

SONGHEES NATION STRATEGIC PLAN 2017 - 2027

Mission – Songhees Nation strives to achieve Community Vision through good governance, delivering programs and pursuing projects and initiatives for the benefit of the Songhees People

Values – Eyē? Sqā'lewen, with One Heart and One Mind, we commit to Help one another, to Forgive one another and to Love one another with Respect, Honesty and Courage

Vision – A Healthy, Self-Reliant, Progressive Community that Honours Tradition and Culture and Invests in Future Generations

	SELF GOVERNMENT	LANGUAGE & CULTURE	ECONOMIC DEVELOPMENT	LAND PROPERTY & HOUSING	EDUCATION, SKILLS & EMPLOYMENT	HEALTH & SOCIAL DEVELOPMENT
GOALS	<p><i>Songhees Nation is a responsible, accountable self-governing community, with the legal authority, leadership, and capacity to determine and pursue its own interests</i></p> <p><i>Songhees Nation is a united Community with a flourishing language and a reverence for its unique identity, heritage and traditional practices</i></p> <p><i>Songhees Nation is financially self-reliant and prosperous. The Nation actively participates in the regional economy</i></p> <p><i>Songhees Nation has a sustainable land base meeting current and future needs for cultural, residential, recreational, commercial and community land use</i></p> <p><i>Songhees Nation has an educated population with a skilled workforce and full participation in the labour market</i></p> <p><i>The Lekwungen People of Songhees Nation are mentally, physically, emotionally and spiritually healthy</i></p>					
OBJECTIVES	<p>Songhees Nation determines its own membership rules, election processes, lands management and taxation systems</p> <p>Chief and Council lead the Nation and are accountable and responsive to the Community through elections, referenda and transparent and consultative planning and priority setting processes</p> <p>Songhees members participate and contribute to the democratic life of the Nation</p> <p>Songhees staff passionately support Community goals and objectives, with commitment, professionalism and respect</p> <p>Songhees Nation has productive, collaborative relationships with other First Nations, and with Local, Provincial and Federal Governments</p>	<p>Songhees Members, residing on and off reserve, participate in Community Events, Celebrations and Cultural Practices</p> <p>Songhees Community Members speak Lekwungen at home, school and work</p> <p>Traditional skills, teachings and spiritual practices are maintained and promoted as integral to the life of the Community</p> <p>Songhees youth and elders are heard, included and contribute to the life of the Community</p>	<p>Songhees Nation generates surplus income to support community priorities and invest in the future</p> <p>Songhees Nation owns and operates successful business ventures in sectors such as: Tourism and Hospitality; Marine Industrial Services; Agriculture/Aquaculture and Clean Technology</p> <p>Songhees Nation fosters a supportive environment for entrepreneurs and community based business ventures</p>	<p>Songhees' land base, on and off reserve and within traditional territory, is large enough to support current and future uses</p> <p>Songhees Nation land and marine use plans reflect community priorities and values with appropriate laws and regulations for development and conservation</p> <p>Songhees lands are redeveloped to support mixed-use, vibrant villages with a range of housing options for community members</p> <p>Songhees Nation is a responsible steward, making highest and best use of land and property</p>	<p>Songhees children and youth have access to a cultural, values-based education providing them with the skills and knowledge to flourish in the future economy</p> <p>Songhees children and youth successfully complete elementary, middle and high school, ready and capable to advance their education and participate in the workforce</p> <p>Songhees community members have meaningful employment in fields of personal interest and benefit to the Nation</p> <p>Songhees Nation has sufficient leadership, managerial and technical skills to govern and administer the Nation and operate businesses effectively</p>	<p>Songhees community members enjoy good health</p> <p>Songhees community members, particularly youth, lead active lives and are physically fit</p> <p>Lekwungen Families support one another and all children thrive within loving extended families</p> <p>Songhees community members in need have access to income assistance and other supports appropriately addressing life situations impacting health and wellness</p>

GOAL ONE - SELF GOVERNMENT

Songhees Nation is a responsible, accountable self-governing community with the legal authority, leadership, and capacity to determine and pursue its own interests

OBJECTIVES AND STRATEGIES

1 Songhees Nation determines its own membership rules, election processes, lands management and taxation systems

- a Pursue multiple paths to self-government simultaneously, exercising current authorities, increasing self-government authorities sector by sector and participating in the modern treaty process
- b Develop and enact a *Songhees Nation Constitution*
- c Amend and implement the *Songhees Nation Membership Code*
- d Implement *First Nations Elections Act* as a step towards custom election code
- e Develop *First Nations Fiscal Management Act* laws to exercise jurisdiction over local revenue generation and participate in debenture bond financing
- f Develop *First Nations Lands Management Act* laws to exercise jurisdiction over lands and resources
- g Protect, maintain and assert Douglas Treaty Rights

