



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028

Table of Contents

Statement from Council	3
Vision.....	4
Mission	4
Values	4
Strategic Goals.....	5
Economic Development.....	6
Environment and Sustainable Development.....	7
Infrastructure and Capital Projects	9
Lands.....	11
Health.....	13
Community Programs.....	14
Housing	15
Early Learning, Child & Family Supports.....	17
Finance.....	19
Information Systems & Technology.....	20



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028

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.



George Harry
CHIEF

Cindy Harry
COUNCILLOR

Gordon Harry
COUNCILLOR

Steve Henry
COUNCILLOR



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028

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

Family & Children

Community Involvement

Equal Opportunity

Openness

Trust

Pride

Respect

Strength

Self-Determination



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028

Strategic Goals

1.
Malahat People feel connected to Culture
2.
Malahat languages are revitalized
3.
Members are healing
4.
Members are learning
5.
Members are meaningfully employed
6.
Members have a home
7.
Members have access to necessary facilities and infrastructure
8.
Malahat lands are managed with the future in mind
9.
Malahat Government is accountable and transparent
10.
Malahat Nation is a leader in economic development at the head of industry



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028



Economic Development

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

1 year goals

- Oversee the development of the Malahat Business Park, ensuring that construction and operations of tenants are aligned with the values of Malahat Nation.
- Secure additional profitable lease contracts for the business park, Bamberton industrial lands and treaty settlement lands.
- Improve existing business partnerships by facilitating profitable operations for all parties while returning value and monetary benefits to Malahat Nation.
- Develop new business partnerships to provide value across a wide range of industries operating in Malahat's territory.

2-5 year goals

- Aggregate revenue streams from a variety of partnerships, lease contracts and joint ventures that provide enough funding to fully cover Malahat Nation's debt obligations.
- Provide strategic and holistic oversight of Malahat related businesses, identifying opportunities for efficiencies and collaborations within the Malahat economy.
- Advocate alignment between local governments, regulators and First Nations to ensure economic stability and shared prosperity.
- Champion Malahat's right to participate in all economic activity affecting Malahat Territory, especially components of the economy that exploit shared resources.



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028



Environment and Sustainable Development

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

Community & Business Sustainability

1 year goals

- Minimize barriers to members accessing the territory and harvesting resources
- Provide meaningful input on Major Projects throughout the region, advocating for the protection of Malahat Rights and Title
- Participate in the economic activity occurring in Malahat's territorial waters and lands by building partnerships with businesses that share Malahat's values
- Finalize a Long-Term Fisheries Agreement to meaningfully increase capacity and stability for Malahat's fisheries initiatives and support Malahat's progress towards ratifying a Modern Treaty.
- Implement new resource management technologies that generate profit while protecting the environment.

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)



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2028

- Complete seismic upgrades to the Oliphant Lake Reservoir to ensure public safety, environmental protection, and stable water supply for Malahat's lands.

Stewardship / Monitoring

1 year goals

- Complete the pilot phase of the Enhanced Maritime Situational Awareness program and begin a long-term stable program to map and monitor Malahat marine territory and resources
- Improve emergency response communications by ramping up the Communications Portal for Integrated Incident Response program to equip Malahat in the event of marine spills
- Continue to implement the Salish Sea Initiative vision of creating long term, high value careers for Malahat members as stewards of the Salish Sea
- Initiate a Malahat Guardians Program to collect data, monitor, and protect the Salish Sea
- Incorporate traditional languages into environmental stewardship and monitoring practices

2-5 year goals

- Provide information to facilitate sound resource management decisions informed by cultural knowledge and scientific data collection. (ongoing) 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, habitat restoration and spill response (ongoing)

Fisheries

- Seek the most effective and beneficial management of fisheries licenses held by Malahat Nation including:
 - Area B Salmon Seine License
 - Clam Depuration License
 - Area E Crab License
 - Area N Red Urchin License
- 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



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Infrastructure and Capital Projects

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

Community Infrastructure

1 year goals

- Construct program building focused on women, girls and 2SLGBTQQIA+ community funded through the Cultural Spaces in Indigenous Community program
- Construct new playground in the commons area
- Implement the Building Maintenance Management Program to extend the usable life of community building through regular, proactive, transparent maintenance

2-5 year goals

- Construct new Governance and Administration building at 9 Kwunew Kwasun Lane
- Initiate planning and seek funding for new youth center
- Start housing construction on subdivision extension west of Jesken Road

Community Infrastructure Service Plan

1 year goals – ongoing annually

- Implement and continue to annually update the Community Infrastructure Service Plan



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024

Asset Condition Reporting System (ACRS)

1 year goals

- Complete E-ACRS evaluation and reporting
- Update ISCM Project values and submit Group 3 Projects

2-5 year goals

- Complete Group 2 projects identified in 2023/24 E-ACRS report
- Complete next round of E-ACRS evaluation and reporting in 2026/2027 fiscal year

Water and Waste Water Systems

1 year goals

- Enter into Construction agreement with Corix Utilities to build the new water system and waste water system to serve both the community's needs and economic development
- Implement Asset Condition Management System to extend the usable life of infrastructure in community through diligent scheduled maintenance programs

2-5 year goals

- Complete water and waste water system upgrades
- Prepare and service new subdivision west of Jesken Road

Supporting future Economic Development needs

1 year goals

- Work with BC Hydro to negotiate long term power supply needs for development in community and through economic development
- Support the Sustainable Development department to create a strategy for energy production and supply long term for community

2-5 year goals

- Work with Corix Utilities to monitor the development and expand capital infrastructure as required to meet the service needs



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Lands

Objective: To provide for the effective and sustainable management of Malahat Nation lands and land-based resources while supporting strong community involvement through the implementation of the Land Code.

