



STÁUTW FIRST NATION

STRATEGIC PLAN

2022 – 2027

For all Membership of STÁUTW First Nation

PROVIDED BY TSAWOUT FIRST NATION



SŁÁUTW FIRST NATION

SŁÁUTW First Nation
Strategic Plan
2022-2027

TABLE OF CONTENTS

TABLE OF CONTENTS	- 2 -
VISION/MISSION.....	- 3 -
STRATEGIC GOALS.....	- 3 -
ADMINISTRATION.....	- 5 -
FINANCE	- 13 -
LANDS.....	- 16 -
HOUSING	- 20 -
EDUCATION	- 22 -
HEALTH	- 31 -
WELLNESS	- 38 -
EMPLOYMENT & TRAINING	- 40 -
PUBLIC WORKS.....	- 42 -
FISHERIES	- 47 -
ECONOMIC DEVELOPMENT / DEV-CORP.....	- 50 -

VISION/MISSION

To empower our people spiritually, intellectually, physically, and emotionally, by promoting a safe, open, and fair environment for our community. This includes bringing our youth and elders to the forefront of all that we do in ST'ÁUTW; focusing on supporting our children and families; and ensuring that a conscious effort is made to acknowledge and uphold the diverse needs of all community members. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

STRATEGIC GOALS

- One. Engage with ST'ÁUTW culture, language, and practice to guide ST'ÁUTW administration, governance, and relationship with community.
- Two. Establish a model for community wellness, that centers ST'ÁUTW culture, language, and ways of life. Create opportunities for wellness and recovery.
- Three. Develop a conscious and deliberate respectful relationship with youth, elders, families, and community members that will allow ST'ÁUTW to move forward as Nation.
- Four. Increase employment and training opportunities for community members that fit the overall goals and aspirations of ST'ÁUTW First Nation.

- Five.** Ensure ST'ÁUTW laws, policies and codes are consistent with ST'ÁUTW culture, language, and good governance practice.
- Six.** Reclaim and engage stewardship of ST'ÁUTW First Nation and its shared territories
- Seven.** Engage, protect, and exercise Douglas Treaty Rights and ST'ÁUTW Nation Rights and title.
- Eight.** Advance a sustainable approach to development that includes infrastructure, housing, lands, and fisheries in a manner that creates economic opportunity, now and forever.
- Nine.** Create a positive environment for growth as a Nation.
- Ten.** Create a relationship with community that ensures transparent communication, engagement, consultation, and community feedback.
- Eleven.** Implement tools and technology to advance the effectiveness and efficiency of the administration and governance of ST'ÁUTW First Nation that best serve the interests of community.

***Please note: This document is structured according to Year 1 (2022-2023) except Administration (2021-2023); Year 3 (2023 -2025); and Year 5 (2025 - 2027)**

ADMINISTRATION

The overall goal of the Band Manager is to build capacity amongst staff, managers, and departments/programs; support and promote respectful, professional, and transparent relationships with community members, Chief and Council, First Nation communities and stakeholders; and create stability that will contribute and support a bright and prosperous future for Sṭáutw First Nation.

The overall goal of the Administration Team is to bring together Sṭáutw's legacy projects, departmental plans, community vision (past and present), leadership, elder and youth directives with the needs of the community to create a plan and a path forward that honors the strength of Sṭáutw as a Nation.

This administration section identifies more of an overarching vision, while each of the departmental sections are specific and detailed. All sections are to be viewed as complementary and collaborative. Culture, language, and our relationship to the land/water/territory guides the work throughout.

YEAR 1

Environmental scan of all departments & staff:

- Fill gaps in staffing and management
- Wage assessments, and update contracts for all employees
- Decentralize administrative structure, providing department managers with increased autonomy and control over budgets, programs, development, and decision making

Human Resources:

- Create a Human Resources department
- Conduct performance communication reviews and update job descriptions

- Initiate new hire onboarding process
- Educate and empower managers on HR policies and procedures
- Implement training in areas of soft skills and communication
- Implement succession planning and preparedness
- Plan team building events such as lunch & learn
- Create a respectful workplace environment for all

Update Governing Documents

- Chief & Council Governance Manual (last update was 2007)
- Human Resources Policy (last update was 2019)
- Financial Administration Law (last update in 2018)
- Marine Use Law (approved by BCR in 2020)

Build Financial Capacity

- Establish Finance team and Finance Committee
- Develop Managers' financial proficiency and knowledge of departmental budgets
- Complete 2020/21 Unqualified Audit
- Complete 2021/2022 Unqualified Audit
- Complete 2022/2023 Unqualified Audit
- Prepare documents for compliance review for 10-year grant (*approved by First Nations Financial Management Board and Indigenous Services Canada in April 2022*)

COVID -19 Transition

- Continue to provide ongoing COVID-19 vaccinations, education, and supports to community
- Renovate facilities to provide COVID-19 safe spaces for staff and community
- Establish and maintain COVID-19 response team/staff

Improve Communication with staff, administration, community, and Chief & Council

- Established Communications Office

- Update Website, Facebook, monthly newsletter circulation, and community notices (door to door)
- Development of Sṭáutw App (Launch July 2022)
- Re-establish Community Annual General Assembly (AGM) First held in July 2022, September 2023
- Re-establish Quarterly Band/Community meetings (July 2022, November 2022, March 14, 2023)

Enhanced Technology services

- Upgrade computer systems (desktops, laptops, docking stations, and supports)
- Online/web-based tools and technology (Zoom, Microsoft Teams, Google Docs)
- Established Audio/Visual (AV) Systems for Multipurpose Room, Auditorium, Council Chambers, and Council Office
- Improved sound system for gym
- New telephone system

Focused Initiatives

- Sṭáutw Custom Election Law
- Douglas Treaty Implementation Strategy
- Incorporation and Development of Sṭáutw Land's Trust Society
- Incorporate Sṭáutw Economic Development Corporation
- Establish a Referral's Negotiation Team (leadership, admin, legal, financial, lands, Economic Development) and Principal Negotiator
- Identify a process for establishing Sṭáutw fully designated Child & Family Services which includes development of Sṭáutw Child & Family Law

Elders

- Create a designated space for Elders
- Purchase a bus to transport Elders to gatherings
- Re-organize staff to ensure support is available to address the needs (non-medical) of Elders, including, but not limited to social, cultural, and relational needs.

- Provide opportunities for Elders to travel to attend Elders gatherings, conferences, and workshops.
- Continue to support the needs and aspirations of our Elders

Youth

- Create a designated space for youth
 - Purchase 8-10 passenger vehicles to transport youth
 - Develop a youth program that is separate from the youth summer camps that are specific to ages 12-18
 - Create opportunities for youth to attend social, emotional, mental, spiritual opportunities for youth the support interconnectedness, well-being, and supportive networks.
 - Continue to identify and support the needs of our Youth.
-

YEAR 3

Update governing documents

- Membership Law (includes re-establishing a Membership Committee)
- Housing Policy (includes re-establishing a Housing Committee)
- Review and update all ST'ÁUTW By-Laws & Enforcement

Build Financial Capacity:

- Continue to produce unqualified clean audits
- Maintain and build capacity in our Finance Department

Human Resources:

- Work towards an 80% paperless HR department
- Develop/purchase of a HR database (Information Management System)
- Establish connections to other First Nation HR professionals
- Build ST'ÁUTW First Nation Profile as the Employer of Choice
- Establish professional development plans for each employee
- Partner with departments to build work placement programs
- Maintain current and create new policies and procedures

Focused Initiatives

- Development and implementation of a Constitution for ST'ÁUTW that will solidify the Nation's ability to create laws and uphold Douglas Treaty, Aboriginal and Inherent rights while defining and guiding how United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) should be implemented.
- Develop and implement ST'ÁUTW's Consultation Policy that further supports and upholds how municipal, provincial, and federal governments and industry must consult with ST'ÁUTW
- Development of a Land Use/Community Plan
- Ratification and Implementation of ST'ÁUTW Custom Election Law
- Establish and support ST'ÁUTW 's own bondable Security Team
- Establish Wellness Department for ST'ÁUTW
- Apply for Capital funding for Phase I, II, III to support Community Wellness, Healing Lodge, and family crisis units
- Development of ST'ÁUTW Child & Family Services Workplan
- Development of ST'ÁUTW Child & Family Law
- Establish an Honorarium Committee (as per Governance Policy)
- Implement monthly Elder's meetings
- Re-establish Youth & Recreation departments
- Develop a “Legacy Fund” for ST'ÁUTW that will guide how we support our youth in athletic and extracurricular pursuits.

