strive to have a Membership that is actively engaged in community planning and decision-making. By creating safe, supportive spaces for Members to voice their ideas, we will foster independence, accountability, and responsibility for positive community development.

ENVIRONMENT

We will work to protect and enhance our natural environment as we continue to develop and grow. Environmental sustainability will not come as a cost, but as a valuable investment in our future and for generations to come. We will build upon existing foundations set by our ancestors, and build a balanced future for our people.

As Stó:lō and Nlaka'pamux peoples, we are tied to this land. The Fraser Valley is the home of our ancestors and where our people have lived since time immemorial. The environment is inherently a part of our culture and language as Aboriginal peoples. We have seen immense change in this region over time, but our relationship with and respect for our traditional territory and reserve have allowed us to persevere. Looking to the future, it is important that we use the land while also giving back to ensure its longevity and sustenance for our grand-children and future generations.

Balancing our wishes for sustainability and protection over our traditional territory and sacred places with a need for community growth and development is not an easy task. In the context of rapid growth that Seabird Island is experiencing, our integrated Community Energy Strategy takes into account long-term land use, built form, infrastructure, solid waste, transportation and energy supply, and community issues and opportunities. We will continue to systematically implement innovative and resource-saving policies, programs, ideas, technologies and actions in our community to move ourselves further toward, and back to, our deeply rooted vision of sustainability.

Our vision for solid waste management involves a shift in conventional thinking. Rather than seeing waste as a problem to be managed, it represents an opportunity embrace our traditional values,

to stewards our resources responsibly, and to enhance the social and economic well-being of our people.

Underlying each of these goals of sustainable energy use and effective waste management is our love and commitment to our natural environment; our land. Seabird Island is committed to managing all development activities with the shared value that our land is sacred and must be protected and enhance for our community, and most importantly, for future generations to come.

“**Healthy balance of mental, spiritual, physical, emotional health should be looked after in a healthy environment. We are what our environment is. Look after it and it'll look after you.”**

Sustainable Community Plan Phase 2 Report
May 9 2011

1 Goal: Protect and enhance the environment for future generations.

As we grow as a community we will work to protect and enhance our lands, caring for the natural environment just as our ancestors did for us. Acting as environmental stewards and leaders in the management of the land and its resources, we will strive for a balance between economic development and the preservation of cultural and environmental areas.

2 Goal: Invest in clean, green, and renewable energies to support our development.

We will invest in and attract clean, green, and innovative technologies and processes to the community to support economic development, job creation, and local employment.

3 Goal: Commit to a zero waste future.

Seabird Island envisions a zero waste future; one where all materials we utilize can be recycled back into the marketplace or nature.

COMMUNITY DEVELOPMENT

We will continue to develop as a socially, environmentally, and economically responsible community. We will create community plans that reflect community voices and community needs. Decisions on community development will involve all members and will be based on our commitment to all our relations.

Community development is about ensuring the rights of each of our Members, and finding ways to enrich our community in the areas of housing, the economy, education, land use, and capital planning. While there are many other areas related to community development, over the course of planning efforts since 2008, these are the key themes brought up from community consultation.

The recent housing history at Seabird Island is not unique amongst First Nations. Funding cutbacks, strict oversight from the Federal Government, and poorly built Department of Indian Affairs housing have led many First Nations communities to face a housing crisis in the face of a quickly growing population. Seabird Island has risen to the challenge through creative and smart initiatives such as the Sustainable Housing Project in 2004, acting as an example of innovation for reserves across the country.

Seabird Island currently has a diverse housing stock, with many opportunities for continued development and room to accommodate community growth. Given the current housing waitlist and population projections, Seabird Island will need to build a minimum of 164 housing units to meet demand by 2035. Depending on the actual growth rate over the next 20 years, that number could be as many as 589 units.

SIB is committed to providing a diversity of housing options that meet the diverse needs of our community members. We will work towards supporting access to housing by providing affordable options. We will continue to build our personal capacity as tenants and owners, gaining the education and tools required to maximize self-reliance moving forward in order to meet the needs of our growing community.

SIB sees education as a lifelong process, existing within and beyond the public education system. With an elementary school, a high school, and a college on-reserve, there are opportunities for

community members to participate in formal education at all stages of their lives. We are passionate advocates of education that promotes strong collective relationships and high standards. We will work towards integrating values that represent Seabird Island into our education system and are devoted to supporting our members achieve the levels of education they desire. Outside of the formal education system, we value our community knowledge holders and Elders who play an integral role in teaching us about ourselves, and our history.

In addition to housing and education, a healthy community includes a strong local economy, in which all Members can participate wholly. A robust, local economic platform will enable us to reach greater self-sufficiency, self-reliance, and an improved quality of life. As we continue to develop economically, we will stay committed to sustainable growth. For Seabird Island, the economy is not separate from sustainability; it is a pillar of long-term sustainability, to be balanced with the social and environmental needs of our Members and land. With economic growth also comes infrastructure growth and development. As the physical development of our community continues we are determined to grow sustainably, and with consideration for future generations. Supporting diversified land uses that bring the community together through careful planning and design will enable us to physically and functionally integrate community needs into the built environment at Seabird Island.

Finally, connectivity on and off-reserve is important to us. Development of infrastructure to support increased connectivity and alternative transportation options is necessary for a connected and inclusive community. Seabird Island is committed to going above and beyond what is usually considered community development to ensure that all plans for the community both restore and enrich the people, the land, and our culture to its full potential.

1 Goal: Promote sustainable land use and capital planning.

As we grow as a community we will work to protect and enhance our lands. We will grow responsibly and sustainably, as we promote mixed-use of space. We will continue to preserve cultural and environmental areas and find a balance between growth and balance and preservation.

2 Goal: Address our housing needs.

Seabird Island has taken a progressive and practical approach to housing; we commit to fair and transparent housing governance, supporting capacity-building, and empowering our Membership to actively take a role in on-reserve housing. Seabird Island is dedicated to innovation and creativity; providing affordable, safe and ample housing for its Members and sharing our process and success with other communities.

3 Goal: Build our economy.

We strive for a vibrant, diverse local economy that encourages self-sufficiency, community, and sustainability. As we build our economic platform, we will support economic participation by all. We will grow sustainably, and creatively, striving for equality and economic inclusivity.

4 Goal: Support educational excellence and lifelong learning.

We continue to strive for education excellence at all levels— from children to Elders. At Seabird, every generation takes part in lifelong learning and takes part in sharing knowledge with our Elders and knowledge keepers.

“Build and support industry that creates employment, community wealth that fully includes sustainability and has minimal impact on environment”

Band Member 2010 - Sustainable Community Plan Community Values, 2012

CULTURE, HEALTH, HEALING & WELLNESS

Our community is connected to, and proud of, our history and culture. This connection to culture is at the heart of our community's health and well-being. Taking a holistic approach to health that includes spiritual, emotional, mental, and physical well-being, we will strive to ensure that each Member is supported on their journey to achieve balance and healing.

The residential school system has had far-reaching and lasting effects on Aboriginal peoples, and has continued to disrupt our communities and families for generations. The residential school assimilation policy included the forced removal of Aboriginal children from their homes and banned the use of Aboriginal languages, traditions, customs, and teachings. Numerous physical, sexual, and spiritual abuses also occurred during the era of residential schools. The residential school experience caused a deep trauma among those impacted by it, and the effects of this trauma have continued to ripple outward leaving intergenerational wounds throughout our families and community.

Culture is indeed the heart of our community. Despite colonization, and the efforts to destroy Aboriginal culture, Seabird Island has remained strongly connected to our traditions and cultural practices. A member of the Stó:lō Tribal Council, Seabird Island has its own distinct culture, with Membership predominantly from Stó:lō and Nlaka'pamux First Nations.

Recognizing culture as the centre of personal and community wellness, Seabird Island will continue to support its Members to achieve positive health & wellness as individuals, as families, and as a community. By supporting families, youth development, Elder inclusion, and championing Seabird Island culture and language, we will create a community where Members feel a sense of belonging, and where each Member can realize their full potential.

The intergenerational effects of colonialism continue to ripple through Aboriginal communities throughout the country. Many families are suffering, and they need additional support to ensure they are restored and healthy. There are increasing numbers of young families on-reserve, and these families may require increased support as they juggle economic, educational, and household demands. However it happens, supporting family units is one way that Seabird Island can strengthen the community as a whole.