2 Chief and Council lead the Nation and are accountable and responsive to the Community through elections, referenda and transparent and consultative planning and priority setting processes

- a Continue training and professional development opportunities for Chief and Council
- b Establish terms of reference for Council Portfolios to maintain subject matter expertise and establish reporting procedures
- c Continue biweekly Council Meetings, Special Council meetings as necessary, while maintaining record of Council Meeting minutes, motions and resolutions
- d Regular engagement and reporting to Community e.g. Open Council Meetings, Quarterly General Community Meetings, Information Meetings and Open Houses and publishing an Annual Report
- e Continue publishing an Annual Report to measure performance against Annual Operating Plan, Strategic Plan, Multi-year Financial Plans and 3 Year Business Plans

3 Songhees members participate and contribute to the democratic life of the Nation

- a Encourage participation in elections, referenda and attendance at Council Meetings and Community Meetings
- b Create and maintain effective Community Advisory Committees to assist with law and policy development and establishing community priorities
- c Encourage community members to contribute to the development of programs and services
- d Ensure Songhees Youth are engaged in the governance and operation of the Nation, including leadership development opportunities

4 Songhees staff passionately support Community goals and objectives, with commitment, professionalism and respect

- a Develop Communication Strategy including notices and newsletters, website, social media, and in person communication
- b Amend and update *Songhees Financial Administration Law*, Finance Policy, Financial Governance Policy and Information Management Policy
- c Amend and update the Human Resource Policy which guides the relationship between the Nation and its staff
- d Provide ongoing performance management using coaching, mentoring, goal setting and team building
- e Develop individual training plans to encourage professional and personal development

5 Songhees Nation has productive, collaborative relationships with other First Nations, and with Local, Provincial and Federal Governments

- a Participate at First Nations Summit, Union of BC Indian Chiefs and Assembly of First Nations
- b Be represented at Capital Regional District governance table
- c Participate on regional committees, working groups and stakeholder boards
- d Host regional gatherings, workshops, training programs
- e Engage with Local Governments in the Greater Victoria Region
- f Pursue Modern Treaty final agreement which provides land, compensation and certainty of self governance
- g Pursue actions to resolve outstanding issues (such as land claims, specific claims, litigation, accommodation agreements etc.)

GOAL TWO - LANGUAGE AND CULTURE

Songhees Nation is a united Community with a flourishing language and a reverence for its unique identity, heritage and traditional practices

OBJECTIVES AND STRATEGIES

1 Songhees Members, residing on and off reserve, participate in Community Events, Celebrations and Cultural Practices

- a Host Community Events such as Canoe races, Lekwammen Daze, Holiday gatherings, Sports events
- b Maintain the Lekwammen Longhouse for Community Use
- c Identify and support champions who preserve and promote traditional practices in such areas as hunting and processing game, fishing, harvesting cedar and ceremonies
- d Implement Youth photo and video projects to record traditional practices, such as processing cedar and basketry, spinning wool for knitting and weaving

2 Songhees Community Members speak Lekwungen at home, school and work

- a Prioritize Lekwungen Language Programs for funding
- b Establish a Lekwungen Language Committee to advise on language revitalization programs
- c Develop curriculum including songs, games and children's books in Lekwungen
- d Integrate Lekwungen language training into Early Childhood Education Centre, Kwum Kwum Lelum, Summer Camps and Adult Education programs
- e Host language classes, where Lekwungen Language speakers share their knowledge and incorporate into traditional practice workshops
- f Collaborate with District 61 for Lekwungen Language curriculum development for K-12
- g Use Lekwungen Language in Council Meetings, Community Meetings, Staff Meetings and in daily greetings
- h Preserve written, audio and video examples of the Lekwungen Language
- i Partner with linguists for written language preservation and written curriculum development

3 Traditional skills, teachings and spiritual practices are maintained and promoted as integral to the life of the Community

- a Establish Language & Longhouse Committees
- b Maintain and promote Community events that foster inclusiveness and belonging
- c Continue to share oral history, values and beliefs
- d Incorporate traditional values and teachings in the Nation's governance and operations as appropriate
- e Develop songs, games and children's books that celebrate traditional skills, beliefs and spiritual practices
- f Exercise and defend Douglas Treaty right to hunt, fish and harvest as formerly

4 Songhees youth and elders are heard, included and contribute to the life of the Community

- a Encourage Community and staff collaboration on festive events for Songhees Elders, such as Island Elders Lunches, Trips and Conferences
- b Celebrate Youth for their achievements in school, sports, family and culture
- c Acknowledge and Honour Elders for their experience, achievements and contributions
- d Engage Youth and Elders in the Nation's strategic and business planning processes, Community Advisory Committees and Action Groups