ST'ÁUTW Land's Trust Society

- Purchase of Graham Lands from Saanich Peninsula Hospital Foundation
- Return, Ceremony, and official naming of TIXEN
- Return and Ceremony of SISÇENEM
- Douglas Treaty Implementation Strategy including return of land to Re-establish first right of refusal for expiring land leases in ST'ÁUTW's traditional territory

Infrastructure

- Support ongoing process and planning for the restoration of Tetayut Creek
- Secured funding for a new bridge

- Support and develop plans for the in/out road accessing Patricia Bay highway
- Open access to land locked areas of ST'ÁUTW, through the egress road from Patricia Bay Highway.

Elders

- Support open communication between Elders, Chief and Council, Staff, and community to discuss important issues.
- Provide opportunities for Elders to attend wellness workshops that are centered on recovery from loss and grief, addictions, historical traumas, colonization
- Support a process for Elders to promote roles and responsibilities that are rooted in culture, language, and our relationship with the land.
- Bring together Elders and Youth
- Develop plans to address Elder's housing from independent, semi-independent to full time care facility.
- Continue to support the needs and aspirations of our Elders

Youth

- Develop an annual youth program that is centered on culture, language, and land/water-based relationships; opportunities for personal growth; travel; emotional, mental, spiritual, and physical supports and services; wellness and well-being; and mentorship and leadership opportunities; and sports opportunities.
- Establish a dedicated Youth Program, fully funded with staff and resources
- Create programming that connects youth to ST'ÁUTW's traditional territories, history, cultural narratives, and language
- Provide opportunities for youth to be part of recreational facility discussions, planning, funding, and construction.
- Establish a program and process to walk with our youth throughout all the stages of their life. This includes developing relationships with our

youth throughout their personal growth and journey, educational pursuits and as they approach adulthood.

- Create opportunities for our youth to become the face of our Nation, celebrating their successes, vision, and pursuits.
- Continue to support the needs of our Youth.

YEAR 5

Update Governing Documents

- Sṭáutw Land Code

Build Financial Capacity:

- Continue to produce unqualified clean audits
- Maintain and build capacity in our Finance Department

Focused Initiatives

- Support expansion to the Sṭáutw Administration building
- Construction of new health facility that includes space for walk-in and dental clinic, optometrist, physiotherapist, and pharmacy
- Build a Lacrosse Box/Sportsplex
- Apply for funding for a Youth & Elder's Lodge

Infrastructure

- Support Infrastructure, housing, and development to "land locked" areas of Sṭáutw (90 acres).

Elders

- Secure funding for Elder's housing facilities
- Secure funding for Elder's Lodge (gathering place)
- Continue to support the needs and aspirations of our Elders

Youth



- Create opportunities for our youth to be part of the visioning, creating, planning, development of our nation.
- Provide mentorship opportunities for youth to become the future leaders of STÁUTW.

FINANCE

The Finance Department considers itself a service department to the other band administration department, community members, Chief and Council and our auditor. We aim to provide timely, accurate, authorized payments and consistently record all transactions. Over the last year, we have implemented several changes to improve the finance operations.

YEAR 1

ST'ÁUTW activated our Electronic Funds Transfer (EFT) module, making it possible to pay our members and vendors via EFT. This method limits the number of cheques we write (saves time and money) and reduces the need for members to come and pick up their cheques. It also reduces fraud, as cheque fraud is the most common fraud activity for financial transactions.

ST'ÁUTW activated our Document Scanning and Storage module. Our purchase orders, invoices and cheque stubs, contracts and other financial information are now scanned and attached to our transactions in Adagio, our financial recording system. This effort will dramatically decrease the time it takes to search for documents, both for staff and auditor. It also reduced the need for large storage facilities.

ST'ÁUTW engaged all our department managers in the process of budgeting. Previous administrations removed the responsibility for developing budgets from the managers, but this is not what we believe is in the best interest of ST'ÁUTW. Although the process is time-consuming at the start, the managers are much more familiar with the finances in their departments. They can assume responsibility and ownership of financial performance. While having the department managers

develop their budget for next year is a crucial step, we need to be even more proactive.

SṪÁUTW First Nation has proposed implementing of a Property Transfer Tax, as authorized by the First Nation Tax Commission and will mirror the Province of BC's property transfer tax rules.

With increased departmental activity comes an increase in financial transactions. The finance department is looking to hire a part-time finance clerk to start addressing some of the transactional requirements of the finance department, such as credit card reconciliations, budget data input and other tasks.

Finance has analyzed their account management fees and interest and has determined that SṪÁUTW will benefit from higher interest and lower account fees by moving surplus funds to guaranteed investments. We are already seeing a nice increase in interest income.

YEAR 3

The finance department aims to produce a five-year plan for all operation departments with the department managers and band manager.

SṪÁUTW has produced back-to-back year-end surpluses and has improved its financial position vastly. This move puts SṪÁUTW in the place to start their comprehensive community planning, which includes Capital Projects. We are all very proud of the completion of the SṪÁUTW Road improvements and the near completion of the big house. Finance will lead in determining the financial resources and strategies needed to facilitate the Capital plans that come out of the Comprehensive Community Planning process.

The Finance Department has also been tasked with financial and risk analysis for the Economic Development opportunities presented to SṪÁUTW regularly. Finance is

involved in the building of the STÁUTW Economic Development Corporation operations. We aim to increase our "Own Source Revenue" to match the amount of outside funding from organizations like Indigenous Services Canada, First Nation Health Authority and CMHC. Once we achieve this, we can decide how and where to spend our resources.

YEAR 5

Align work, people, and technology across the enterprise. Track and visualize our work; however, we prefer quickly switching between various views: Grid, Card, Gant Chart, or Calendar.

Empower our teams to execute with speed and accountability. Implement simple and powerful automated workflows in a matter of minutes.

Automate administration tasks, apply security controls, and protect company data.

LANDS

Sṭáútw First Nation has a profound and sacred relationship with the land. We have an obligation to care for and respect the land for each other and future generations.