Youth and Elders are two important demographics when looking at the community; a healthy community includes opportunities for positive youth development, Elder participation, and intergenerational connections between these

two groups. In our culture, Youth and Elders have close relationships with many opportunities for knowledge-sharing, both playing important roles in the community. This remains true today, and the need to nurture these groups in the face of community challenges is more important now than ever.

Our health depends on our connection to our culture, and health encompasses emotional, mental, and physical health. Each is of equal importance, and all can be achieved through the promotion of positive community health that focuses on the community as a unit, in addition to the individual. Healthy lifestyles, and access to recreation activities, are important parts of our culture and of the holistic well-being of all community members.

Community health also depends on the security of its members. Feeling physically safe on-reserve, feeling safe economically, attaining food security, and safety from natural disasters are all examples of holistic community safety. Over the years of planning, Seabird Island has developed goals and strategies to positively affect many of these forms of personal and community security on Seabird Island, and to ensure that all Members feel a strong sense of belonging and connection to their community.

Our health and wellness as a community is inherently tied to our connection to our culture. Rebuilding and celebrating our Seabird Island culture will ensure that we restore our community to its complete health.

1 Goal: Enhance the physical, mental, and spiritual health and healing of our Members.

Seabird Island envisions a community where Members are emotionally, mentally, and physically healthy; looking holistically at health to improve the lives of its people.

2 Goal: Support all of our Members including children, youth, families, and Elders.

Seabird Island will continue to support all of our Members; including nurturing family units, fostering positive youth development, and respecting the important role of Elders within, and to, the community.

3 Goal: Address the ongoing effects of intergenerational trauma.

Our vision for Seabird Island depends on our ability to recognize and address the intergenerational trauma our Members have suffered. By working through our history, we will be able to achieve a more positive future for our community.

4 Goal: Work to protect and rebuild our culture.

We will work to educate ourselves and others on our history in order to honour our ancestors as well as our future generations.

5 Goal: Promote and celebrate our culture.

Seabird Island Members will be connected to our traditions and our culture. We will look for ways to incorporate our culture in our community, and take part in cultural activities with pride.

6 Goal: Keep our community safe.

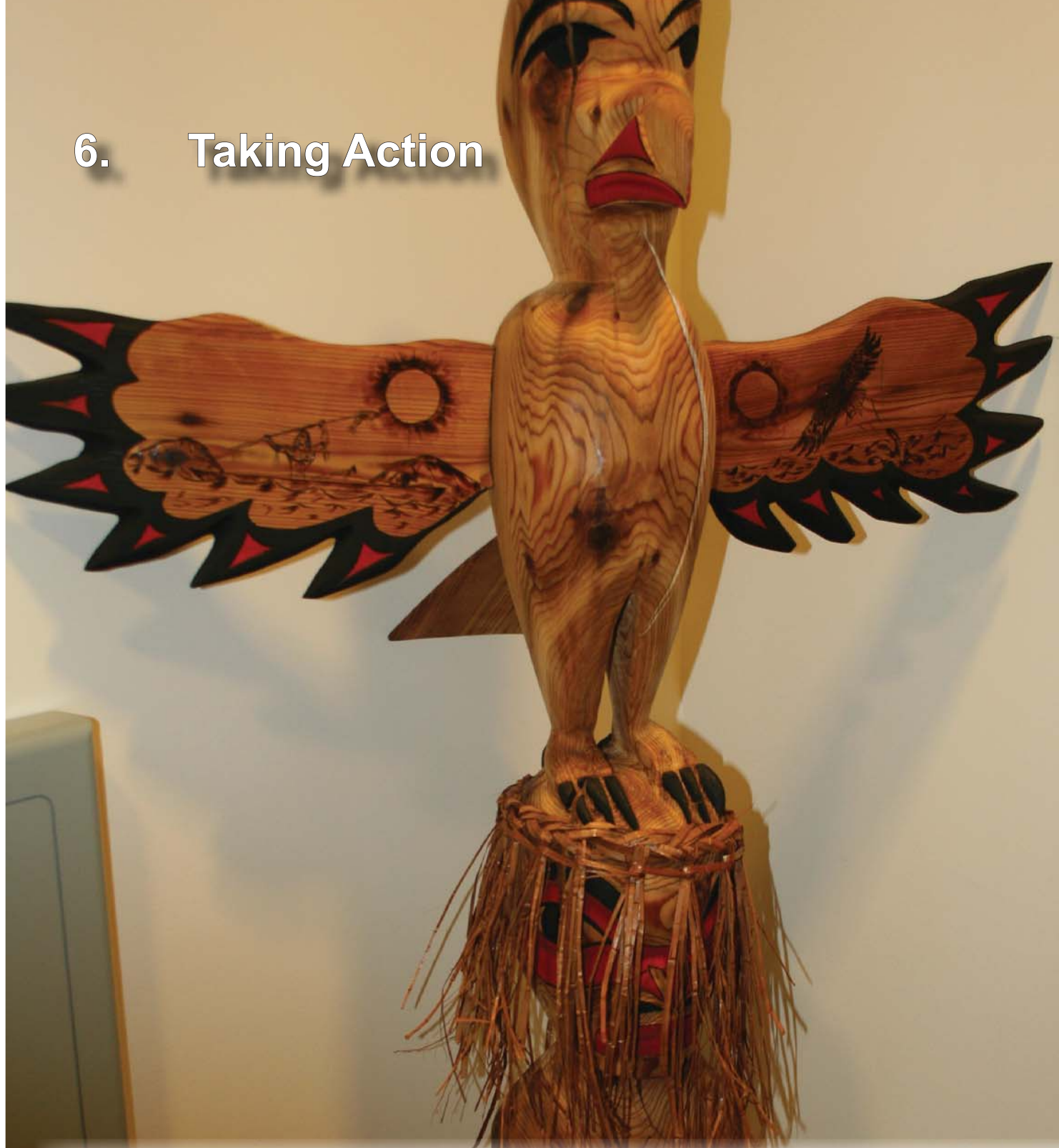
We envision a community where each member feels secure, safe and a sense of belonging in their homes, and their neighbourhoods. Seabird Island will work to ensure the physical, economic, and personal security of its Members through effective risk management planning.

“Need spiritual approach which will lead to a better balanced lifestyle: spiritual, physical, emotional, mental”

Sustainable Community Plan Phase 2 Report May 9 2011



6. Taking Action



“Ste’astexwtset cha wa sq’eq’otset cha.
Together it will be done.
We, you and I, we are caretakers of this land.”

Energy Plan



Seabird College 2012

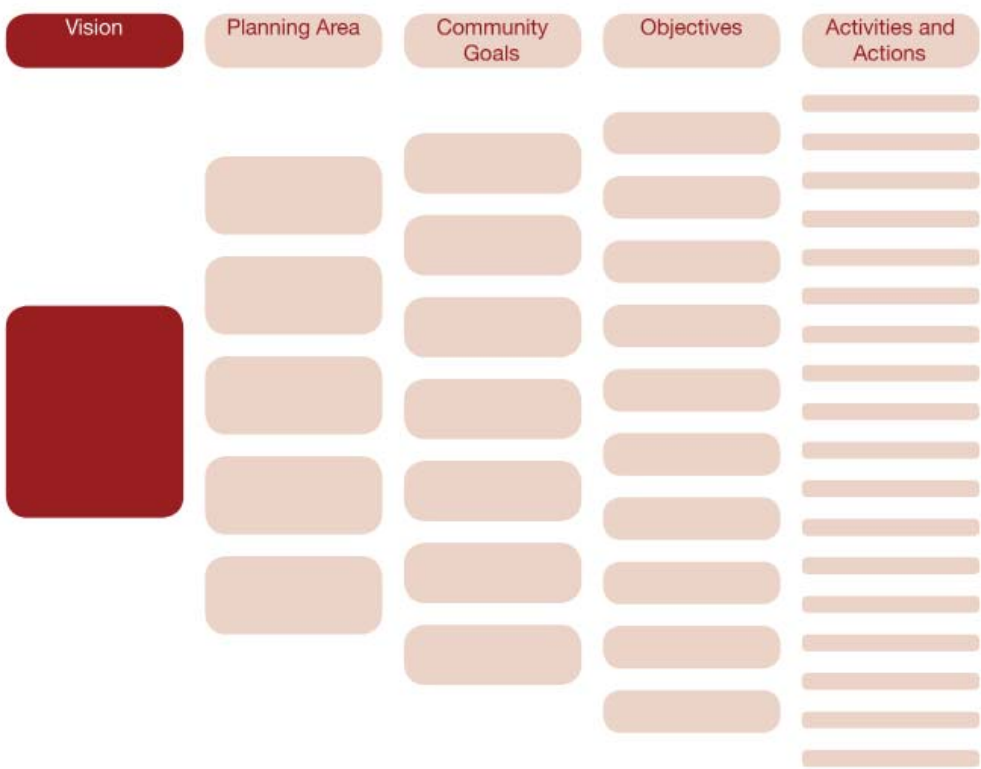


Seabird College 2013

6.1 Implementing the Plan

For the plan to be successful, everyone has to see themselves as part of its implementation. Every community member has a role in working to achieve the community vision for Seabird Island. The roles that individuals will play in the plan’s implementation will vary, but generally the plan is divided into sections which are the primary responsibility of one group. Each of these sections and their implementation strategies are described below.

