



Malahat

Malahat Nation
STRATEGIC PLAN 2021-2025



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Malahat Nation

STRATEGIC PLAN 2021-2025



George Harry
CHIEF



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COUNCILLOR



Gordon Harry
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Statement from Council

Dear community members,

This strategic plan represents a vision for our future development. It is based on community member and employee input and represents the goals we have set out to accomplish over the next five years. The plan is a roadmap for the future, an important tool that will guide us along our path to growth and improvement. It is not engraved in stone and, if required, may be adjusted, but it represents what we realistically hope to achieve in the coming years.

We are confident that this plan will serve our nation well in the years ahead. We wish to express our gratitude to the members and staff that provided input to this plan. We look forward to working with our community to make these goals a reality for the future of Malahat.



Malahat Nation

STRATEGIC PLAN 2021-2025

Vision

Recognizing the past – moving toward a better future.

Mission

Building our nation through good governance and community engagement, creating opportunities, stable economy, employment, health, education, expanding boundaries, and building culture for future generations.

Values

<i>Family & Children</i>	<i>Community Involvement</i>	<i>Equal Opportunity</i>
<i>Openness</i>	<i>Trust</i>	<i>Pride</i>
<i>Respect</i>	<i>Strength</i>	<i>Self-Determination</i>



Malahat Nation

STRATEGIC PLAN 2021-2025

Strategic Goals

Revitalize Malahat culture, language and traditions and incorporate into all aspects of Malahat governance and programs

Expand community wellness opportunities and practices

Increase employment and training for nation members ensuring their interests and career goals are forefront

Ensure Malahat laws and policies properly reflect both Malahat tradition and good governance practice

Exemplify stewardship of cultural and environmental resources through Malahat Nation territory

Protecting and exerting Malahat Nation rights and title

Advance the sustainable development of infrastructure and housing to meet community needs and create economic opportunity

Create a positive environment for business growth, investment and sustainable development

Ensure robust and transparent communication, consultation and community feedback

Implement tools and technology to advance the effectiveness and efficiency of the Malahat government to best serve the community



Malahat Nation

STRATEGIC PLAN 2021-2025

Strategic Planning Areas



Malahat Nation

STRATEGIC PLAN 2021-2025

Economic Development

Mission

To develop the Nation's lands through a process of community consultation on culturally & environmentally sensitive mutually beneficial business relationships.

Strategic Goals

Malahat Business Park

1 year goals

- Install necessary infrastructure to support leaseholders
 - Roads
 - Communications
 - Hydro
 - Water service
- Open doors at Indigenous Bloom retail location
- Hire and train Malahat members to run operations and maintenance

2-5 year goals

- Sign leases for all lots with companies we can be proud to partner with
- Have nation members employed in a wide variety of roles within the park
- Generate positive cashflows for the Nation to explore further development projects

Malahat Skywalk

1 year goals

- Finish construction of roadways and parking lot
- Have Skywalk completed and operational
 - Open doors at Skywalk Giftshop
- Hire and train members to be employees and tour guides
- Incorporate culture and history in the narrative of Malahat Skywalk

2-5 year goals

- Become a popular tourist destination
- Implement long term international marketing strategies

Exploring further business ventures

1 year goals

- Have plans solidified and made public for Malahat Marina

2-5 year goals

- Begin construction of Malahat Marina
- Shipyard and port facility upgrades
- Continue to attract further development opportunities to the Nation



Environment and Sustainable Development

Mission

To encourage community involvement and business development through environmental awareness and stewardship.

Strategic Goals

Community & Business Sustainability

1 year goals

- Finalize a closure plan for the MNQM Soil Import Site
- Assist in infrastructure development for all Malahat Nation Lands

2-5 year goals

- Monitor all construction and business operations to ensure the long-term health of the local ecosystem (ongoing)
- In partnership with Lands Department, support the review of proposed projects on Malahat Nation lands to minimize potential environmental impacts (ongoing)
- Carry out education initiatives to build scientific literacy throughout the administration and community (ongoing)
- Plan and implement programs to actively improve the environment and increase species populations which are environmentally and culturally important (ongoing)

Stewardship / Monitoring

1 year goals

- Ramp up the Enhanced Maritime Situational Awareness, Co-Developing Community Response and Salish Sea Initiative Programs at Malahat.