Lands Issues needing to be addressed:

- Land and water referrals- Confusion and inconsistent process
- Lands Management- Developers interests favoured
- Lands Registration- Registry not running at capacity
- Dispute Resolution- 100 + internal land disputes
- Digitalization- We don't know what we have/what we don't
- Membership- Membership requests building

Lands Department Program Goals:

- Land and Water Referrals- Full Control over Sṭáútw Lands
- Land Management- Ensuring Sṭáútw interests first
- Lands Registration- Fully operational Registry
- Dispute Resolution- Resolving legacy disputes
- Digitalization- Protecting Sṭáútw data and information
- Membership- Up to date Membership program

YEAR 1

Land Referrals

- Fully functional LOUIS toolkit
- Establish Referrals Consultation Policy
- Implementing fee Schedule for all Referrals

Lands Management

- Policy development and needs assessment (based on funding availability)
- Development process in LOUIS Toolkit
- Capacity Development

Land Registration

- Policy to require registration
- Easy to locate fees schedule on ST'ÁUTW website
- Update Fee schedule and forms

Dispute Resolution

- Enhance the community's understanding in the process to create trust and a willingness to engage
- Ensure the community feels heard and valued by the dispute resolution process while acknowledging the challenges and celebrating the successes
- Support and inspire the community to take an active role in the dispute resolution process

Digitization

- Scan all documents and organize
- Determine what data is needed and what needs to be updated
- Create organization structure-flowchart

Membership

- Address all membership applications currently pending decision
- Update Membership applications

YEAR 3

Lands Management

- Develop more land protection requirements
- Establish enforcement
- Property Transfer Tax (PTT)

Land Registration

- Increase fee schedule

- Register the unregistered parks
- Coordinate with Taxation on Fees

Dispute Resolution

- Develop a transparent dispute resolution to ensure all disputes are handled respectfully and appropriately by the Dispute Resolution Panel
- Ensure all decisions made by the Dispute Resolution Panel are respected by the community
- Collaboratively work with disputed parties to enhance accountability

Digitalization

- Retrieve all ST'ÁUTW data from external agencies
- Uploading data into LOUIS toolkit
- Knowledge holder Interviews

Membership

- Re-establish Membership Committee
- Train new membership clerk
- All on reserve status data in LOUIS toolkit

YEAR 5

Land Referrals

- Implement Referral permits and penalties
- Archaeological team development
- Community engagement in cultural knowledge gathering

Lands Management

- Sustainable governing body
- Established enforcement and ticketing
- JESKEN Development

Lands Registration

- LOUIS Toolkit online registration process
- Online payment system for registrations
- Automated file/retrieval system developed on LOUIS Toolkit

Dispute Resolution

- Improve and enhance members ability to develop and build family homes
- Explore new opportunities for land development
- Support the community and families to reduce conflict
- Continue and enhance our efforts at encouraging landowners to care for their lands.

Digitization

- Implement 'catalogue' system, keyword search capabilities
- Update Maps and GIS System
- Implement data sharing agreements and form

Membership

- Transfer and re-instatement process online
- All ST'ÁUTW members hold enhanced status card
- Seek further funding for department

HOUSING

ST'ÁUTW strategic plan for the Housing Department is broken up into 1 year, 3 year and 5-year goals that contain actionable activities to improve the community's relationship with the housing department, address needs promptly and effectively, and develop new housing through skills development and collaborative design in the community. The phased delivery of the strategic plan encourages building up to a responsive Housing Department that can meet the needs of the community promptly and work towards the development of affordable, sustainable, and adequate housing to the community.

YEAR 1

Managing Community Housing to Community Managed Housing

- Create Manifest of Band owned homes available to the community
- Establish a community centered housing committee
- Report arrears to the community
- Create Housing Policy Overview that is in plain language and available to community

YEAR 3

Dividends of Community Investment

- Develop a culturally Relevant and Culturally enforceable Housing Policy that fosters accountability and community building
- Develop a Housing Business Plan that develops capacity in the community to become their own builders of new housing
- Transition Housing Management funding out of the housing budget and invest all rental revenue into the community.
- Develop more opportunities to renovate and build homes.

YEAR 5

A Nation of Builders

- Create Sṭáutw First Nation Housing Development Organization that can develop partnerships with builders, architects, and material suppliers that can act as the primary contractor for community housing developments
- Expand capacity of Public Works staff to become building maintenance and construction professionals
- Create a community owned Carpentry/Woodworking Shop that engages your that can both inspire youth to enter Construction and Engineering post-secondary programs and deliver renovation support to homes in the community
- Streamline process for community members who are building homes

Strategic Vision A Housing Secure Community

- Ensure all Sṭáutw Families have access to safe, healthy, and affordable housing that can respond to their needs promptly and efficiently.
- Ensure Elders housing is designed to age in place and have access to necessary health care and home care
- Create accountability and trust in Sṭáutw'S Housing Department through regularly reporting to the community
- Centre Community in the administration, planning, and governance of Housing

EDUCATION

“Children are our most valuable resource, and we strive to support and encourage a positive sense of self, and the desire for lifelong learning.”

ST'ÁUTW SENĆOŦEN ÁUTW

Full immersion language daycare for children 0-4 yrs.

Head Start Program

Family centered program for expecting mothers and children 0 – 6 yrs.

I, TOTELNEW, ÁUTW

Educational after school program, nutritional snacks, and advocacy to school aged children/youth

YEAR 1

Growing our **ST'ÁUTW SENĆOŦEN ÁUTW** by welcoming more **WSÁNEĆ** community children into the nest.

- Hiring qualified staff, Language teacher, ECE certified, Education Assistant and Elder/Mentor.
- Increased parent participation by inviting them to open house activities, field trips, cultural camps, land-based learning etc.
- children take home daily language activities for parents to learn along with their child.

Build strong community **WSÁNEĆ** relationships

- Collaboration with **WSÁNEĆ** language revitalization program
- Provide **SENĆOŦEN** language resource packages to **ST'ÁUTW** Families
- Hosting Tea and Snacks with Elders
- Continue to share **SENĆOŦEN** Lessons on Facebook
- Hosting language lessons for all age groups

Strengthen Relationships with External Partners

- AIDP & ASCD from VNFC
- Queen Alexandra
- Tribal School language nest
- Holy Trinity Church
- UVIC and Camosun Language Revitalization students.
- First Peoples Cultural Council Zoom Workshops\
- Attend other W̱SÁNEĆ Community Cultural Events

I, TOTELNEW,ÁUTW

Our goal is to provide a structured and safe environment, which promotes responsible behaviour, respect for others and a positive attitude for all students and staff. Students focus on homework, reading, writing, math, and group activities.

Develop positive communication with ST'AT'W Community Members

- Continue to post pictures of activities on Facebook
- Monthly ST'AT'W education Newsletter
- Yearly Survey posted on Facebook for community members pursuing Education Interests

Support W̱SÁNEĆ Elders to engage in relationship building by creating dialogue

- Elders and youth committee teaching cultural values
- Elder's tea

Encourage children and youth to become future leaders in ST'AT'W.

- Mentorship program for youth
- Inviting the Chief and Council to create dialogue in leadership
- Field trips to Universities and Colleges
- Support children with good leadership skill in the SENĆOŦEN language

Continue to host community events

- Fall-welcome back to school

- Winter-Christmas Dinner
- Spring-Spring Camp and Easter Celebration
- Summer-Summer Camp

STÁUTW Head Start

Parents and guardians are the primary teacher and caregivers of their children. Head Start supports and encourages each child's positive sense of self, and the desire for lifelong learning.