Figure 10. CSCP Framework Vision



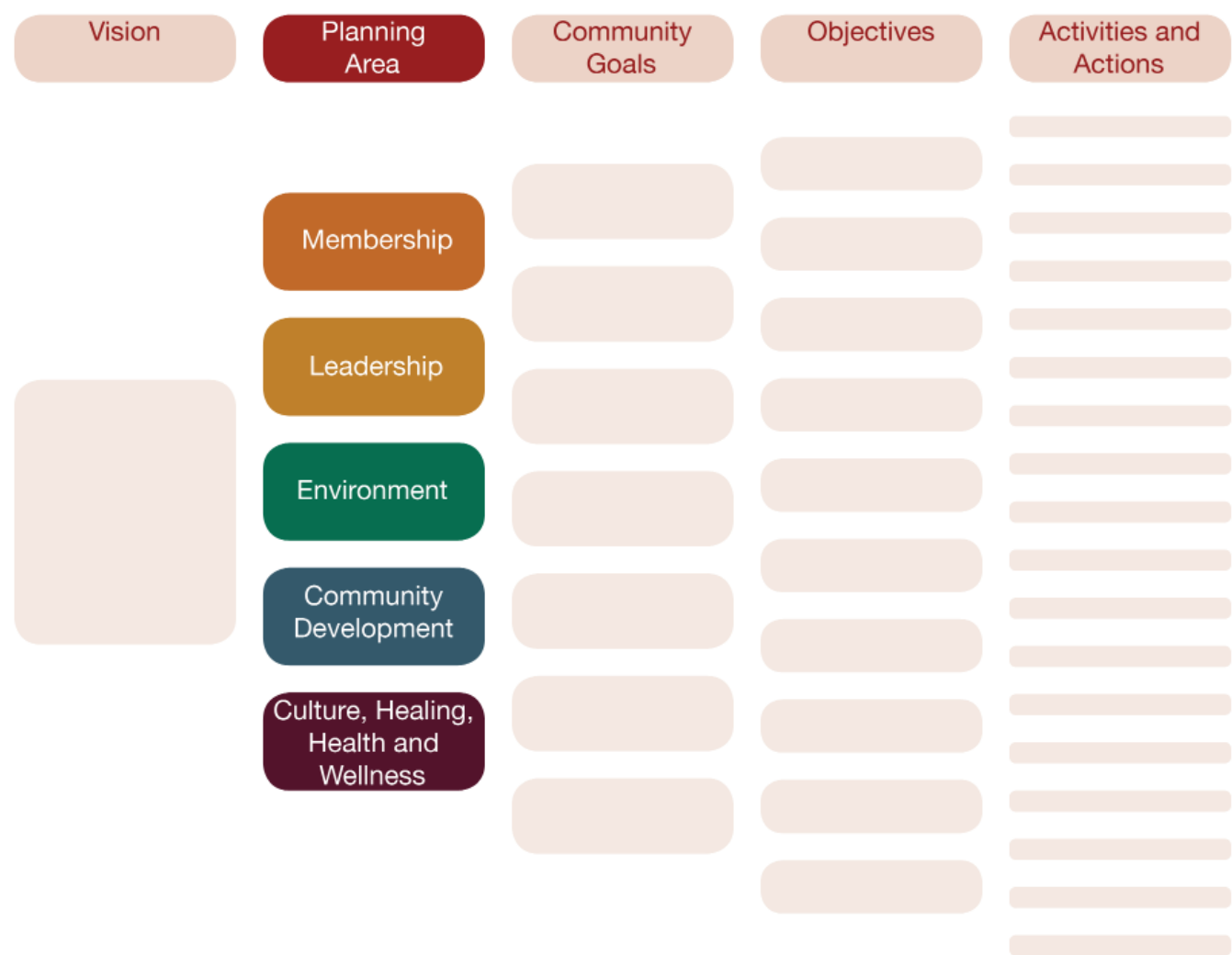
Vision

The vision is the ultimate goal for Seabird Island; developed by leadership, it reflects 8 key areas that summarize the community’s hope and aspirations for the future.



Planning Areas

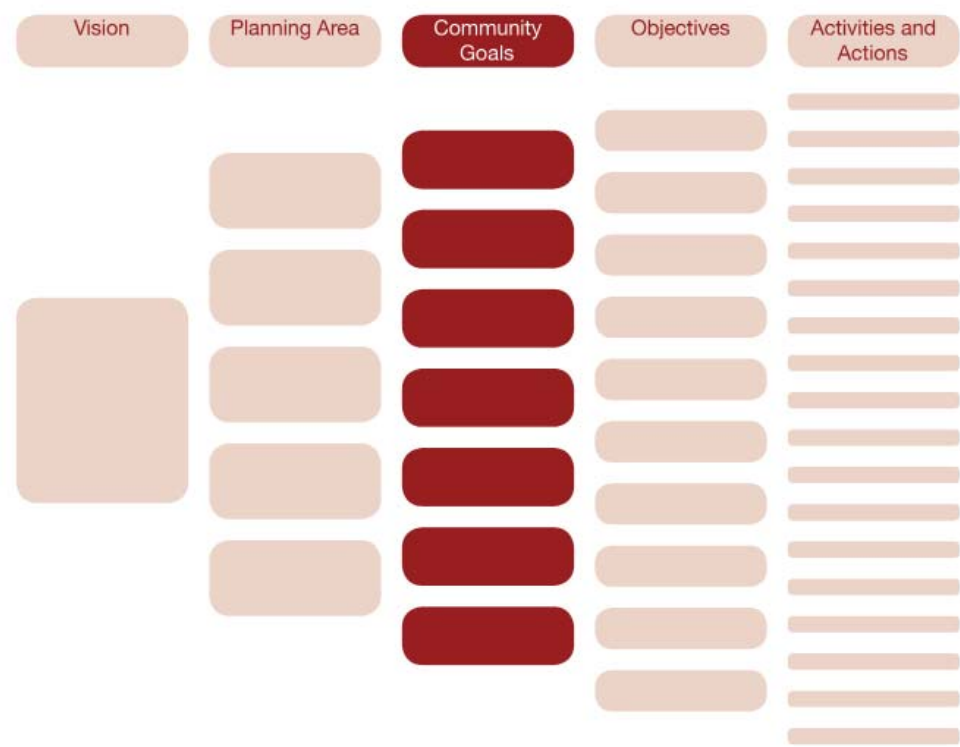
- Figure 11. CSCP Framework Planning Areas



The 5 planning areas listed provide a structure to help organize the community goals and objectives that follow. The planning areas that support the overall vision are Membership, Leadership, Environment, Community Development, and Culture, Health, Healing & Wellness.

