Seabird Island Band



Seabird Island Band

Strategic Plan

2025 - 2030

Table of Contents

1. Message from Chief and Council	3
2. Who We Are - Sq'ewqéyl	4
3. Executive Summary	6
4. Introduction	8
5. Community Assessment and Strategic Framework	10
6. Vision, Mission, and Core Values	12
7. Strategic Goals: Shaping Our Collective Future	14
8. Bringing Our Vision to Life: Key Actions	20
9. Monitoring, Evaluation, and Reporting	30
10. Funding Strategy	32
11. Conclusion	36

1. Message from Chief and Council

We are honored to present our Strategic Plan for 2025-2030. This plan represents the voices, wisdom, and aspirations of our people, carefully gathered through extensive community engagement and respectful dialogue with our Elders, youth, and families.

This is more than a document – it is our shared vision for the future of Seabird Island. It builds on the strength of our ancestors while embracing the opportunities of tomorrow. Throughout our community conversations, we heard clearly about what matters most to our people: preserving and expanding our Halq'eméylem language and culture, supporting our youth, creating economic opportunities, strengthening our governance and communication, and asserting our rights over our traditional territory.

Our plan reflects these priorities while remaining grounded in our cultural values and traditions. It provides a roadmap for building a stronger, more self-sufficient Seabird Island where our cultural heritage guides our growth, where our economy serves our people, and where every member of our community can walk with health,
pride, and purpose.

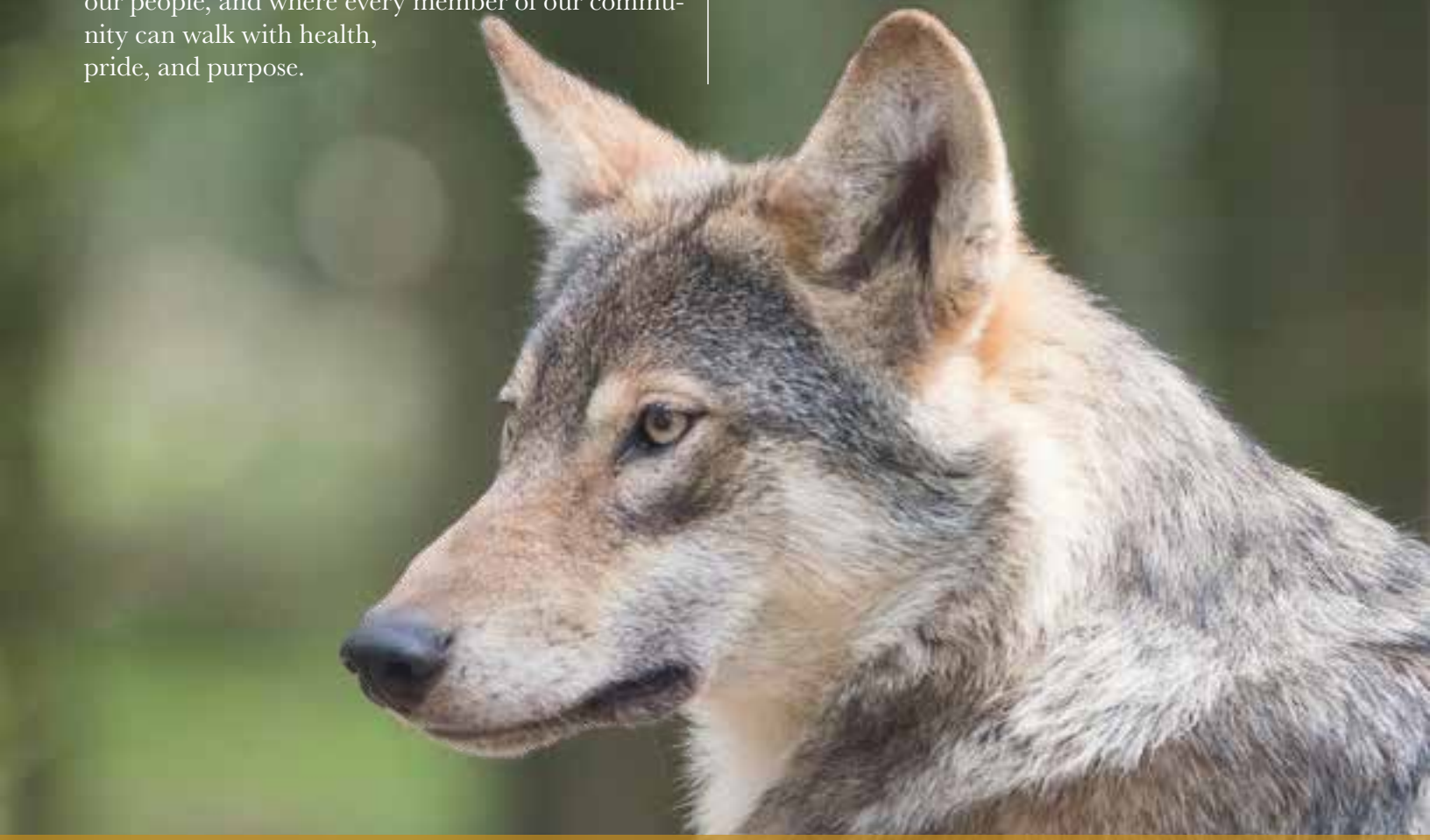
We acknowledge the dedicated work of our community members, staff, and partners who contributed to shaping this plan. Your insights, stories, and dreams have helped create a vision that truly belongs to all of us.