- Hiring Head Start Teacher and Assistant with ECE.
- Programming for parents at home with their children.
- Open House yearly for all Education programs.
- Extra tutoring support for all ages
- Technology support
- New Van for all early year's departments
- Provide pre-school care

STÁUTW Youth Program

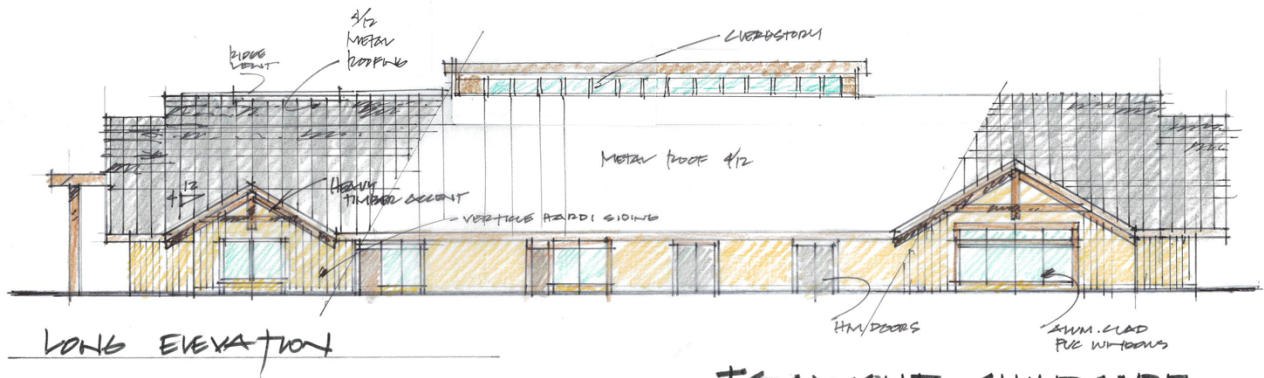
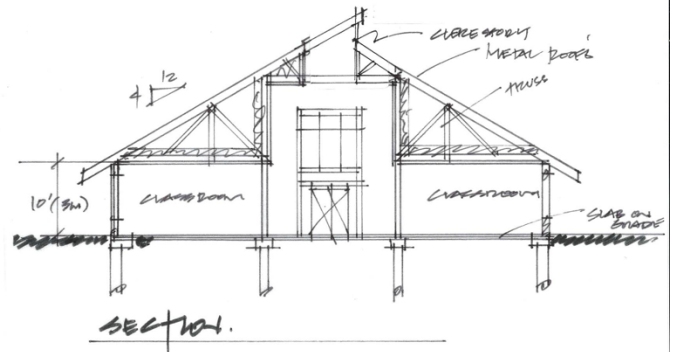
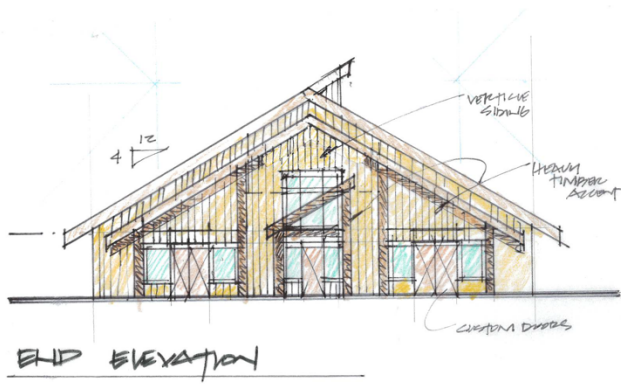
- Providing yearly activities for youth with outings to sporting events and other fun stuff such as movies, bowling, swimming etc.
- Summer cultural camps.
- Helping youth navigate school studies, job search, tutoring, relationships with peers, etc.
- Proving a safe space to talk about hard topics and providing referrals and supports to outside agencies.
- Collaborating with the school district counselors to provide consistent support for the youth.

YEAR 3

- Education Committee
- Hire Post-Secondary Advocate/student support
- Hire Education Executive Assistant with Accounting background
- Electronic Secured Filing System for staff
- Policies and Guidelines for Head Start, After School Program, Language Nest
- Develop opportunities for staff training and educational goals.
- New Hiring process for all Education Departments adhering to S'TÁUTW Policies.
- Monthly parent meetings.
- Education Department Newsletter, weekly paper notices for children to take home, surveys for community/parent/caregiver feedback
- Continue to strive for all children fluent in the SENĆOŦEN language
- Recruit W̱SÁNEĆ community members to apply for ECE certification for future childcare center.
- Continue to apply for grants to enhance programming
- Learning the language with our S'TÁUTW Elders
- Yearly celebrations for high school and post-secondary graduates.

YEAR 5

- Have post-secondary control over sponsorship
- Early Childhood Centre (daycare/99 spaces)
- Hire a Jordan's Principal Consultant
- Creating a new space for the S'TÁUTW Youth
- S'TÁUTW Scholarships for Education and Sports
- New Community Playground
- Youth Mental Health Advocate/Counselor
- Purchase two sixteen passenger vans.



TSAAWOUT CHILDCARE

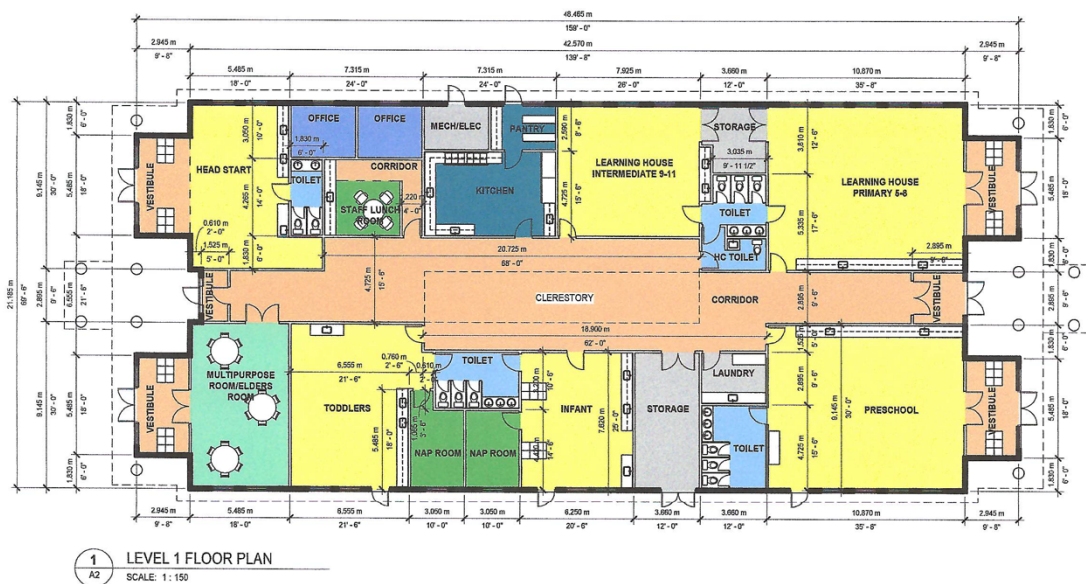


SITE PLAN

1
A1 SITE PLAN
 SCALE: 1:500



1-150 SCALE



TSAWOUT CHILD WELLNESS CENTRE

SAANICHTON, BC, CANADA

PROJECT NO. NCCA23-0171 | DATE 12/07/22 | PAGE A2

BUILDING AREA:
983.79 m²
10569.42 SF

NORR

SOCIAL DEVELOPMENT

Our vision is the empowerment of our people, spiritually, intellectually, physically, and emotionally, by providing through mutual understanding a safe, open, and fair environment for our community. Appreciating our youth and valuing our elders through traditional teaching and cultural practices. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

YEAR 1

We need to understand the objective and expect outcome of the income assistance program, including its intent of being a temporary financial support.

- Simplify Income Assistance Mandate
- Improve the Community's understanding of Income Assistance
- Enhance our client's knowledge about their rights and responsibilities when they are receiving income assistance
- Support clients to be independent of income assistance by creating opportunities to learn about budgeting, cost of living, and life skills
- Improve communication between the Social Development department staff, administration, and leadership for clarity on income assistance guidelines

YEAR 3

ST'ÁUTW seeks to not only support clients in creating educational and employment goals, but to help clients achieve these goals.