Community Goals

- Figure 12. CSCP Framework Community Goals

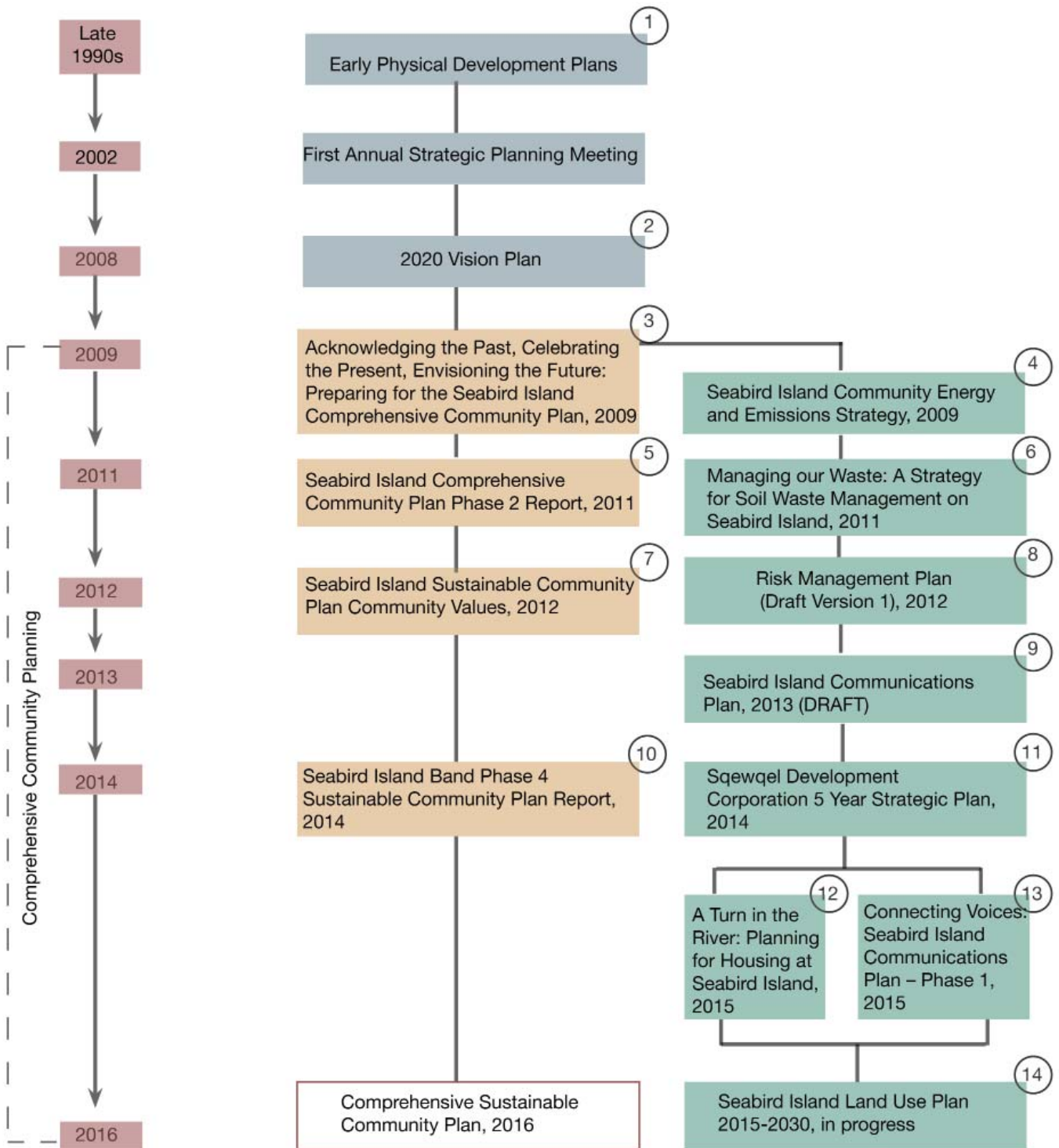


The CSCP community goals were developed through a robust review of 14 Seabird Island plans and related documents. Using the goals outlined in these plans, as well as re-visiting and categorizing all community input from consultation sessions, 23 goals related to 5 planning areas were created to directly reflect community feedback. These goals capture what the community wants to achieve in the short, medium and long term, and remain broad areas of where there is work to be done. When the goals have been achieved, the community will be consulted to develop new goals that all support the overall vision for Seabird Island.

Each of the goals have been assigned reference codes for clarification and ease, and can be found in the implementation tables (Appendix A).



Figure 14. Planning Phases Map Numbered



Objectives

- Figure 13. CSCP Framework Objectives

The objectives included in the appendices are comprised of the goals and objectives outlined in each of the previous planning documents. In different phases of past planning work, objectives were created through community consultation, in turn, reflecting the community’s vision. These objectives are listed in the working implementation table (Appendix A), and provide direction on how to achieve the overarching community goals. Coming from various plans, these objectives are written with varying levels of detail and may be labeled in the original plans as goals, objectives, strategies, or directions. The Planning Phases Map (see Figure 14) labels each plan with a number that corresponds to the objectives in the implementation table. This numbering system is meant to allow for easier retrieval of and reference to the original planning documents. As well, to ease the retrieval and referencing process, the objectives have been included verbatim from the originally sourced document. Because the objectives have been taken directly from other plans, they vary in detail and exist on a timeline; short, intermediate, or long-term timeframes.

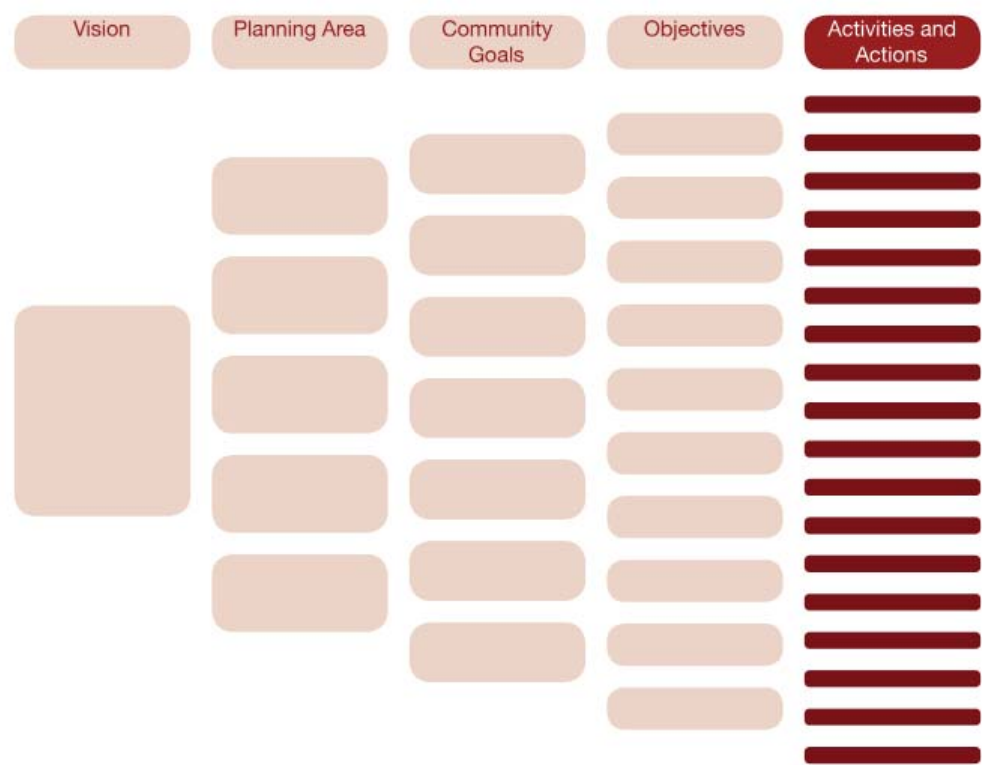
In the past, Chief and Council set annual objectives as part of their strategic planning efforts without a comprehensive planning document for reference. Moving forward, the CSCP will provide the foundation for the elected leadership to create their annual strategic plans. Members will have opportunities to share their ideas and input on potential strategies at various points of the year, but ultimately it is Chief and Council’s role to determine the objectives that will dictate where staff resources are allotted for a particular year. The objectives will direct the Council and Departmental work plans, resources and budgets, providing for – short term (1 year); intermediate-term (2 to 8 year) and long-term (8+ years) actions. Adopting objectives that can also be laid out according to this timeline will allow Chief and Council to consider immediate priorities as well as objectives that will require more planning and energy over the course of many years.

Vision	Planning Area	Community Goals	Objectives	Activities and Actions



Activities and Actions

– Figure15 CSCP Framework Activities and Actions



Activities and actions will reflect the departmental and staff work plans for the year, and as such are not presented in the CSCP. Once Chief and Council set the annual objectives, staff will develop strategies and actions to fulfill them. When gathering community input, Members often suggest innovative solutions and ideas presented in the form of actions. These will be considered by Chief and Council to form the objectives, but the actual activities and actions will be developed by staff based on their capacity and resources for projects.

The Implementation Table

The objectives, the associated community goal, and the implementation timeline are all featured in a detailed implementation table (Appendix A). This table will allow for easy reference to the objectives, and track implementation progress.

Figure 16. Implementation Table

PLAN IMPLEMENTATION

PLAN OBJECTIVES By Function (to be further refined if needed and reviewed annually)	CSCP GOAL ID #	RESPONSIBLE Council, CAO, Director/Depart. (ALL) or Members	IMPLEMENTATION YEAR Yearly Priority – 1, 2, 3 or Continuing			Done Yes When No On going
			Year 1	Year 2-8	Year 8+	
FUNCTION NAME – OBJECTIVES						
1.						
2						
3						
4						
5						
6						
FUNCTION NAME – OBJECTIVES						
1						
2						
3						
4						
5						
6						
FUNCTION NAME – OBJECTIVES						
1						
2						
3						
4						
5						
6						





Seabird Drivers Education 2013



Band Office Renovations 2013 - 2014



7.0 Evaluating our Progress



“Respect what makes us alike and what makes us all different. There may be many roads all leading to the same destination.”