As we move forward with implementing this plan, we remain committed to transparency, accountability, and continuous engagement with our community. This is a living document that will guide our decisions while remaining flexible enough to adapt to new challenges and opportunities.

We invite every member of Seabird Island to join us on this journey. Together, we will build on our strengths, overcome our challenges, and create a future that honors both our traditions and our aspirations for generations to come.

With respect and determination,

Chief and Council



2. Who We Are - Sq'ewqéyl

The Halq'eméyləm name for our home is Sq'éwqel, meaning "turn in the river." This name reflects our deep-rooted connection to the land, the Fraser River, and our place within S'ólh Téméxw, the traditional territory of the Stó:lō Nation—the People of the River.

Seabird Island, known in English after the grounding of the paddle-wheeler Sea Bird in 1858, is situated in the Fraser River, nestled between the Coast Mountain Range to the north and the Cascade Mountain Range to the south. Our lands encompass approximately 1,618.7 hectares, shaped by the river that has sustained our people for countless generations.

Our People and History

Since time immemorial, our ancestors have lived at Sq'éwqel, thriving along the Fraser River. As part of the larger Stó:lō tribal group, we share deep cultural and linguistic ties with other Halq'eméylem-speaking peoples of the Fraser Valley, as well as strong connections to the Nlaka'pamux Nation to the north. This unique position at the intersection of two great Nations has enriched our traditions, governance, and way of life.

For thousands of years, our people have been stewards of this land, maintaining traditional fishing, hunting, and gathering practices. Our ancestors built sophisticated fishing technologies, passing down their knowledge through generations. The land also provided rich soil for cultivating wapato, berries, and medicinal plants, ensuring the sustainability of our community.

Our history has been shaped by resilience. The arrival of European diseases in the 1780s led to devastating losses, but our people survived through the strength of our culture, governance, and traditional knowledge. In 1879, our lands were surveyed as a reserve-in-common, and in 1959, we became an independent Band. Despite centuries of change, we have remained steadfast in protecting our rights, territory, and way of life.

Our Community Today

Seabird Island is home to over 1,000 residents living in more than 200 homes. Our population is a blend of Stó:lō and Nlaka'pamux peoples, historically speaking both Halq'eméyləm and



Nlaka'pamuctsin. Our vibrant community is centered around a Community Centre, which houses our early childhood programs, elementary and secondary schools, a fire hall, health centre, administrative offices, and multiple playing fields.