- Create Educational and Employment goals for all Clients
- Identify and decrease barriers that prevent clients from achieving employment and education goal

- Enhanced education and training opportunities, offering a variety of specializations.
- Improve the way information is shared by improving inter-departmental communications
- Create an incentives program designed to encourage and support clients to complete their goals.

YEAR 5

Sṭáutw seeks to not only increase the employment rate of Sṭáutw members, but to increase the skills, knowledge, and expertise of its members.

- Increase Employment Rate within the Nation
- Improve quality of literacy and education amongst Sṭáutw members
- Increase access to safe and affordable childcare
- Increase opportunities for access to post-secondary education

HEALTH

A Community Health and Wellness Plan is like a pathway guiding the way forward. A Community Health and Wellness Plan is grounded in community values, culture, and traditions. It charts community practices moving forward to enhance health and well-being.

YEAR 1

Home Care

ST'ÁUTW's ability to provide quality and comprehensive support to the community goes beyond offering generalized home care services. The following strategic objectives will help us take the steps we need to establish a team that can offer specialized home care services to community members living with, diabetes or other chronic health challenges. The health care team will support post-operative care, ongoing medical needs, medical transportation, advanced care planning and connection with other allied health services.

- Enhance our efforts to reach a larger demographic.
- Increase hiring practices to allow for service expansion.
- Improve and enhance relationships with the home care team by offering support and showing continued appreciation.
- Hire homemakers and qualified healthcare (HCA) workers and develop structured care systems
- Continue to form networks with specialized community resources.
- Support the community to access short or long-term home maker services in a compassionate and confidential manner.
- Utilize referral process
- Ongoing assessments, evaluations, and care planning by Community Health RN
- Continued use of confidentiality agreement with clients
- Allow HCA to be involved in the hiring process.

Health Service Providers

Sṭáútw Would like improve access to health services for our community members. To achieve this, we need to ensure our service providers are available at the Sṭáútw health centre.

- Nurse Practitioner
- Primary Care Nurse
- Physiotherapy
- Pediatrician
- Mental Health Physician
- Acupuncture and Footcare
- Reflexology

Nursing

Sṭáútw seeks to not only strengthen our services but to also improve access for our community members. To achieve this, we need to ensure our nursing team is qualified and supported to handle all situations. The following strategic objectives will ensure that our nursing team is fully trained, and that sufficient staff coverage always occurs.

- Improve the communities access to nursing care.
- Qualified and Comprehensive Nursing Team
- Improve efficiency when taking calls by ensuring calls are redirected to the appropriate provider.
- Offer same day appointments for improved access.
- Ensuring the right person is hired for the tasks.
- Support our staff to strengthen and enhance the mental health and home care programs.
- Offer an open-door policy / parking lot discussion.
- Improve our efforts to support retention.
- Define clear roles and responsibilities for staff.
- Improve communication by using the same electronic medical records.
- Work with community members to offer cultural training to staff.
- Enhance our efforts to promote health and prevent disease.

- Improve use of electronic medical records functions to recall and flag for surveillance testing / assessment.
- Support and implement block funding.
- Work to allow for flexibility in how funding is used to better manage identified gaps.

Diabetes Program

- Support community members and family members who are newly diagnosed and offer ongoing diabetes prevention.
- Supply diabetic Ensure to registered diabetic (elders and chronically ill community members.
- Specialized footwear is provided annually through a collaboration with New Balance.
- Monthly support meetings with specialized speakers
- Meals on wheels delivered twice weekly.
- Improve eligibility so anyone can benefit from the diabetic shoe program.
- Traditional food medicine programming
- Diabetes dietician referrals
- Monitoring and screening to be accessible within community

YEAR 3

Home and Community Program (HCCP)

S'TÁUTW has unique health needs and requires specialized supports available to community members in the comfort of their home. S'TÁUTW HCCP will have baseline and ongoing assessments of all community members and their unique needs. These assessments will belong to the community, not an external health authority. S'TÁUTW will have an available team of qualified health care providers to meet these unique needs. This HCC team will assist with mobility and activation, medical management, acute and chronic concerns, screening, prevention, “journey home” care, family centered, compassionate and confidential care. S'TÁUTW HCCP will be able to anticipate the needs of S'TÁUTW community members.

Public Health and Maternal/Child Health

S'TÁUTW Community Health RN will continue to support the management of communicable disease in the community including infant and childhood vaccines, TB testing, sexually transmitted disease testing and management. The Community Health RN will support well baby visits and support mothers and young families in getting involved with community provided programs. The Community Health RN will support developmental screenings and connection with specialized health providers where necessary. S'TÁUTW will increase access to Milk and Egg Program and expand eligibility from 12 months of age to 7 years. S'TÁUTW will implement Good Food Box (or similar) and increase eligibility for all vulnerable community members.

Medical Equipment

Having accessible and proper medical equipment reduces the likelihood of reinjury and increases the chance of a full and prompt recovery. The following strategic objectives will help us to secure medical equipment so we can build a fully stocked medical equipment closet and offer loans to those who need it.

- Provide Loans for Medical Equipment
- Secure a storage unit that is suitable to be used for an equipment loan closet.
- Complete grant applications and proposals to secure funding for medical equipment.
- Network with external agencies to create resources and obtain medical equipment.
- Form relationships with Red Cross and the Mt. Newton Loan Closet.
- Reach out to the First Nation's Health Authority to acquire medical equipment.
- Work to purchase a wheelchair accessible van with stairs.
- Increase community members' sense of safety by offering secure and confidential services.
- Actions: Improve access to medical equipment so community members can stay within S'TÁUTW when they need support.
-

Health Service Providers

Sṭáutw's has been consistent in providing health services. This should continue to grow with the community. Having access to this would benefit those who need it. Building a new health center, would be beneficial to provide all services under the same roof.

- Seek funding opportunities for new building.
- Partner with a dentist who is willing to come to Sṭáutw
- Partner with a chiropractor who is willing to come to Sṭáutw
- Partner with a Pharmacy who is willing to come to Sṭáutw

Increased Access to the Health Clinic

Sṭáutw's ability to provide consistent and accessible health services relies on having continued access to the health clinic and the services it offers. The following strategic objectives will help ensure our clinic remains open to the community during the day, in the evenings and on the weekends.

- Improve access to care.
- Work to allow for flexibility in how funding is used to better manage identified gaps.
- Continue to support all staff members.
- Establish a transition plan to move towards having increased access to the health clinic.
- Work to develop partnerships with existing agencies.
- Create a mobile clinic.
- Enhance Indigenous wellness solutions.
- Establish a formal process that allows community members to provide feedback and suggestions for improvement.
- Continue and enhance our efforts to improve and shorten wait times.
- Offer additional same day appointments each day.
- Improve immunization access by offering evening and weekend immunization clinics.
- Improve our efforts to reduce the use of the emergency room for non-urgent visits.

- Work to improve the staff's ability to complete noninvasive procedures such as ingrown toenails.
- Deliver workshops on emergency versus nonemergency events to help clarify proper use of the hospital's emergency room.

Diabetes Program

- Ongoing Screening to determine risk levels for community members
- Healthy cooking classes
- Canning and preparing foods
- Harvesting foods that revitalize traditional foods and western science
- Mobile labs
- ECG screening in the community
- Increased access to footcare assessments and treatments

YEAR 5

Home Care

Incorporating Indigenous knowledge into daily practice and training is pivotal in making sure cultural information continues to be passed from one generation to the next. The following strategic objectives will ensure we begin to incorporate knowledge keepers into our daily practice and training opportunities so important cultural traditions are never lost or forgotten.