- Sustainable Community Plan Phase 2 Report May 9 2011



Seabird Communications Production 2010



Seabird Communications Production 2014



Seabird Mid-wife Program Starts 2014

7.0 Evaluating our Progress

Monitoring and evaluation (M&E) is essential for ensuring planning work can come to life and results from the planning actions are achieved. Despite its importance, M&E is often an overlooked feature of the planning process. Without effective systems in place to monitor and evaluate plans, they run the risk of failing to achieve desired goals and outcomes. It is useful to view monitoring and evaluation as central tools for plan implementation:

- Monitoring involves the gathering of information and applying indicators to measure the progress and results of planning actions; and Evaluation involves an assessment of what is being monitored in order to evaluate where any changes can be made for better and more effective results.

Essentially, M&E is a method for tracking performance and it provides:

- Evidence of progress and achievements;
- Transparency through communication of planning results;
- Accountability; and
- Identifies actions that are not progressing well and provides insight into methods for altering and modifying them in order to achieve more successful outcomes.

Developing indicators for each planning action provides a framework to better track and measure progress. Indicators should provide baseline data (where the planning process is at before action has been taken) and should also identify expected results and indicators for measurement (how you will know the desired goal has been achieved).

Some of the individual plans included in the CSCP have specific M&E plans that can be used to support implementation. For other objectives, the implementation table has a space where staff and Council Members can track progress and/or objective completion.



7.1 Reporting Back

Everyone involved in the CSCP has a desire to have a clear understanding of the successes and challenges faced in reaching the community goals. Increased transparency is crucial to maintain momentum, gain community buy-in, and ensure that everyone is on the same page and working effectively together towards their shared vision for Seabird Island.

Quarterly Band meetings allow an opportunity for reflection on the community goals, Council objectives, and staff activities. It is recommended that at each quarterly meeting, Council members present the progress-to-date to the community as a way to ensure transparency at all levels. The implementation table is an effective tool that

allows for Council portfolio holders to work more efficiently with staff at each quarterly review.

In addition to the quarterly meetings, the Yoo Hoo newsletter has a strong readership, and is an effective way to disseminate information regarding the CSCP. The Seabird Island website and social media platforms are also places where Members should be able to access updates on the plan's progress.

“Everyone [needs to be] on the same page... right now,... there's about 100 pages.”

Staff Survey Respondent, Connecting Voices: SIB Communications Plan – Phase 1

7.2 Opportunities for Feedback

While the CSCP community goals represent years of community consultation, there are many opportunities to continue the ongoing conversation with community members. There is a clear movement towards increased participation and engagement of Members in community development, and many Members want to play a larger role in planning processes moving forward.

The quarterly Band meetings provide a clear opportunity for Members to provide input and feedback on the objectives and actions taken. Council members can collect ideas and potential strategies to incorporate into their annual objective-setting. When goals are completed, or are no longer relevant as community needs change, more extensive consultation with the community is necessary to re-assess the community vision. The CSCP is a living document, shifting and changing direction when necessary.

“I am proud to live on Seabird because my children and grandchildren know a trust their whole family. A lot in the community are aunts and uncles even if by blood they are not. Sense of pride in our accomplishments and where we were and where we are going.”

Sustainable Community Plan Phase 2 Report May 9 2011





Better at Home Program Begins 2015

8.0 Concluding Remarks

Éy kws hákw'elestset te s'í:wes te
siyólexwálh Xaxastexw te mekw'stam

Éwe chexw qelqelit te mekw'stam lóy kw'es li
hokwex yexw lamexw kwú:t

S'ólh téméxw te íkw'eló xólhmet te mekw' stám ít kwelát

It is good to remember the teachings of our ancestors;
Respect all things;

Don't waste, ruin, destroy everything,
only take what you need;

This is our land we have to take care of everything
that belongs to us.



Seabird Old School Demolition Feb. 2015



8.0 Next Steps

Below are the next steps for immediate action, as we work towards making this plan a reality.

- With consideration for the objectives outlined in 14 other supporting plans, it will be Council's role to decide on and prioritize the community objectives. An implementation framework has been developed where the objectives are to be assigned a time frame for execution.
- Staff will work collaboratively to achieve the Council-identified objectives for that designated year.
- A formal communications and ongoing engagement strategy should be developed to ensure that community members remain actively involved in the planning process, from implementation, to updating and revision.
- Lastly, this plan should be widely disseminated throughout the community.

Seabird Island is a diverse community with a broad range of needs, perspectives, and ideas. Despite this diversity of community members, there is much we share in common; including a healthy, safe, vibrant, and restored community for everyone. If every community member takes some part of the responsibility to reach this, Seabird Island will achieve its goals and continue to be an incredible community for all its Members.





ECE Construction 2015



ECE New Building Expansion - Grand Opening 2016

8.1 Concluding Remarks

Bringing together years planning work and hundreds of community voices, this document represents our comprehensive sustainable community vision and plan for Seabird Island. Building upon the many different planning processes that started in 2008, this plan is a compilation of 14 other plans all brought together to produce one cohesive framework to guide the work of Members, Administration, and Chief and Council.

This CSCP is meant to be a fluid, living document, flexible and adaptable as community needs change. The overarching community goals, and their associated objectives should be revisited and revised to stay current with the community's vision and values. Just as collaboration was essential for creating this CSCP, collaboration will also be necessary for this plan's execution.

“Seabird is better because people are living in harmony with each other, the environment and their neighbours”

Sustainable Community Plan Phase 2 Report May 9 2011





Appendices



Future Planning Needs

While reviewing the community consultation and input from 14 previous community plans, there were a number of areas where further planning is recommended.

Finalization of CSCP Objectives

While the CSCP includes 23 community goals, there are many objectives under each goal that came from the 14 plans included. Many of these objectives are complete, or no longer relevant, and Chief & Council will need to undergo a rigorous planning process to finalize a set of objectives that both reflect the community and elected leadership's vision for Seabird Island.

Cultural Revitalization/Protection Plan

One of the strongest threads through all community consultation was the desire to strengthen the community's connection to their culture and language. Seabird Island has its own unique culture, and Members have a real desire to empower and educate each other on their history and traditions, to ensure that future generations are connected to their land and culture.

Communications and Engagement Strategy

In 2013, the Communications Department began drafting a communications strategy for external communications at Seabird Island. Given the strong desire for more transparent information-sharing and communication, it is recommended that this plan is completed. In addition to the external communications strategy, an additional plan that builds on the 2015 Phase 1 Communications Plan is needed to address the communication needs between Members, administration, and elected leadership.

Youth and Elders Engagement Strategy

Across consultation sessions, there was a strong recommendation to create specific engagement strategies for Youth and Elders. These two demographics are very important to the community, and both have become disconnected to their traditional roles. Either a specific strategy, or special consideration in other plans, is necessary to ensure that both these groups are empowered to be a part of decision-making on-reserve.

Housing Strategy

2015 saw the creation of a high-level housing strategy. Building on that plan, a detailed and actionable housing strategy is needed to ensure Seabird Island and its Members work collaboratively to continue to meet the community's growing housing demands.

Economic Growth Strategy

Economic opportunities are paramount to the individual and collective success of Members to achieve self-sufficiency and decrease dependency on external funding agencies, or the Band. A comprehensive long-term strategy for economic growth would provide the foundation for future economic success.