2-5 year goals

- Actively participate in the co-management of the Salish Sea and surrounding ecosystems in partnership with all government ministries (ongoing)
- Lead regional initiatives to better understand the Marine Environment and incorporate Traditional Knowledge in the management of valuable shared marine resources (ongoing)
- Operate a holistic stewardship / monitoring program in Malahat territory, including fisheries monitoring and spill response (ongoing)

Fisheries (Ongoing)

- Seek the most effective and beneficial management of fisheries licences held by Malahat Nation including:
 - Area B Salmon Seine Licence
 - Clam Depuration Licence
 - Area E Crab Licence
 - Area N Red Urchin Licence
- Commit to providing a variety of traditional seafood to all Malahat members throughout each year with an emphasis on foods important for ceremony and social uses



Lands

Mission

To provide for the effective and sustainable management of Malahat Nation lands and land-based resources while supporting strong community involvement.

Strategic Goals

Support economic development through ongoing implementation and administration of Malahat Nation Land Code

1 year goals

- Perform gap analysis of *Malahat Nation Land Code* to identify progress and future priorities
- Plan for Environmental Management Plan and Environmental Assessment law

2-5 year goals

- Further improve development processes through drafting of Development Law
- Provide online access to resources regarding land development processes for external partners and CP holders

Continue land management and administration projects

2-5 year goals

- Resolve outstanding issues with reserve land tenure and encroachments
- Continue cemetery upgrades and expansion project in collaboration with Te'mexw Treaty Association
- Manage shoreline restoration and stabilization project
- Provide strategic oversight and support to minimize environmental impacts to land base (e.g. regarding soil imports site)
- Support and participate in law and policy development related to Malahat lands

Continue to uphold and assert Malahat Nation Aboriginal interests, including rights and title (Ongoing)

- Carry on with strategic response to consultation requests, ensuring environmental and cultural stewardship
 - Explore implementation of referrals fee structure
- Support and participate in treaty-related initiatives
 - Provide information to guide negotiations and prevent silos (e.g. with respect to groundwater needs)
- Pursue opportunities for additional forest tenure within Malahat's traditional territory



Education

Mission

To support all nation members in setting and pursuing educational goals while also considering career development and future employment

Strategic Goals

Encourage community capacity development by developing a Local Operating Policy for the Post-Secondary Student Support Program (PSSSP) and University and College Entrance Preparation Program (UCEPP)

1 year goals

- Standardizing living allowance rates for eligible students based on number of children, not marital status or employment status.
- Implementing a procedure to prioritize program completion and support ongoing students.
- Standardizing funding for books and supplies.
- Regular interviews/meetings with students regarding their career goals and career development.

2-5 year goals

- Granting scholarships when funding is available with the goal of publicizing scholarship award process and providing clear criteria
- Ensure community involvement in directing all significant elements of post-secondary education policy

Improve Post-Secondary Education Governance

1 year goals

- Systematizing application review at set intervals for long-term program sustainability.
- Digitizing student files and supporting documents
- Reaching out to our membership in a variety of ways to take advantage of educational opportunities in trades, degree programs, professional programs, etc.
- Medium term goal of meeting with high school students regarding educational opportunities.

2-5 year goals

- Creating a process to request additional funding if available
- Long term goal of increasing the number of students funded year-on-year until funding is fully allocated
- Building on existing partnerships and developing solid relationships with post-secondary institutions (2-5 year goal)

Coordinate employment training and postsecondary education

1 year goals

- Ensure all members have knowledge of and access to the opportunities available to them through community outreach.

2-5 year goals

- Provide education pathways toward career choices



Employment

Mission

To support all nation members in setting and pursuing career goals while also considering education and training.

Strategic Goals

Develop a local operating policy in conjunction with post-secondary education

1 year goals

- Create custom employment plans
- Track member certifications and experience to help match jobs
- Make training programs available to members

Develop relationships with businesses

1 year goals

- Compile shortlist of employers.
- Create a survey to find out the best companies to work for, where members are the happiest.
- Continue to work with Malahat partners to ensure any relevant jobs are open to members.