GOAL THREE - ECONOMIC DEVELOPMENT

Songhees Nation is financially self-reliant and prosperous. The Nation participates in the regional economy as a business owner, partner and government

OBJECTIVES AND STRATEGIES

1 Songhees Nation generates surplus income to support community priorities and invest in the future

- a Implement multi-year integrated planning to ensure annual budget and operational plans are aligned with short and long term strategic priorities and monitor progress towards goals and objectives
- b Achieve and maintain Financial Systems Certification through FNFMB to demonstrate sound financial practices and maintain eligibility for long term debenture bond financing
- c Further implement the *FN Fiscal Management Act* to exercise jurisdiction over local revenue generation (ex. Property Transfer Tax, Development Cost Charges)
- d Balance investment of Trust Funds, preserving capital for future generations and investing in current Community needs and priorities

2 Songhees Nation owns and operates successful business ventures in sectors such as: Tourism and Hospitality; Marine Industrial Services; Agriculture/Aquaculture and Clean Technology

- a Assure Economic Development governance through a Board of Directors accountable to the Nation through Chief and Council
- b Evolve governance structure as appropriate, continue to develop capacity for boards of directors
- c Structure business entities to best uphold the Nation's interests (tax and legal liability)
- d Pursue opportunities with the Greater Victoria Harbour Authority, including the First Nation component of the Ogden Point Master Plan
- e Develop existing tourism partnerships such as Clipper Vacations and Eagle Wing Adventure Tours and create new partnerships as capacity expands
- f Continue to develop Songhees Convention and Catering Services and Gift Gallery
- g Expand marine industrial ventures such as Salish Sea Industrial Services
- h Explore opportunities in agriculture/aquaculture and clean technology
- i Continue to develop business partnerships with other First Nations such as Xhamasung and Matullia Holdings with Esquimalt Nation
- j Leverage Partnerships such as South Island Prosperity Project, Chambers of Commerce, Aboriginal Tourism BC etc
- k Leverage land holdings for revenue generation through leasing and commercial development

3 Songhees Nation fosters a supportive environment for entrepreneurs and community based business ventures

- a Offer Entrepreneurial Training programs
- b Facilitate Access to Capital (Micro lending, financing)
- c Establish Entrepreneurial business networks and mentoring
- d Celebrate success to inspire others
- e Promote and support businesses owned by Songhees Community members

GOAL FOUR - LAND, PROPERTY AND HOUSING

Songhees Nation has a sustainable land base meeting current and future needs for cultural, residential, recreational, commercial and community land use

OBJECTIVES AND STRATEGIES

- 1 **Songhees' land base, on and off reserve and within traditional territory, is large enough to support current and future uses**
 - a List and prioritize preferred land selection in our ancestral lands, with a focus on adding a second community base for Songhees members
 - b Address outstanding Additions to Reserve with INAC
 - c Identify parcels of land for purchase and other acquisition strategies
 - d Recover Discovery Island parklands from the Province of BC

- 2 **Songhees Nation land and marine use plans reflect community priorities and values with appropriate laws and regulations for development and conservation**
 - a Map ancestral lands, survey roads and infrastructure
 - b Engage Community members in the development of land use plans, including workshops, open houses and online discussion forum
 - c Enact Land Code and bylaw revisions to meet evolving need for sustainable development
 - d Implement a database management system and digitize files
 - e Prioritize infrastructure needs, with annual and long term maintenance plans
 - f Assess and manage land use development, environmental, infrastructure and archaeological planning as our land base grows
 - g Implement a development cost charge and a rezoning application process
 - h Ensure we have sufficient capacity and resources to uphold laws and bylaws and resolve land and property issues

- 3 **Songhees lands are developed to support mixed-use, vibrant villages with a range of housing options for community members**
 - a Develop a long term housing plan and a community vision for development which balances individual aspirations and the greater good
 - b Develop a housing policy with cost-effective policies that incentivize home-ownership
 - c Articulate roles and responsibilities of the Nation Office, Certificate of Possession holders, interest holders and tenants
 - d Engage Permanent Interest Holders, adjacent municipalities, the CRD and the Province regarding affordable housing options

- 4 **Songhees Nation is a responsible steward, making highest and best use of land and property**
 - a Generate sustainable income for the Nation from land holdings
 - b Develop and maintain property management capacity, including training and equipment
 - c Use land and property, such as the Longhouse and Chatham and Discovery Islands, to support cultural and traditional practices to maintain a strong connection with nature
 - d Develop environmental management strategies for indigenous ecosystems including watersheds and the Salish Sea to ensure water quality and food sustainability
 - e Exert Douglas Treaty Rights for sustainably hunting, fishing and harvesting in traditional territories