- Incorporate Knowledge Keepers into Daily Practice and Training
- Inspire Indigenous practice into our daily life by reclaiming our traditional ways while dismantling historical western practices.
- Provide a safe environment to receive enhanced culturally appropriate services that compliment western practices.
- Enrich healthcare workers' ability to combine Indigenous culture into the healthcare program through teachings from knowledge keepers.
- Identify appropriate knowledge keepers to provide cultural direction to healthcare workers.

- Use the web to enhance our learning about traditional remedies for various conditions.
- Offer workshops to gather, process and make traditional medicines for various ailments.
- Use traditional ways to collect / harvest ingredients needed to make medicines.
- Work to incorporate harvesting practices into quarterly community meals.
- Create opportunities for Elders and Knowledge Keepers to share teachings with the HCS team.
- Offer smudging within households.
- Host seasonal traditional harvesting practice for HCA's and community.
- Create relationships with local canning companies to acquire canning supplies.
- Create opportunities for HCA's, Health staff and Community members to make traditional medicines.

Nursing

Developing a mentorship program is one way that senior staff can share their knowledge, skills, and experiences with new staff as well as with community members. Mentoring has many benefits for both the mentor and the mentee. The following strategic objectives will help us work towards achieving this goal so staff and community members can begin experiencing these benefits.

Sṭáutw will help foster positive relationship with health care providers by highlighting provider areas of practice and directing client needs to appropriate person. Sṭáutw will support care providers in community and enforce “no bullying or harassment” policy to maintain care provider safety and wellbeing and increase retention. Sṭáutw will continue to evaluate care needs of the community and advocate for specialized services to be offered in community and needs change and evolve. Sṭáutw will collaborate with external agencies to complement internal community health care team. Sṭáutw will support ongoing education from health care providers to support better care to community members.

WELLNESS

Our vision for the Wellness Department is to provide a safe and nurturing space where the next generation can thrive, honoring their unique cultural heritage. We envision a center that offers comprehensive support, empowering children, youth, and families to develop their strengths, resilience, and connection to their indigenous roots. Through culturally relevant programming, holistic care, and community engagement, we aspire to foster a generation of confident, healthy, and culturally grounded families who will shape a bright future for their First Nation community.

YEAR 1

Within one year, our objective is to establish a robust range of culturally sensitive programs and services within the Wellness Department, catering to the diverse needs of children, youth, and families. We aim to have positively impacted the lives of a significant number of children and families, promoting their well-being, resilience, and cultural identity.

- We aim to develop partnerships with local organizations
- Our Elders will provide guidance, teachings, and holistic support
- Programs will include educational enrichment, mental health counseling, cultural teachings, and recreational activities.
- Enhance efforts to increase awareness about wellness that support our relationship with the community.
- Immerse our learning and practice with Indigenous knowledge and experience within the community.

YEAR 3

Offering Indigenous based mental health and wellness programs and services are a top priority for ST'ÁUTW First Nation. We understand the importance and necessity

our traditional practices have in the healing of our mind, body and spirit. The following strategic objectives will allow us to work towards achieving this goal.

Our objectives for the Wellness Department will be to expand our reach and deepen our impact within the community. We aim to

- Enhance our programming to address emerging needs and challenges, such as substance abuse prevention, career development, and intergenerational healing.
- Establish sustainable partnerships with local schools, health services, and other community organizations to create a seamless network of support for children, youth, and families.
- Strive to empower and engage youth in leadership roles, encouraging them to actively contribute to decision-making processes and become advocates for their community's well-being.
- Develop and incorporate a balanced environment that encompasses both staff and community healers and knowledge keepers.
- Creation of a Wellness Advisory Council that is led by youth and Elders.
- Work with traditional healing/ healers from the community.
- Develop and implement accessible, culturally based wellness programs & services

YEAR 5

Our objectives for the Wellness Department will be to further solidify our position as a cornerstone of support and empowerment within the community.

- Expand our physical infrastructure to accommodate the growing demand for our services and create a welcoming environment that reflects our cultural values and traditions.
- Seek to establish sustainable funding streams to ensure the long-term viability of the center, enabling us to continue providing comprehensive support to generations to come.
- Inspire a ripple effect of positive change, where the children, youth, and families we serve become leaders, mentors, and advocates for the well-being of their First Nation community.

EMPLOYMENT & TRAINING

SṪÁUTW First Nation's Mission -To empower our people spiritually, intellectually, physically, and emotionally, by providing through mutual understanding a safe, open, and fair environment for our community. Appreciating our youth and valuing our elders through traditional teaching and cultural practices. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

YEAR 1

Employment and training opportunities

- Recognize that youth will be the economic stability for their parents, elders, and community. Our objective is to enhance our efforts in supporting community members to become independent and self-sufficient.
 - Improve the financial security for youth by improving their financial skills and life skills.
 - Skills development and job-readiness training for re-entering the workforce post treatment and/or Covid.
 - Training programs towards Academic and Professional up-skilling.
 - Securing varied employment structures across industry for community members seeking employment for the first time or after being unemployed for a period.
 - Professional resume-writing and interview-preparedness.
-

YEAR 3

Enhance Business Ownership Opportunities

- Improve and enhance relationships with external networks to create additional long term employment opportunities for SṪÁUTW members.
 - Enhance families' freedom to pursue self-employment opportunities by expanding their life skills.
-

- Infuse the community with ideas for creating their own business opportunities. Offering mentoring opportunities towards career development.
- Facility tours and Industry sector collaboration towards skills development and training.
- Co-operative education work and study opportunities, including job-shadowing.

YEAR 5

Create Job Opportunities

- Infuse the community with great ideas, have them take ownership and mentor them with entrepreneurs.
- Support self-employed businesses to create job opportunities for STÁUTW community members to gain work experience.
- Create local businesses that influence change in the community and encourage others to give back.
- Culturally appropriate development alongside mainstream career opportunities and leadership development.
- Relevant training programs for the Peninsula, with focus on the Indigenous growth population.
- Collaboration with the local Advanced Manufacturing and Technology sector.

PUBLIC WORKS

Support our community by making ST'ÁUTW a safe place and somewhere people are proud to call home.

YEAR 1

Increase Safety on the Reserve

- Measures to increase safety on the reserve has been inadequate or nonexistent for generations. This has had a damaging impact on our community and our community members
- Secondary exit, complete phase one (highway egress onto highway from Jusken).
- Secondary exit, continue work on feasibility of phase 2 (add connection to Island view, also un land lock properties beside the Heritage Museum)
- Begin design phase of primary entrance/exit to ST'ÁUTW (new bridge).

Design phase of WWTP

- **Feasibility study of WWTP completed, begin design phase of new technology**
- There will be reduced standing water
- Independent houses and buildings will be maintained regularly by ensuring drains and culverts are cleared
- The infiltration and inflow to the wastewater treatment plant will be reduced
- Signage will be improved on the Nation.

Prioritize community health and safety by ensuring infrastructure is upgraded when necessary

- Locate service lines and signages
- Ensure Tsunami warning system is maintained

- Identify weaknesses in sewer inflow infiltration and plan corrective action
- Quarterly updates to community
- Inform the community of current and upcoming work

Increase effectiveness and equity of reserve by ensuring Public Works services run smoothly.

- Accessible services
- Uniform maps and plans
- Minimize disturbances

Develop and incorporate strategies to improve morale among community and STÁUTW members.

- Reduce water shut offs
- Improve transparency
- Celebrate staff
- Complete projects
- Obtain feedback and evaluations

Continue and improve our efforts to enhance the quality of life for those living on STÁUTW Nation.

- Regularly maintain services
- Eliminate standing water challenges
- Monitor road conditions including signage.