2-5 year goals

- Organize regular “Meet the Employer” nights, invite employers to come to the community and give talks and demonstrations about the job (2-5 years)

Streamline member job application process

1 year goals

- Keep community informed through communications on Facebook and Website
- Establish proper procedures for employers to notify Malahat nation and for members to find opportunities.
- Digitize and create a strong database for member resumes and cover letters.
- Organize job fairs

Optimize member employment opportunities

2-5 year goals

- Explore solutions for transportation as an obstacle to employment
- Find solutions for members seeking to work that have childcare issues
- Coordinate with education and training to provide training for specific employment opportunities.
- Create employment outline/flow chart providing members with ideas for career progression based on experience and interests.



Community Programs

Mission

To provide Malahat Nation community members with high quality, culturally sensitive programs

Strategic Goals

Refocus Life skills program to include more job ready material, including training, certifications and job readiness supports.

1 year goals

- Coordinate with Economic Development to prioritize training in the program to be consistent with Economic Development opportunities available in the nation over the coming years.
- Host meet the employer luncheons – identifying employment opportunities, qualifications
- Assist members with job search support services, (employment coaching, resume, interview cover letter support)
- Coordinate with Education and Employment Department

2-5 year goals

- Complete Work/Educational plans with members to achieve goals

Transition Education/Training and Employment department into Community programs

1 year goals

- Meet with employee and CSETS for training dollar information
- Attend Post secondary and Training workshops
- Collaborate with other Nations to determine systems that are effective and working
- 2- 5 year goals
- Life skills team lead and Education and Training lead design seamless systems for referrals for post secondary, training and employment opportunities

Develop programs and partnership for youth recreational / activities

1 year goals

- Partnership developed with Hope and Health for youth soccer camps
- Coordinate with KL wellness team recreational opportunities for youth
- Incorporate more recreational activities in youth, girls and boy's programs

Continuation and expand Language plan strategy

1 year goals

- Host weekly Language coffee nights
- Expand language components into girls, youth and boys programming
- Label all grown plants in community and children's garden in Hulquimum
- 2-5 year goals
- Seek more permeant funding for language revitalization
- Hire language facilitator



Health

Mission

Malahat Nation will promote healthy lifestyles to all Nation members.

Strategic Goals

Complete Policies and Procedures and systems

1 year goal

- Develop health policies including all program policies and delivery protocols
- Complete medical privacy policies – patient records, including patient record access, Mustimuhw
- Develop policies for Panorama Software and client sharing medical information
- Implement health portal
- 2-5 year goals
- Hire health manager
- Accreditation of our health centre with policies completed

Complete 4-year Community Health Plan 2020-2024

1 year goal

- Review data for last 2 years – determine successes, needs and resources
- Update current community health plan and incorporate changes based on 2-year data
- Submit Community Health Plan to First Nation Health Authority
- Revise, if necessary, from FNHA feedback

Increase mental health supports

1 year goal

- Apply for funding to increase mental health clinician to 4 days' week
- Hold 3 community input meetings identifying community needs for mental health support
- Build partnerships with Kwum'ut Lelum and Aboriginal Children and Services mental health teams for additional mental health supports
- 2-5 year goals
- Sustainable mental health program developed with partner organizations

Increase traditional/cultural health components into programming

1 year goal

- Implement a traditional medicine workshop bi-annually – 12 sessions each
- Incorporate canning and food preparation ie; canning fish, making jam, spaghetti sauce when fruit/veggies/fish are in season
- Build a sweat lodge in community
- 2-5 year goals
- Build a community smoke house and teach community how to smoke and preserve
- Traditional teachings incorporated into all health components



Housing

Mission

To improve and increase member housing while streamlining the housing application process.

Strategic Goals

Create Housing Inventory

1 year goals

- Review all CMHC agreements and align with homes
- Inventory the condition of all nation houses
- Create a community housing service plan

Increase transparency in housing allocation

1 year goals

- Simplify and digitize the housing application
- Simplify the housing scoring sheet
- Make the scoring criteria transparent and explain to members how their application was scored
- Follow-up on housing applications as housing becomes available and record follow-up attempts
- Publish calls for applications and relevant updates on Facebook, through the website, in the newsletters, and on the bulletin board in the Administration Office
- Improving processes to check references, credit, criminal record, etc.

