



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? Sqâ'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 DEVELOPMENT & EMPLOYMENT	HEALTH & SOCIAL DEVELOPMENT
GOALS	<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>	<i>Songhees Nation is a united Community with a flourishing language and a reverence for its unique identity, heritage and traditional practices</i>	<i>Songhees Nation is financially self-reliant and prosperous. The Nation actively participates in the regional economy</i>	<i>Songhees Nation has a sustainable land base meeting current and future needs for cultural, residential, recreational, commercial and community land use</i>	<i>Songhees Nation has an educated population with a skilled workforce and full participation in the labour market</i>	<i>The Lekwungen People of Songhees Nation are mentally, physically, emotionally and spiritually healthy</i>
OBJECTIVES	<ul style="list-style-type: none"> ◆ Songhees Nation determines its own membership rules, election processes, lands management and taxation systems ◆ 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 ◆ Songhees members participate in and contribute to the democratic life of the Nation ◆ Songhees staff passionately support Community goals and objectives, with commitment, professionalism and respect ◆ Songhees Nation has productive, collaborative relationships with other First Nations, and with Local, Provincial and Federal Governments 	<ul style="list-style-type: none"> ◆ Songhees Members, residing on and off reserve, participate in Community Events, Celebrations and Cultural Practices ◆ Songhees Community Members speak Lekwungen at home, school and work ◆ Traditional skills, teachings and spiritual practices are maintained and promoted as integral to the life of the Community ◆ Songhees youth are heard, included and contribute to the life of the Community 	<ul style="list-style-type: none"> ◆ Songhees Nation generates surplus income to support community priorities and invest in the future ◆ Songhees Nation owns and operates successful business ventures in sectors such as: Tourism and Hospitality; Marine Industrial Services; Agriculture/ Aquaculture and Clean Technology ◆ Songhees Nation fosters a supportive environment for entrepreneurs and community-based business ventures 	<ul style="list-style-type: none"> ◆ Songhees' land base, on and off reserve and within traditional territory, is large enough to support current and future uses ◆ Songhees Nation land and marine use plans reflect community priorities and values with appropriate laws and regulations for development and conservation ◆ Songhees lands are redeveloped to support mixed-use, vibrant villages with a range of housing options for community members ◆ Songhees Nation is a responsible steward, making highest and best use of land and property ◆ Songhees Nation is a safe community and is prepared for emergencies and natural disasters 	<ul style="list-style-type: none"> ◆ 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 ◆ Songhees children and youth successfully complete elementary, middle and high school, ready and capable to advance their education and participate in the workforce ◆ Songhees community members have meaningful employment in fields of personal interest and benefit to the Nation ◆ Songhees Nation has sufficient leadership, managerial and technical skills to govern and administer the Nation and operate businesses effectively 	<ul style="list-style-type: none"> ◆ Songhees community members enjoy good health ◆ Songhees community members, particularly youth, lead active lives and are physically fit ◆ Lekwungen Families support one another and all children thrive within loving extended families ◆ Songhees community members in need have access to income assistance and other supports appropriately addressing life situations impacting health and wellness



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. Initiate 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
- ◆ 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.)

Measures and Targets

- 1 Within 10 years, Songhees Nation will no longer be subject to the *Indian Act*
- 2 Maintain Chief and Council Meeting attendance rate of 95% or greater
- 3 Membership participation rate of 65% or greater in Chief and Council elections and referenda
- 4 Membership attendance rate of 20% or greater for General Community Meetings



GOAL TWO – LANGUAGE & 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 traditional practice workshops
 - ✓ f. Collaborate with School 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 and 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

Measures and Targets

- 1 60% of Community members participate in Community Events
- 2 25% of Community members are functional Lekwungen speakers
- 3 25% of Community members participate in programs with traditional skill component, such as processing traditional foods, arts and crafts and language classes
- 4 20% of Community Elders and Youth participate in community events, advisory committees and meetings



GOAL THREE – ECONOMIC DEVELOPMENT

Songhees Nation is financially self-reliant and prosperous.
The Nation actively participates in the regional economy

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 (e.g. 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

Measures and Targets

	2017	2027
1 Surplus Own Source Income	TBD	7%
2 Number of Nation-owned businesses	8	10
3 % of Community Members who own businesses	TBD	5-10%



GOAL FOUR – LAND, PROPERTY & 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-use 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 sustainable 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

Measures and Targets

	2017	2027
1 Size of Songhees Land Base (in acres)	341.33	682.65
2 % of Songhees Members who own their own homes	TBD	60–70%



GOAL FIVE – EDUCATION, SKILLS DEVELOPMENT & EMPLOYMENT

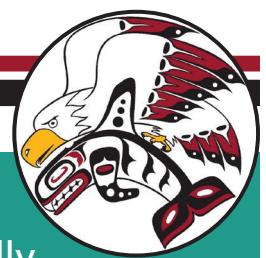
Songhees Nation has an educated population with a skilled workforce and full participation in the labour market

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**
 - ✓ a. Prioritize Early Childhood Education programs
 - ✓ b. Investigate and employ leading practices used in other indigenous and BC school districts to increase students' core skills
 - ✓ c. Work with School District 61 to develop Lekwungen Culture Curriculum
 - ✓ d. 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 School District 61 and amalgamation of elementary and middle school at one location
 - ✓ b. Collaborate with School District 61 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 bus 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
- ◆ **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 College, University of Victoria and Royal Roads University 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

Measures and Targets

	2017	2027
1 Skill levels equal to or greater than the BC average		
Life Skills and Core Skills	TBD	TBD
Functional Lekwungen Speakers	TBD	25% +
Literacy (Eng)	TBD	60% +
Numeracy	TBD	60% +
2 Completion rates equal to or greater than BC average		
High School Dogwood Diploma	TBD	85% +
3 % of population with post secondary education equal to or greater than BC average		
College or higher		65%
Bachelors		25%
Masters		10%
4 Employment participation		94% +



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
- ✓ c. Explore avenues to continue advocacy for children and families, whether it is working with existing agencies or developing our own
- ✓ d. 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

Measures and Targets

- 1 Quality of Life Measures (equal to or better than BC average)
- 2 % of kids aged 5–17 that meet Participation's *Sweat, Step, Sleep, Sit* guidelines
- 3 No children in care outside Songhees community
- 4 % of population on income assistance (equal to or less than the BC average)