Continue to build and support land management and administration projects

1 year goals

- Develop a Lands Department Strategic Plan integrating community priorities from the Comprehensive Community Plan (CCP) and Land Use Plan (LUP)
- Work with Chief and Council to establish the Lands Management Advisory Committee to support Land Code initiatives
- Ensure all existing land interests and uses are inventoried and registered in the First Nations Land Registry System (FNLRS)

2-5 year goals

- Develop a Lands Registry and Interests Policy to ensure accountability and transparency within all land management processes
- Establish a fee schedule to support further development of the lands department
- Work with communications team to develop more regular communication opportunities with the community (i.e., social media, newsletter, etc.).



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024

Support sustainable stewardship of Malahat lands and resources through ongoing implementation of the Land Code

1 year goals

- Initiate the implementation of the Environmental Management Plan, which will include complete a reserve-wide inventory of resources and culturally significant areas
- Continue supporting the medicinal plant garden project
- Complete an Active Transportation Plan looking at community transportation barriers and potential solutions

2-5 year goals

- Build off the Environmental Review Policy to create an Environmental Assessment Land and an Environmental Protection Law
- Develop an inventory and remediation/risk management strategy for addressing all remaining contaminated areas on reserve
- Develop a Solid Waste Management Plan to identify and address barriers for waste management in the community

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

1 year goals

- Continue to build capacity within our referrals response team to ensure Malahat's interests and priorities are recognized and affirmed in all consultation requests
- Continue to explore funding opportunities to build Malahat's internal capacity to support cultural and archaeological initiatives
- Carry on with participation in treaty-related initiatives, particularly with respect to groundwater needs and cultural and heritage priorities

2-5 year goals

- Build stronger government-to-government relationships to better support stewardship initiatives such as the Koksilah Watershed Project
- Explore a culturally appropriate monitoring and enforcement approach for ensuring all Malahat polices and laws are in compliance and supporting sustainable use of Malahat's lands



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Health

Objective: To collaborate in delivering culturally relevant programs and services to improve physical and mental health, promote holistic wellness for individuals and families, and strengthen Malahat administration.

1 year goals

- Complete Community Health Plan in collaboration with consultant
- Establish a Health and Wellness Planning/Occupational Health and Safety Planning Group
- Obtain flex funding model for multi-year funding with FNHA to allow Malahat to allocate funds to Health initiatives on a needs basis
- Incorporate cultural connection in the provision of Health services to the Malahat community

2-5 year goals

- Obtain Accreditation for the Health Unit with FNHA
- Establish a comprehensive Health Centre Emergency Response Plan, including a quality improvement plan, preventative maintenance plan for medical devices and equipment, and client safety plan
- Establish a Health Policies and Procedures manual, including policies for reporting of adverse events, managing client complaints, managing confidentiality, security and release of information, and other relevant Health initiatives



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Community Programs

1 year goals

- Update Continuation with Hul'q'umi'num Language Program and with collaborating with Daycare to have language implemented in Daycare,
- Elders support and program continuing
- Implementation of Local Education Agreement and follow through
- Extra teacher/tutor supports are continuing for students and fully funded
- Malahat Nation parent advisory group established
- In collaboration with Child and Family Supports, hire a full-time child and youth care worker for after school, Spring and Summer programming supports
- Continue on Adult and Youth Rec programming
- Post Secondary Policy and Procedures passed by Chief and Council and Implemented
- Post Secondary Reporting up to date
- Offering of Pre-Employment and Employment workshops

2-5 year goals

- Long-term language plan for the Nation is developed maintaining focus on revitalization of the 3 traditional languages; Hul'q'umi'num, SENTOCEN and Samish
- Establish a holistic funding stream to meet Elders needs and supports
- In collaboration with Leadership and other departments, increase the number of knowledge keepers to share Malahat traditional teachings and Knowledge with administration, programming and community
- Increase employability of adults residing at Malahat Nation inclusive to Post Secondary and training supports
- In collaboration with Children and Family Supports, accessing long-term funding to continue providing child and youth programming and supports



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Housing

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

Create Housing Inventory

1 year goals

- Continue to update the condition of all Nation houses
- Create a Community Housing Service Plan
- Build affordable housing units funded through CMHC Rapid Housing Initiative
- Build a supportive housing unit through Jordan's Principle funding

2-5 year goals

- Build more housing in newly serviced subdivision west of Jesken Road
- Renovate and rehabilitate dilapidated housing stock