Expand Rental Agreements

1 year goals

- Systematize Rental Agreement renewals
- Digitize existing Housing files
- Continue to promote the use of rental agreements for all band-owned homes

2-5 year goals

- Create a searchable internal database by property and individual

Improve Housing Governance

2-5 year goals

- Hire Housing Clerk to manage day to day tasks in the Housing Department
- Update housing policy
- Develop bylaws and community regulations
- Effectively employ a Housing Committee
- Systematize overdue rent and utilities notices
- Effective roll out of work orders and work requests by community



Early Learning

Mission

To provide a warm, safe space for our children to learn valuable life skills and cultural teachings.

Strategic Goals

Increase community member attendance to the Aboriginal Head Start on Reserve (AHSOR) program

1 year goals

- Gather feedback from community members on what they would like to see occurring the program
- Encourage members who other departments see in the office to attend programming
- Increase advertising of the head start programs
- Bring in Elder's and knowledge keepers to the program

Increase AHSOR programming

1 year goals

- We currently are running two days a week of AHSOR programming with Toddler Talk. We will be increasing this by adding the addition of a cooking group and an evening parent support group
- Space has been an issue and moving forward we will have access to the childcare Centre for evening programming and the recreation Centre for use between 9-2:30

Run Caterpillar Childcare at full capacity (28 spaces)

2-5 year goals

- Hiring qualified staff to run each classroom. Contacts have been made at VIU as well as doing mass advertising
- Work on employability with Nation members to increase Malahat Nation child attending the childcare facility and or opening childcare spaces to the general public

Increase Cultural component in all Early Learning Programming

1 year goals

- Work collaboratively with Elders and knowledge keepers within the community to bring Malahat Culture into Caterpillar Childcare and AHSOR

2-5 year goals

- Seek funding to hire a language and cultural advisor to support in Early Learning programming
- Hire a language and cultural advisor



Community Infrastructure

Mission

To support the development, operation and maintenance of infrastructure for both community and third party needs.

Strategic Goals

Asset Condition Reporting System (ACRS)

1 year goals

- Committing time to thoroughly review and update the ACRS report with the chosen consultant
- Inventory of community buildings and infrastructure that is funded in part by ISC & CAIS.
- Group 1 identified projects are minor repairs and are covered through our annual O&M funding

2-5 year goals

- Group 2 identified projects are major repairs funded in the fiscal year following the report (2021/22)
- Group 3 identified projects require further application for funds through the Capital Project Process as outlined through ISC including Feasibility, Design and Execution of the project/repair

Community Infrastructure Service Plan

1 year goals

- Implement the Community Infrastructure Service Plan
- This is a living document that will be updated upon completion of the ACRS report and reviewed annually
- It outlines lifespan and condition of infrastructure, financial planning and recommendations related to community infrastructure

Water System

1 year goals

- Complete and submit the Feasibility Study as completed by Urban Systems
- Apply for and complete the Design Stage for the water system with the support of Urban Systems
- Apply for and start the construction of the new water system, Phase 1

Wastewater

1 year goals

- Apply for and complete a Feasibility Study for the upgrade and relocation of the community wastewater system

Supporting future Economic Development needs

2-5 year goals

- Work with service providers to service the Business Park and Marineside developments as well as creating a long term infrastructure plan for Nation Development



Communications

Mission

To build strong community involvement through communication and consultation with all Nation members.