YEAR 3

Phase 2 of secondary exit

- Design phase of connection to Island view from Puckle road or Lochside completed.

Primary entrance/exit to STÁUTW (new bridge)

- Preliminary work construction of bridge. Including creek clean up and silt removal.

WWTP construction phase

Fully Certified Operators at the Wastewater Treatment Plant

- Ensuring proper precautions are taken and important wastewater regulations are followed is essential to the success of our wastewater treatment plant

Explore and implement strategies to strengthen community independence to reduce the need for contractors and external consultants

- Build internal capacity
- Gain proper equipment
- Provide ongoing and advanced training opportunities to member for specifically designed skills

Prioritize protecting and maintaining the environment

- Eliminate standing water
- Improve service quality
- Exceed wastewater regulations
- Maintain regular water flushing and testing

Offer long-term employment opportunities to community members to build capacity within both the community and the Public Works Department.

- Opportunities for job enhancement
- Job shadowing opportunities
- Training and certification opportunities

Enhance our efforts to increase knowledge and improve job safety

- Training courses and workshops
- Improve safety measures as per WorkSafeBC
- Ensure proper equipment is available, secure and meets standards

Explore and act on opportunities to establish our own revenue sources

- Increase independence and opportunities
- Build internal capacity
- Ensure cost recovery of utilities provided to non-members
- Less reliance on external resources

YEAR 5

Fully Operational Infrastructure System

- 100% of employees will have proper training
- The department will have the proper equipment and resources within the finance department to have accounts set up, allowing for accurate billing and coding
- A fully renewed or new Wastewater Treatment Plant

Create and implement a repair and maintenance schedule to better meet the needs of the community.

- Address community needs
- Hold safety meetings
- Up to date maps and plans of services

Support our staff to address other pertinent needs as they arise

- Improve staff accountability and attendance
- Improve efficiency and staff productivity
- Reduce distractions
- Orient staff with the new HR policy

Develop and implement an operating guide to provide consistent training to new and current staff.

- Offer the same standard of training
- Anticipate growing demands
- Promote experienced supervisors and managers

- Keep current and linked to the Emergency Management Plan

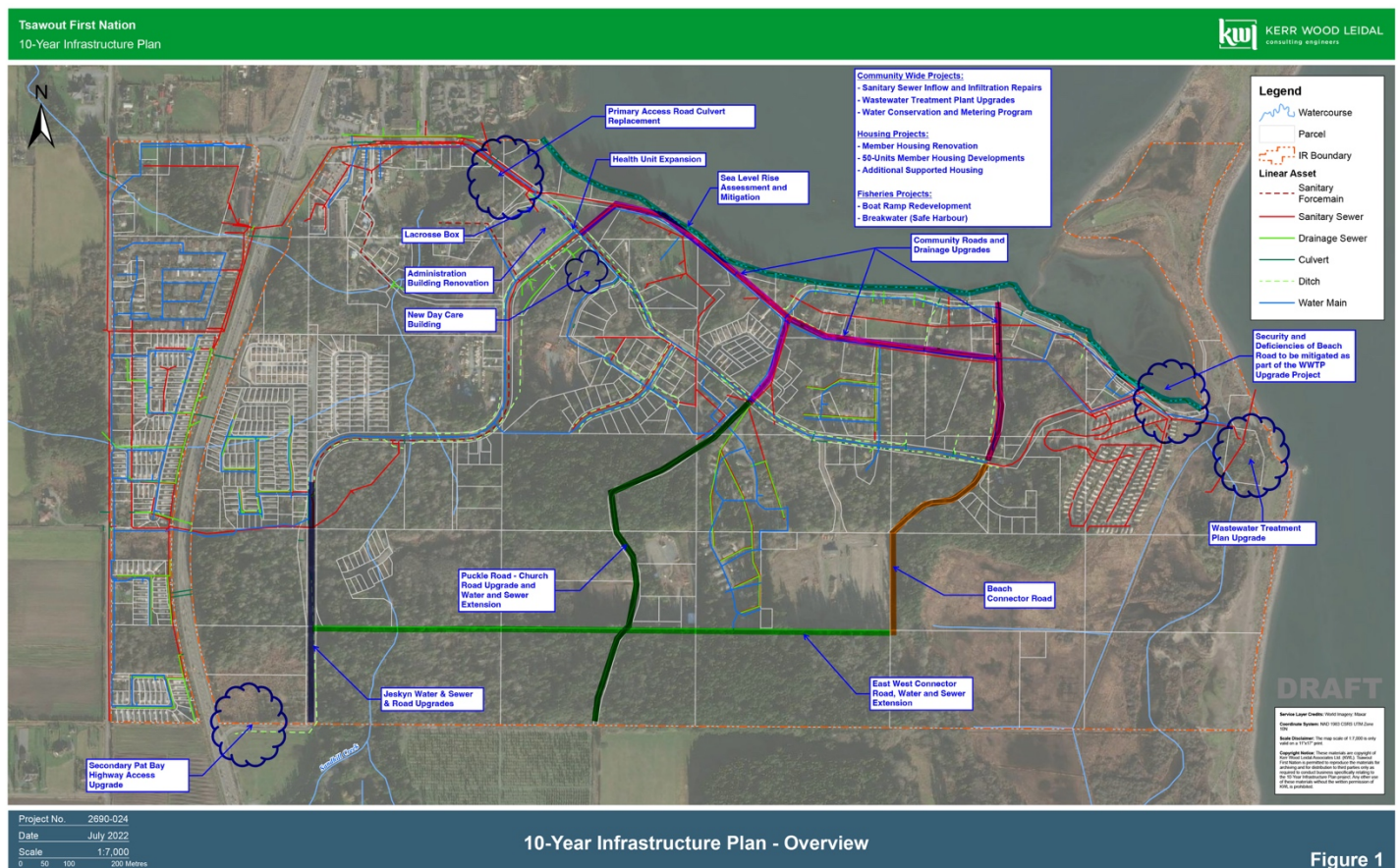
Ensure quality of Services are provided.

- Community feedback and evaluations
- Maintain common work standards
- Create opportunities for personal growth/mentorship

Construction phase of all entrance and exits complete.

- Primary entrance completed (new bridge).
- Secondary exit completed.

YEAR 10



FISHERIES

YEAR 1

Provide Marine Safety Response Training

ST'ÁUTW's ability to respond quickly and effectively to marine disasters is dependent on our staff receiving proper and timely education and training. The following strategic objectives will ensure that all Fisheries personnel receive Marine Safety Response Training and will be able to respond to marine safety when required.

Enhance our efforts at protecting our resources in ST'ÁUTW's territory (in marine and fresh)

- Deliver safety training and operations protection for our resources to ST'ÁUTW First Nation members.
- Coordinate sectoral meetings that are applicable to the Fisheries Department

Prioritize the importance of protection for our natural resources and environment

- Manage and monitor ecosystems to implement traditional practices.
- The fisheries crew will be active participants in enhancement, restoration, and rehabilitation projects

Staff will be fully trained to respond for all natural disasters

- Establish an emergency protocol plan so we can act at a moment's notice for any marine disaster
- Staff will be trained to be knowledgeable of the equipment, vessels, and plans required for response

YEAR 3

Establish a Guardian Watchman Program

Sṭáutw's ability to protect our traditional territories relies on creating a Guardian Watchman Program. This is an important and necessary step we must take to move forward and generate the change we want to see in the protection and management of our land and its resources. The following strategic objectives will ensure that we work collaboratively with the government to accomplish this goal in a timely manner.

Continue and implement our "Marine Use Law"

- To challenge the current practice by negotiating and enforcing this law with all governments, industries, and businesses

Improve the efforts in managing all resources in and around our territory.