Updated Land Use and Infrastructure Plan

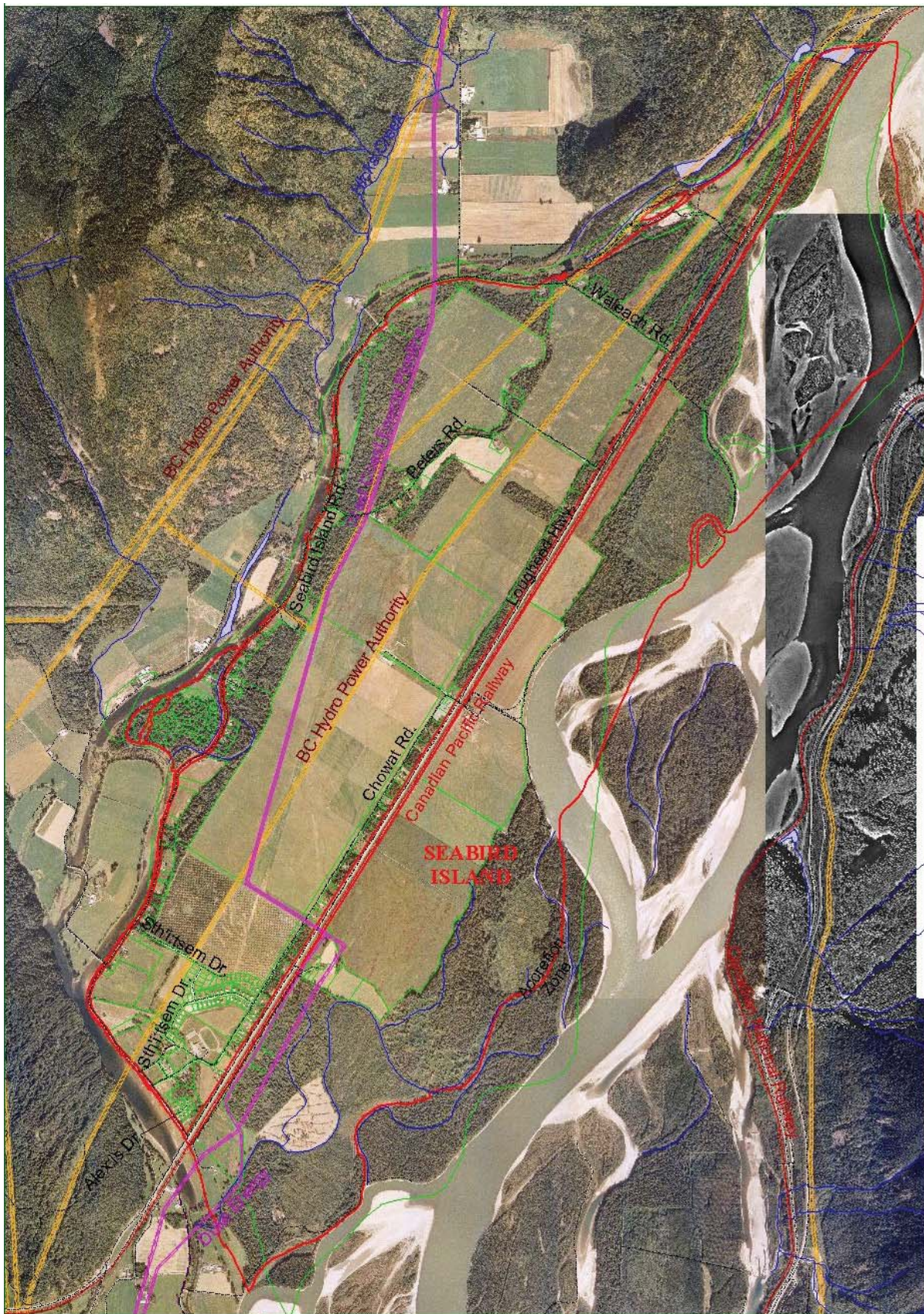
Seabird Island has recently initiated a land use planning process to develop a comprehensive land use plan. Finalizing this plan will ensure that the community and elected leadership are on the same page regarding environmental protection and land use moving forward.

Transportation

While Seabird Island is limited in its ability to improve transportation options for its community members, the need for improved transportation is clear across community consultation. Seabird Island is encouraged to explore possible options to support Members to find alternative modes of transportation that facilitate access to, from, and around the community.

Recreation/Healthy Lifestyle Strategy

The Health Department has a detailed annual plan that includes many strategies to support healthy living. Building on their work, a comprehensive strategy to increase physical activity, support healthy lifestyles, and create additional opportunities for recreation is needed to ensure Members achieve holistic health and wellness.



**SEABIRD
ISLAND BAND**

Aerial Photo
Map 1

MAP LEGEND

- | | |
|--------------------|------------------------------|
| — Transmission ROW | — River |
| — Pipeline | — Islands |
| — Streams | — Land Parcels |
| — Roads | — Seabird Island IR Boundary |
| — Railroads | |
| — Contours | |

500 0 500 Meters

1:25,000 Scale
UTM Projection
Datum NAD83

The Stó:lō Nation Aboriginal Rights and Title Dept. (AR&T) accepts no responsibility for the accuracy of the data shown on these maps. Data is compiled from various sources and the most recent digital files may or may not be stored at AR&T.

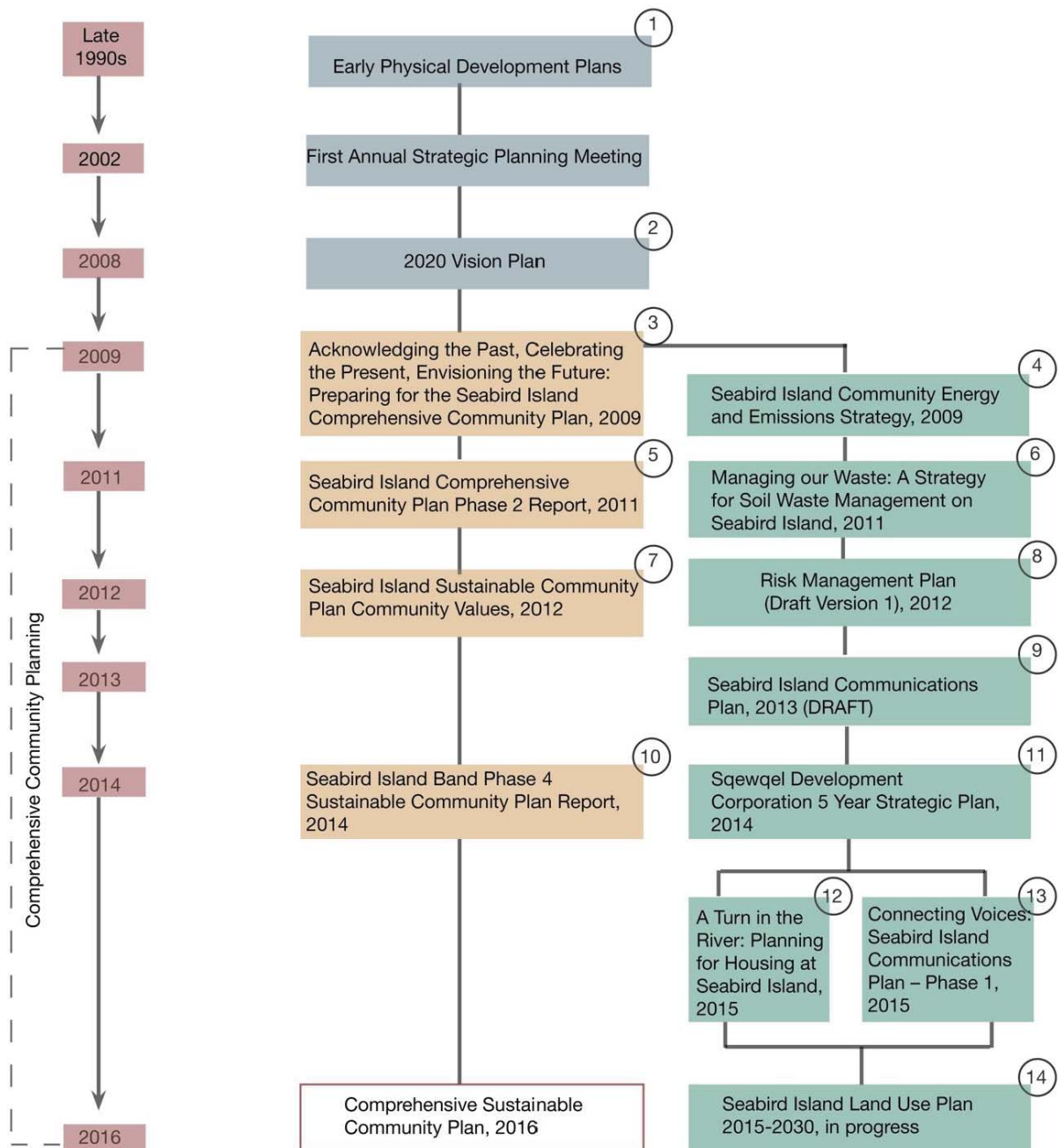
LAND SOURCE:
1:25,000 Scale Digital Files
Seabird Island Band
Date Received Nov. 1999.