- 5 **Songhees Nation is a safe community and is prepared for emergencies and natural disasters**
 - a Continue to develop Emergency Management Plans and participate in regional emergency preparedness planning
 - b Continue Aboriginal Policing program through Tripartite Agreement with Public Safety Canada and the RCMP
 - c Continue to operate Bylaw Enforcement Program

GOAL FIVE - EDUCATION, SKILLS DEVELOPMENT & EMPLOYMENT

An educated population with a skilled workforce and full participation in the labour market

OBJECTIVES AND STRATEGIES

- 1 **Songhees children and youth have access to a cultural, values-based education providing them with the skills and knowledge to flourish in the future economy**
 - b Prioritize Early Childhood Education programs
 - c Investigate and employ leading practices used in other indigenous and BC school districts to increase students' core skills
 - d Work with School District 61 to develop Lekwungen Culture Curriculum
 - e Consider creating a Songhees School with our own values, culture and language, beginning with pilot project

- 2 **Songhees children and youth successfully complete elementary, middle and high school, ready and capable to advance their education and participate in the workforce**
 - a Leverage changes in SD 61 and amalgamation of elementary and middle school at one location
 - b Collaborate with SD61 officials to ensure students receive full value from the Local Education Agreement
 - c Consider Craigflower School for implementing a Lekwungen School or a regional tribal school
 - d Implement a busing program, walking-bus initiative, and bus pass program to facilitate regular and punctual attendance
 - e Continue Afterschool and expand Preschool and Early Childhood Education Programs
 - f Provide effective, integrated health and social services and engagement with parents to ensure students are healthy, fit, well-nourished, ready to learn
 - g Promote role models and communicate success stories, including engagement of Elders and parents

- 3 **Songhees community members have meaningful employment in fields of personal interest and benefit to the Nation**
 - a Continue to offer Adult Education programs including literacy and life skills programs
 - b Make Songhees Nation an employer of choice for Songhees Community members
 - c Offer Employment Services, career planning, job search, resumes, interview skills and referral services
 - d Offer Coaching and Personal Wellness programs to support entry into work force and job retention
 - e Offer Education and Training to meet entry requirements and opportunities for advancement
 - f Invest in building relationships with employers and industry leaders in target sectors
 - g Offer or Facilitate Internships, Practicums and Apprenticeship programs

- 4 **Songhees Nation has sufficient leadership, managerial and technical skills to govern and administer the Nation and operate businesses effectively**
 - a Work with Camosun, UVic and Royal Roads to ensure there are accessible and affordable pathways for our people to obtain post-secondary education
 - b Provide Bursaries for targeted sectors such Leadership, Business/Commerce, Accounting, Law, Education and Social Work
 - c Actively promote role models

GOAL SIX - HEALTH & SOCIAL DEVELOPMENT

The Lekwungen People of Songhees Nation are mentally, physically, emotionally and spiritually healthy

OBJECTIVES AND STRATEGIES

1 Songhees community members enjoy good health

- a Facilitate regular accessible and culturally appropriate health services for prevention, treatment and care
- b Offer Prevention and Treatment Programs promoting pre and post natal health, healthy child development and mental wellness
- c Offer Nutrition programs to encourage healthy choices and provide training on the role of nutrition in health and wellness
- d Provide home care support services to Elders and others in need
- e Provide advocacy and support for clients in the health care system
- f Hold CDC and immunization clinics, and Community Wellness clinics and events
- g Provide access to counselling and health care referrals
- h Develop individualized Client Care Plans
- i Implement Health and Wellness education and awareness programs

2 Songhees community members, particularly youth, lead active lives and are physically fit

- a Implement physical literacy programs and raise awareness of fitness and activity guidelines such as *ParticipAction*
- b Focus on fitness as FUN; Incorporate play opportunities in community events (both traditional and non-traditional)
- c Work to engage the whole family in physical and recreational activities and work with parents to model and encourage fit and active behaviours and habits
- d Continue to develop partnerships and relationships with agencies such as PISE
- e Continue to deliver recreation programs and services to encourage participation and remove barriers to active living
- f Develop and promote role models e.g. high performance athletes and parents/teachers/leaders that are active and engaged in physical activity

3 Lekwungen Families support one another and all children thrive within loving extended families

- a Offer family education and behavioural change programs and confidential counselling services to address root causes of unsafe situations and family breakdown
- b Work with parents to increase their knowledge of their rights
- d Explore avenues to continue advocacy for children and families, whether it is working with existing agencies or developing our own
- c Provide access to counselling and referrals

4 Songhees community members in need have access to income assistance and other supports appropriately addressing life situations impacting health and wellness

- a Implement employment readiness programs
- b Maintain partnerships with colleges, employers, employability programs
- c Offer workplace mentorship programs