- Work to have full control of monitoring research efforts for all resources in Sṭáutw First Nation territory

Assert our Douglas Treaty rights in managing all our resources in our territories.

- Advocate for change by challenging all sectoral integrated management plans

YEAR 5

Manage our Traditional Territories

Sṭáutw's ability to protect our traditional territories is contingent on these resources being returned to and managed by Indigenous people. The following strategic objectives will ensure that we take the necessary steps needed to accomplish this goal so our habitat and waterways can be managed by the Sṭáutw First Nation Fisheries Department.

Continue to protect all resources in our traditional territories.

- Work to have fully trained guardianship to monitor all resources in our territories
- Improve on reporting unethical poaching activities by fining individuals
- Work collaboratively with the Coast Guard to address cleanup efforts when needed
- Continue to monitor and protect all resources for land, sea, and air

Ensure Indigenous people take the lead in managing our traditional territories.

- Take the lead in Sṭáutw First Nation territory by monitoring and compiling database information

Ensure the protection of our ecosystems by practicing our Douglas Treaty rights.

- Identify and apply traditional Indigenous knowledge.

ECONOMIC DEVELOPMENT / DEV-CORP

Sṭáutw First Nation Business and Commercial Strategic Opportunities

The following strategic opportunities are facing the Sṭáutw Group of Companies Inc. (SGCI):

- Develop, approve, implement, and monitor the SGCI Strategic Plan and Annual Operations Plans. This will be done in 7 Phases.
- Develop and implement SGCI's Marketing Plan linked to the existing Communication Strategy, Sṭáutw Governance manual, and Community Comprehensive Plan.
- Complete the development and implement an SGCI Management Information System.
- Develop and implement an innovative strategy to acquire appropriate capital and resources to expand current and future SGCI businesses.
- Develop and negotiate business partnerships and other ventures with industry in British Columbia and beyond, including, but not limited to:
- Large scale renewable energy with relation to TMX; Project Reconciliation, etc.
- P.R./TMX ownership – Green Pipeline (net zero emissions)– requires cooperation between SGCI and Sṭáutw First Nation (SFN).
- Energy (gas to power) production- set up natural gas utility, requires land code that governs the process of development.
- Geothermal energy
- Hydrogen
- Attain ISO 9001 Certification for SGCI affiliated businesses.
- Obtain contracts through the federal government's Procurement Strategy for Aboriginal Businesses.
- Assist Sṭáutw First Nation Chief & Council to update the SFN Economic Plan and applicable laws under the SFN Constitution, and SFN Consultation Protocols and Policy manual.
- Complete the development, approval, and implementation of the TGCI Corporate Charter in partnership with Shareholders.
- Develop a Sṭáutw First Nation Quality of Life Assessment and Community Well-Being Index.

Strategic Challenges

The following strategic challenges are facing the STÁUTW Group of Companies Inc.:

- Limited funding from STÁUTW First Nation, Canada, and British Columbia and profits generated to be able to build up TGCI's businesses.
- Capacity within the community to meet SGCI's current and future human resource requirements.
- Changing provincial and federal legislation may restrict SGCI's ability to conduct business.
- Competitive businesses within STÁUTW First Nation's ancestral territories.
- Global pandemic and its impact on business operations.

Strategic Priorities

The following strategic priorities of the STÁUTW Group of Companies Inc. have been identified. This Strategic Plan will seek to implement these priorities through a variety of innovative initiatives:

- Focus on increasing the capacity of SFN members.
- Responsible stewardship of SFN's natural resources.
- Establish a balance between creation of sustainable employment opportunities for SFN members and generating profit. i.e.- Keefer Ecological Services Partnership.
- Generate sufficient profit to allow for equity investments to be made into new initiatives.
- Reduce economic leakage by addressing assessment results.
- Integrating STÁUTW culture into the SGCI business culture i.e.- Whale Watching Co.

YEAR 1

Phase 1 – Organizational, Operational & Financial Review of the Existing Corporate Structure and Businesses. Tour of other First Nations and Tribes exemplifying some of their best practices and successes in business and economic development.

Purpose – To determine whether the existing corporate structure and each of the existing businesses and/or industry partnerships are viable and worthwhile keeping or dissolving prior to re-structuring the group of companies under a single new corporation and governance structure.

This phase will involve interviews with the staff of each business to determine their capacity as well as to gain insight into their daily operations, organizational policies and procedures and to review their financial history and profitability. Additionally, this phase will take the leadership and executive staff on a tour of select First Nations and Tribes with a proven track record in profitable and sustained business and economic development.

A high-level assessment and management report will be produced identifying gaps and operational deficiencies in each business. Recommendations to close gaps, reduce deficiencies and improve viability and profitability will be provided with a view to supporting those businesses that are viable and to dissolve those that are not.

A report on a tour of other First Nation and Tribes exemplifying some of their best practices in business and economic development will be provided.

Phase 2 – Determine & Create An Overall Corporate Governance Structure

Purpose – To determine and create a tax efficient, operationally effective corporate structure that separates business from politics and allows Nation leadership to govern its group of businesses through the use of trusts, corporations and limited partnerships.

In this phase, we will create a few organizational and governance model options for the Nation leadership’s review and consideration.

YEAR 3

Phase 3 – Develop Policies, Procedures & Corporate Governance Standards

Purpose – To draft and implement a set of corporate policies, procedures and governance standards that will aid the Shareholders, Directors and Senior Officers of the group of companies in executing their respective business plans.

In this phase, we will draft a set of policies, procedures and governance standards that relate and align to the new overall corporate structure. This will include the roles, responsibilities and authorities of the Shareholders, Directors, Senior Officers and various Committees of the new corporation.

Phases 4 & 5 – Undertake a Regional Assessment & Formulate a Comprehensive Economic Development Plan & Business Strategy

Purpose – To determine and develop a plan that compliments the Nation’s Core Business Strategies.

This phase will involve a high-level scan of the surrounding area and development of an industry database of who is doing business in your back yard and what their human resource needs are now and in the future. A report will be produced from the information gathered that will highlight the major industry sectors and

companies operating in the area and what their human resource needs are and how this aligns with the Nation's socio-economic priorities.

Phase 6 – Develop an Industry & Institutional Partnership Strategy

Purpose – To develop an Industry & Institutional Partnership Strategy that aligns with the surrounding region's human resource needs and business development opportunities. Once the surrounding area's main industry sectors, companies and human resource needs are known, we will develop a partnership strategy with these companies, government agencies and educational institutions to develop the capacity of Nation members so they align with the short, medium and long-term skill requirements of these companies in the surrounding area. A review of the Nation's Impact and Benefits Agreements (IBA) with industry will be reviewed and assessed to determine any gaps and areas of opportunity.

This strategy allows members to work within the vicinity of the Nation while gaining the necessary skills and work experience required to gain meaningful and long-term employment.

YEAR 5

Phase 7 – Develop a Transition Plan & Implement Strategies

Purpose – To develop a RACI Chart and transition plan that identifies the key strategies, action items, timeline and responsible stakeholders. We will mentor the Nation in implementing the plan and making the transition from its current state to the desired state.

NOTES

NOTES



STÁUTW FIRST NATION

STÁUTW CHIEF & COUNCIL 2023-2025



Chief Abraham Pelkey



George Horne



John Pelkey



Donald Williams



Samantha Etzel



Stanley Sam



Harvey Underwood



Blake Joseph



John Wilson

*For more information, please contact Band Manager
bandmanager@tsawout.ca
250-652-9101*

7728 TETAYUT RD
SAANICHTON BC
V8M 2E4
WWW.TSAWOUT.CA