AERIAL PHOTOS:
Triathlon Mapping Corporation
Fraser Valley on CD Rom
July 1995

RESERVE OUTLINE:
Public Works Canada
Lands Registry Surveys
February 2002

TRIM Sheets:
1:20,000 Scale Digital Files
Ministry of Water, Land & Air Protection
Date revised June 1995.

Appendix 1 –SEABIRD ISLAND PLANS BY DATE



Appendix 2 – GOALS by PLAN AREA

Table 1 represents the 5 Plan Areas of the Seabird Island Comprehensive Sustainable Community Plan (CSCP) with their corresponding goals derived from the planning documents Seabird Island has written over the past 12 years.

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

Appendix 3 – CSCP STRATEGIC OBJECTIVES by PLAN AREA GOALS AND DOCUMENT ORIGIN

Table 2 represents the 5 PLAN AREAS of the Seabird Island Comprehensive Sustainable Community Plan (CSCP) with their corresponding GOALS and STRATEGIC OBJECTIVES derived from the previous planning documents Seabird Island has written over the past 12 years. The bracketed numbers in the table indicates which planning document the STRATEGIC OBJECTIVES were taken from. The legend below lists all the planning documents by title.

Legend:

1. Early Physical Development Plans
2. 2020 Vision Plan
3. Acknowledging the Past, Celebrating the Present, Envisioning the Future: Preparing for the Seabird Island Comprehensive Community Plan, 2009
4. Seabird Island Community Energy and Emissions Strategy, 2009
5. Seabird Island Comprehensive Community Plan Phase 2 Report, 2011
6. Managing our Waste: A Strategy for Soil Waste Management on Seabird Island, 2011
7. Seabird Island Sustainable Community Plan Community Values, 2012
8. Risk Management Plan (Draft Version 1), 2012
9. Seabird Island Communications Plan, 2013 (DRAFT)
10. Seabird Island Band Phase 4 Sustainable Community Plan Report, 2014
11. Sqewqel Development Corporation 5 Year Strategic Plan, 2014
12. A Turn in the River: Planning for Housing at Seabird Island, 2015
13. Connecting Voices: Seabird Island Communications Plan – Phase 1, 2015
14. Seabird Island Land Use Plan 2015-2030, in progress

Table 2 – CSCP OBJECTIVES by PLAN AREA GOALS

PLAN AREAS	Goal ID Number	COMMUNITY GOALS – Desired Outcomes	STRATEGIC OBJECTIVES	Year to be Done
MEMBERSHIP	Mbr1	Create a shared understanding of the individual and collective rights and responsibilities of Members	Review existing community responses to outline the guiding principles, values and vision (5)	
	Mbr2	Cultivate a community culture of participation and engagement.	Empower our Membership (13)	
	Mbr3	Continue to work towards self-reliance, independence, health and healing		
LEADERSHIP	Ega1	Actively engage Membership.	Create strong, safe spaces for members to become involved in decision making (10)	
			Develop a Community Engagement Plan (5)	
			Engaged community and responsible leadership: includes citizen involvement in the community, volunteering, neighbourhood participation, responsiveness of leadership administrations to citizen input, and connection between people and leadership (7)	
	RT1	Protect and promote our Aboriginal rights and title	Residential Development: Begin Land Transfer Process of Federal or Provincial Crown Land in Traditional Territory to Seabird Island (11)	
	Com1	Ensure clear, accessible communication	A well connected community; high speed internet service, computers in every home, connected to education institutes or work and for personal development; and a strong website that reflects our community, programs and services and supports local artisans and businesses (7)	
			Improve Clarity and Accessibility of Information (13)	
			Create a Communications Plan that Reflects SIB (13)	
	Gov1	Ensure effective and accountable governance	Support leadership to be good role models (10)	
			Governance processes and set of	

LEADERSHIP	Gov1	Ensure effective and accountable governance	practices are reviewed and revised annual to enable organizations to reaffirm goals and redefine the relationship to how authority, decision-making and accountability are exercised (5)	
			Ensure Transparency (13)	
	Gov2	Continue to work towards self-government		
	BA1	Ensure equitable and fair practices at the Band level	A Community Profile Report is completed by March 2013 (5)	
	BA2	Ensure effective and accountable Administration		
ENVIRONMENT	Enr1	Invest in clean, green, and renewable energies to support our development	Efficient use of natural resources: includes conservation of resources and use of sustainable energy sources, homes and buildings upgraded with solar panels and geothermal systems (7)	
			Energy Goals (11)	
			<ul style="list-style-type: none"> Complete feasibility study on power generation options 	
			<ul style="list-style-type: none"> Create a partnership for self-power generation 	
			<ul style="list-style-type: none"> Create Sqewqel Utilities to service Seabird Island Band and become Own municipal power Authority 	
			Build Internal Capacity and Resources (4)	
			Conduct Detailed Energy Audit and GHG Inventory (4)	
	Pro1	Protect and enhance the environment for future generations	Set Standards for Energy Efficient Buildings (4)	
			Develop Renewable Energy Supply (4)	
			Develop strategies to protect land, water and air, and improve biodiversity & habitats (10)	
			Increase community green spaces, green building practices, and improve waste management programs (10)	
			Improve members' access and safety along land & river (10)	
			Abundant green space and recreation areas: includes	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

ENVIRONMENT	Pro1	Protect and enhance the environment for future generations	recreation and green space within the core, including parks, common space, community gardens, cycling and walking paths, trees, and urban landscaping (7)	
			Protected natural environment: includes protection of the eco-system, washes, hillsides, open space, and wildlife (7)	
			Clean air and quality water: includes reduced pollution and clean water (7)	
	WM1	Maintain effective waste management strategies	Commit to a zero waste future (4)	
			Produce less garbage (4)	
			Reuse, recycle and compost more (4)	
			Increase knowledge, awareness and participation (4)	
COMMUNITY DEVELOPMENT	Hou1	Address our housing needs	Increase housing management capacity and high quality, affordable housing options (10)	
			Strengthen Housing Governance (12)	
			Ensure Transparency (12)	
			Support Access and Affordability (12)	
			Build Membership self-reliance (12)	
			Purchase, renovate, and resell homes that are in foreclosure (11)	
			Develop partnership with an experienced residential developer for projects off the Reserve (11)	
			Work with all partners to develop the Housing strategy to meet the current and future needs of the community (5)	
	Ecn1	Build our economy	Agriculture (11)	
			<ul style="list-style-type: none">To create a sustainable agriculture sector with minimum cash start upsTo re-enter the Hazel Nut and Truffle industry while maximizing use of landPurchase a Native Plant Nursery	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

COMMUNITY DEVELOPMENT	Eco1	Build our Economy	Sqewqel Gas Bar (11)	
			<ul style="list-style-type: none"> • Build capacity in Management and Staff 	
			<ul style="list-style-type: none"> • Have Management Succession plan in place 	
			<ul style="list-style-type: none"> • Improve the image of Store and build customer awareness 	
			<ul style="list-style-type: none"> • Increase Sales by 30% from the year before 	
			Business Park (11)	
			<ul style="list-style-type: none"> • Sign an anchor tenant 	
			<ul style="list-style-type: none"> • Receive funding from various funding agencies to help finance the project 	
			<ul style="list-style-type: none"> • Develop a relationship with commercial/ industrial Realtor 	
			<ul style="list-style-type: none"> • Have business park operational by 2017 	
			Forestry (11)	
			<ul style="list-style-type: none"> • Terminate the FCARSA Agreement 	
			<ul style="list-style-type: none"> • Develop a tree farm business for Silva culture purposes 	
			<ul style="list-style-type: none"> • Develop a Traditional Territory Forestry Management Plan with Province of B.C. 	
			<ul style="list-style-type: none"> • Complete a feasibility study 	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

COMMUNITY DEVELOPMENT	Eco1	Build our Economy	Create a new Gravel Business (11)	
			RV Park (11) • Develop a Business plan Phase one of the RV Park to be operational by 2016	
			Medical and Dental Centre (11) • Complete a feasibility Study and Business Plan • Negotiate transfer of assets from Seabird Island Band to Sqewqel Development Corporation • Move Services to Commercial area	
			Stqo:ya Construction (11) • Become the company of choice for all ROW's in Fraser Valley and beyond • Solidify office/yard location • Develop Short/mid/long term growth strategy	
			Commercial Area (11) Pursue Land Transfer of Agricultural Lands in Agassiz to Seabird Island Band Develop a Commercial area with the following; • Medical and Dental Services • Maybe advanced Medical Services • Hair Saloon • Business Office for Sqewqel Dev. Corp • Restaurant • Fast Food Outlet • Insurance • Grocery • Hardware	
			Increase sustainable jobs and member-owned business (10)	
			Expand opportunities for own source revenue (10)	
			Jobs: includes wages, job quality, job diversity, and improved standard of living (7)	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