Strategic Goals

Website

1 year goals

- Build out the website to add valuable functionality for members, staff and 3rd parties
- Use existing code template to fast track new websites for Malahat subsidiaries and partners
- Add a historical element to start documenting the history of Malahat Nation and our language
- Develop the mapping application to contain information on Treaty and ongoing projects
- Improve website SEO to bolster the search engine presence and viewership of our entire network of organizations

2-5 year goals

- Create a store to sell Malahat branded items, business partner merchandise and local First Nations art

Facebook

1 year goals

- Use Facebook as a day to day tool for interacting with members

2-5 year goals

- Seek out ways to reduce our dependency on Facebook and trying out alternatives

Newsletter (Ongoing)

- Produce an offline source of information that community members can rely on to keep them updated on all things Malahat Nation
- Release newsletters approximately every 6 weeks
- Always keep all past newsletters available on website to create a time capsule of Malahat activity

Member Engagement

1 year goals

- Create opt-in Malahat governed member information database to be used for mailouts
- Run regular community meetings for members to interact with staff and council, ask questions and give feedback



Treaty

Mission

To reach a settlement with the provincial and federal governments as part of the Te'mexw Treaty Association providing Malahat with land, cash and self governance powers while constitutionally protecting its Aboriginal rights.

Strategic Goals

Community Engagement

1 year goals

- Continue community consultations through open houses, community meetings, and family dinners

Finalize treaty chapter language and side agreement arrangements

1 year goals

- Five Nations respond to land and cash offers
- Finalize side agreements on fiscal fishing, wildlife and other issues

First Nation Ratification – typically 1-2 years after completion of negotiations

2-5 year goals

- Malahat establishes enrollment committee to develop voter's list for treaty
- Malahat members will vote on constitution and treaty

BC Ratification – typically 1 year more or less after First Nation Ratification

2-5 year goals

- Settlement legislation passed in provincial legislature

Canada Ratification – typically 1 year more or less after BC Ratification

2-5 year goals

- Settlement legislation passed in federal parliament
- Parties signed treaty

Effective Date – typically 2-3 years after Canada Ratification

2-5 year goals

- Parties finalize land surveys
- Malahat passes legislation to allow its government to be up and running on effective date
- On effective date, Indian Act no longer applies and Malahat becomes self-governing nation



Governance and Administration

Mission

To ensure Malahat Nation has the tools for our treaty process and independent governance by incorporating traditional practices, managing taxation, and consultation with the community.

Strategic Goals

Develop a 5-year governance plan

1 year goals

- Audit Malahat laws and policies to determine strengths and deficiencies
- Coordinate with each department to determine needs and concerns.
- Consult community.

2-5 year goals

- Create law and policy as determined by 5 year plan

Ensure traditional Malahat tools of governance employed in Nations governance laws and policies

1 year goals

- Commission study pertaining to traditional governance structures in coordination with Saanich nations.

2-5 year goals

- Incorporate results from study in development of laws and policies.

Membership

2-5 year goals

- Develop membership code (2-5 years)

Taxation

1 year goals

- Research and develop knowledge base for Malahat Nation regarding taxation
- Explore all local revenue sources available
- Create Tax Code

Information Technology

1 year goals

- Outfit Multipurpose Centre with all necessary technical infrastructure
- Begin transition to serverless cloud infrastructure, starting with passive building
- Consolidate all Malahat Shaw Business accounts
- Set up project management software to track funding applications and others

2-5 year goals

- Set up Shaw Corporate Partner account to manage all member residential internet accounts
- Code Malahat specific Windows 10 installation policies to streamline workstation deployment and software installations
- Set up community wide wireless internet service



Finance

Mission

To ensure Malahat Nation operates with fiscal diligence so that the community receives maximal benefit from the money available.

Strategic Goals

Ongoing FAL Compliance

1 year goals

- Review & update FAL and policies per FNFMB standard changes
- Pass FAL compliance checklist at audit

2-5 year goals

- Pass FAL compliance review for 10 Year Grant

Review internal controls to ensure the financial administration performs in accordance with applicable laws, standards, and policies

1 year goals

- Undergo review of financial management system w/ IT personnel and address any gaps or areas that present opportunities for improvement
- Strengthen the advisory role of Finance & Audit Committee by ensuring financial information is prepared, submitted, and reviewed in a timely manner

2-5 year goals

- Align Finance Department structure w/ post-Treaty guidelines

Address cumulative deficit in admin profit centre, develop a plan to reduce the deficit and mitigate further deficits in the future

1 year goals

- Prepare Comprehensive Annual Budget to ensure deficits are foreseen
- Ensure all financial management policies and procedures are followed
- Strengthen inter-departmental communications regarding budgetary needs

2-5 year goals

- Reduce PC 100 deficit to 0