Support Transparency in Housing

1 year goals - Ongoing

- Create meaningful connection in community to support the Nation's tenants through the establishment of a Housing Committee
- Establish in home cleaning support for tenants
- Continue to support the transparency of the scoring criteria and explain to members how their application was scored



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024

- Continue to 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

Expand Rental Agreements

1 year goals

- Support tenants with annual Rental Agreement renewals
- 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
- Launch Malahat Nation Housing App

Improve Housing Governance

1 year goals

- Update *Malahat Nation Housing Policy 2.0*
- Develop bylaws and community regulations in collaboration with the Malahat Nation Lands Department under the *Malahat Nation Land Code*
- Effectively employ a Housing Committee

2-5year goals

- Implement rent to own process under housing policy
- Implement Custom Allocation law under *Malahat Nation Land Code* to support rent to own policy



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Early Learning, Child & Family Supports

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

Early Learning & Child Care

1 year goals

- Increase Traditional Language and cultural teachings in the daycare in collaboration with Community Programs
- Stabilize Staffing for consistency in program
- Increase accessing traditional lands for learning- Have daycare spend more time outside
- Access further funding to support the salary grid implementation
- Build Community Playground in collaboration with Infrastructure & Capital Projects

2-5 year goals

- Decrease wait times to access Early Intervention Services and have services provided at Malahat Nation
- Inclusive Daycare Services- No fee program for entire daycare FNHA funded
- Majority of staff are Indigenous



Malahat

Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024

Child & Family Supports

1 year goals

- Hire a Designated Band Representative , and Child and Youth Care Worker
- Increase prevention programming at Malahat Nation
- Create Data Base and Case Note Protocol, Update Protocol agreement with Kw'umut Lelum
- Create an S92.1 agreement with the province of British Columbia
- Purchase 2 vehicles for Child and Family Support Programming

2-5 year goals

- Enter into a long-term reform agreement with ISC for Prevention Services on-reserve
- Build team to include: life coach/parents' coach, 2 full-time Child and Youth Care workers, full-time permanent Band Rep and full-time permanent Family Empowerment Worker
- Build parents house to include two offices, great room for programming and 2 emergency housing apartments
- Strengthen relationships with Delegated Aboriginal Agencies and Malahat Nation



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Finance

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

1 year goals

- Complete Human Resources, Governance and Information Management Policy updates, to be reviewed and approved by Council
- Mentor a community member with an interest in accounting and the financial management field by hiring a Finance Trainee
- Implement rollout of new budgeting software to improve budgeting processes for each department and the organization

2-5 year goals

- Streamline related entity bookkeeping to secure an Unqualified audit opinion for Malahat Nation's financial statements
- Pass FAL compliance review for 10-Year Grant eligibility with Indigenous Services Canada
- Succession planning to ensure the Finance Department runs smoothly for years to come, aligning with post-Treaty funding level guidelines
- Increased community engagement and attendance at Annual Planning Document approval meeting and Annual General Meeting (AGM) to facilitate accountability and transparency



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024



Information Systems & Technology

Objective: Driving the success of our community through effective use of technology.

Information Technology

1 year goals

- Enhancing efficiency and productivity across the organization through the implementation of new technologies and systems that streamline processes, reduce manual labor, and automate tasks.
- Improving security through the implementation of new measures to protect against cyber threats, data breaches, and other security risks.
- Enhancing member experiences through the development of new member-facing technologies and the improvement of the reliability and performance of existing systems.
- Minimizing costs through the optimization of existing systems, the implementation of cost-saving technologies, and the identification of areas for spending reduction.
- Enhancing collaboration and communication within the organization through the implementation of new tools and technologies that facilitate the sharing of information and collaboration among employees.
- Offering employment and training opportunities in the information technology field to Malahat youth, encouraging them to integrate Malahat art and culture into their work.

2-5 year goals

- Identifying new revenue streams through the development of new products and services that will support the department's long-term sustainability.



Malahat Nation

Strategic Plan

APRIL 2023 - MARCH 2024

Malahat

- Enabling active participation in the digital economy by providing all Malahat members with unlimited access to high-speed internet and internet-enabled devices.
- Developing secure and efficient data management tools for interdepartmental information sharing and automated workflows, with a focus on protecting sensitive data.

Communications

1 year goals

- Improving communication and connection between the administration and membership through in-person meetings, standardized staff profiles and timely notice of all upcoming community events.
- Enhancing transparency, clarity, and communication in the housing application process, including the communication of privacy protections and prerequisites, and providing clear information about available supports and eligibility.
- Promoting the organization's mission and values to internal and external stakeholders through channels such as social media, newsletters, and social responsibility initiatives.
- Enhancing communication and collaboration among employees through the implementation of new tools and technologies and the development of internal communication policies and procedures.
- Establishing and maintaining strong relationships with key stakeholders including members, media, government officials, and community organizations.

2-5 year goals

- Providing members with more responsibility and autonomy in positions that have a significant impact on the community, along with opportunities for growth and the incorporation of understanding and respect for Malahat culture into daily work.
- Enhancing the organization's reputation through methods such as media relations, social media management, and crisis communication.