COMMUNITY DEVELOPMENT	Eco1	Build our Economy	Quality career training: includes education, training, life skills, literacy and skill development leading to high quality, living wage jobs (11)	
			Reduced poverty and greater equality of opportunity: includes fair distribution of resources and creation of opportunities to overcome poverty and social and economic inequality (11)	
			Strong local businesses: includes the local economy, particularly small, Seabird based businesses; a Business Development Centre and a Light industrial Park and a strong entrepreneurial training and education supports (11)	
			Successful downtown: includes cultural and commercial aspects of the community core (11)	
	ED1	Support educational excellence.	Excellent public education: includes education quality at all levels—children to elder—as well as vocational, life skills, education and training; and an Early Childhood Centre of Excellence, an Immersion and Middle School and a College and Dorm (11)	
			Community education offers a structured, effective way to respond to the challenge to improve education because it expands the school's traditional role and creates a mutually interdependent relationship among home, school, and community (5)	
	SP1	Promote sustainable land use and capital planning	Improve current community infrastructure, accessibility, walkability, transportation options and physical activity (10)	
			Community Core Land Use needs to be defined for future project designations (5)	
			The Band needs the capacity to map infrastructure (5)	
			Develop Supportive Transportation Infrastructure, Policies and Programs (4)	
			Develop and Implement	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

COMMUNITY DEVELOPMENT	SP1	Promote sustainable land use and capital planning	Sustainable Community Infrastructure Plans (4)	
			Better alternatives to automobile transportation: includes access to public transportation, bicycle and pedestrian friendly roads, improved roadways (landscape, lighting, sidewalks, bus stops), and promotion of alternatives to automobiles (7)	
			Infill and investment includes well-planned growth management, and development of the community's core (7)	
			People-oriented neighbourhoods: includes designing new neighbourhoods and reinvesting in old neighbourhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and resident interaction (7)	
CULTURE, HEALTH, & WELLNESS	FYE1	Support all of our Members including children, youth, families, and Elders	Increase youth community involvement and access to cultural knowledge holders & mentors (10)	
			Strengthen intergenerational connections (10)	
			Increase youth spaces, activities and opportunities to socialize (10)	
			Caring, healthy families: includes opportunities, services, and conditions that support children, families, youth, and elders (7)	
			Increase extended family capacity to support elders & youth (7)	
	HW1	Enhance the physical, mental, and spiritual health and healing of our Members	Provide awareness and programs that will improve the health of our community residents (5)	
			To be the leader in First Nation Community Health (5)	
	HW2	Address ongoing effects of intergenerational trauma		
	Cul1	Work to protect and rebuild our culture	Cultivate revitalization of our Stó:lō and Nlaka'pamux languages and teachings (10)	
			Revitalization of language; includes language classes and public use, signage and champions; restoring traditional	

SEABIRD ISLAND CSCP – STRATEGIC OBJECTIVES

CULTURE, HEALTH, & WELLNESS	Cul1	Work to protect and rebuild our culture	practices, sharing and knowledge building of our culture and protocol sharing; writing our history and connecting with our knowledge keepers and elders (7)	
			Respected historic and cultural resources; includes preservation and celebration of local landmarks, buildings, neighbourhoods, archeological treasures, open spaces, cultures, and traditions that make Seabird unique (7)	
	Cul2	Promote and celebrate our culture	Increase and diversify cultural visibility & infrastructure (10)	
			Work with the Language and Culture Committee and Education Department to develop a Language and Culture Plan for the Community (5)	
	Sec1	Keep our community safe	Increase community safety and access to self-care, life skills training, food security and lifelong cultural learning (10)	
			Safe neighbourhoods: includes safety, crime, policing, and risk perceptions (7)	
			Coordinate disaster response with BC Hydro and other agencies and responders (8)	
			Finalize emergency evacuation procedures arising out of the Emergency Plan and integrate these within the Land Use Plan (8)	

CSCP Overview Brochure

“HOW DO WE GET THERE?”

We get there by achieving the GOALS that were developed from all our previous plans. There are 23 GOALS under 5 different PLANNING AREAS:

MEMBERSHIP – GOALS

1. Create a shared understanding of the individual and collective rights and responsibilities of Members
2. Cultivate a community culture of participation and engagement
3. Continue to work towards self-reliance, independence, health and healing

LEADERSHIP – GOALS

1. Actively engage Membership.
2. Protect and promote our Aboriginal rights and title
3. Ensure clear, accessible communication
4. Ensure effective and accountable governance
5. Continue to work towards self-government
6. Ensure equitable and fair practices at the Band level
7. Ensure effective and accountable Administration

ENVIRONMENT – GOALS

1. Invest in clean, green, and renewable energies to support our development
2. Protect and enhance the environment for future generations
3. Maintain effective waste management strategies

COMMUNITY DEVELOPMENT – GOALS

1. Address our housing needs
2. Build our economy
3. Support educational excellence
4. Promote sustainable land use and capital planning

CULTURE, HEALTH, & WELLNESS – GOALS

1. Support all of our Members including children, youth, families, and Elders
2. Enhance the physical, mental, and spiritual health and healing of our Members
3. Address ongoing effects of intergenerational trauma
4. Work to protect and rebuild our culture
5. Promote and celebrate our culture
6. Keep our community safe

“HAVE WE ARRIVED?”

Each fiscal year, Council will develop its Strategic Plans or its OBJECTIVES for that year, based on the 23 GOALS. The Quarterly Meetings provide an opportunity for Council to report the progress of achieving the objectives back to the community, and ask the community for their input on possible short or long-term objectives, and revision to the goals as needed.

Seabird Island Comprehensive Sustainability Community Plan Lamatlha (lam-a-tlh-a) “to go into the future together.”



“Where have we been?”



“Where are we now?”



Our Journey

From our beginning, Seabird Island's Chiefs and Councils, its organization, and our Members have been on a thoughtful journey towards self-determination, self-sufficiency and "self-assured". Planning processes have taken place in many shapes and forms, but always with a separate focus. This Comprehensive Sustainable Community Plan (CSCP) is a compilation of these works. It takes into account the efforts of all those who came before us, and all of those who have shared their energy and voice in the process. It guides us on the path forward that we, as a community, envision for Seabird Island.

The Seabird Island CSCP outlines what is important to our Members and gives us direction on how we can move forward as a community. All of our plans and actions are strongly rooted in our teachings, our traditions, and our culture; providing the necessary direction towards achieving our community vision. The CSCP is also a framework for finding solutions, and initiating action in the face of the challenges and opportunities that arise with community growth, development, and change; not only for our organization, but for each Member, our family, and our community as a whole. It is a solid foundation for leaders to draw from to make informed decisions that will benefit the entire community. The CSCP identifies the need to incorporate the social, political, economic, and environmental goals into the decision-making processes so that our community can enjoy high standards of living, cultural traditions, social harmony, political stability, and a sustainable environment that will be maintained for generations to come.

Our CSCP brings together years of community planning to present a holistic, clear, and unified vision for Seabird Island's future. This plan summarizes the extensive community planning efforts beginning in 2008, shaped by the community feedback and confirmation. With goals that reflect community input, the plan is a living document to be updated and revised; representing the community voice while remaining flexible for adaptations in a rapidly changing world.



"WHERE DO WE WANT TO GO?"

Our Future

"Self-Determination",
"Self-Sufficiency" and
"Self-Assured"

The components of the CSCP are represented in the canoe drawing. The illustration was first presented in Phase 4 of the community planning process. The canoe is floating down the river of life from the past into to the future. In the canoe are a seat and a paddle for every community member. The paddles represent the tools needed to make the plan work, and it is important that all the paddles are moving in the same direction, or the community will not get anywhere. The first step in the journey is to ask, **"WHERE HAVE WE BEEN?"** to acknowledge the history of how we got to where we are. The answer to that question helps inform the second step, which is to ask **"WHERE ARE WE NOW?"** in order to see the current strengths and challenges faced by the community. To form a vision for the future the community then has to ask **"WHERE DO WE WANT TO GO?"** When we understand where the community wants to go, the next step is to ask **"HOW DO WE GET THERE?"** in order to lay out a plan. The last and most crucial step is to ask **"HAVE WE ARRIVED?"** to help monitor and evaluate the results on a regular basis. As the journey is successful, the community can adjust the course accordingly.





Lamatlha
(lam-a-tlh-a)
“to go into the
future together.”

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