Beyond being a place of residence, Seabird Island is a multi-faceted First Nations organization that integrates governance, business, services, and community development. We employ over 300 dedicated staff who provide essential services in health, education, economic development, and social programs. Through innovation and a commitment to our values, we are building a prosperous, self-determined future for our people.

Governance and Self-Determination

Seabird Island is governed by an elected Chief and Council, who uphold the responsibility of representing our Band and ensuring a strong, united voice for our people. Our governance reflects the wisdom of our hereditary leadership structures, adapted to contemporary challenges.

We continue to strengthen our cultural identity by revitalizing our languages, protecting our territory, and reclaiming our inherent rights. Through nation-building efforts, economic initiatives, and cultural resurgence, we are shaping a future that reflects our traditions and aspirations.

Our Vision for the Future

Today, we stand at a pivotal moment in our history. We are actively reclaiming our governance systems, cultural heritage, and economic opportunities to ensure a thriving future for generations to come. Guided by our traditional laws and community vision, we move forward with determination, honoring our ancestors and embracing innovation.

As Sq'éwqel, we remain deeply connected to this land where the river turns, drawing strength from our past as we build a resilient, self-determined future for our people.



3. Executive Summary

The Strategic Plan for Seabird Island Council, covering the years 2025-2030, is a vital document that embodies the collective aspirations, cultural values, and wisdom of our community. This plan has emerged from community engagement, where the voices of our Elders, youth, and families were carefully woven into the fabric of our future vision. It serves as a roadmap, guiding us as we navigate the challenges and opportunities that lie ahead, while honoring the legacy of our ancestors.

This plan emphasizes the importance of preserving our Halq'eméylem language and cultural practices, which are central to our identity as Indigenous people.

The voices of our community resonate with a powerful message: our cultural heritage is not just a relic of the past but a living force that guides our growth and development. By embedding our traditions into every aspect of our programs and services, we will ensure that future generations inherit a community rich in cultural knowledge and practices.

Additionally, our strategic goals reflect a commitment to fostering economic independence through community-driven initiatives. We recognize the need to create sustainable businesses that provide employment and empower our members. This economic development is not merely about financial gain; it is about reclaiming our agency and ensuring that the benefits of growth serve our people, align with our values, and respect our traditional practices.

Supporting our youth is a critical component of this plan. We envision a future where young people are equipped with both cultural grounding and contemporary skills, enabling them to become the leaders of tomorrow. Our commitment to their development extends beyond education; it encompasses mental health support and safe spaces where they can thrive. This holistic approach acknowledges the unique challenges faced by Indigenous youth and seeks to empower them to embrace their heritage while navigating the modern world.

Infrastructure and housing are also pivotal concerns addressed



in our plan. We aim to develop sustainable, culturally appropriate housing solutions that meet the needs of our community. By prioritizing energy efficiency and affordability, we ensure that our living spaces reflect our values and provide a safe, nurturing environment for all members.

Health and safety are paramount as well. Our approach to community health is rooted in a holistic understanding that encompasses physical, mental, emotional, and spiritual well-being. By integrating traditional healing practices with modern health services, we create a comprehensive support system that honors our ways of life.

Moreover, the governance structures outlined in this plan are designed to enhance transparency, participation, and informed decision-making. We are committed to self-governance, ensuring that every member of our community has a voice in shaping our future. This commitment to open dialogue and accountability reinforces our collective responsibility to uphold the values and traditions that define us as a people.

All of the strategic priorities outlined in this plan are directly aligned with the 23 goals identified in the Comprehensive Sustainable Community Plan. This alignment ensures that every action we take contributes to a cohesive vision for the community's future.

In essence, this Strategic Plan is not a static document, but a living guide that will evolve as we adapt to new challenges and opportunities. It emphasizes collaboration, community engagement, and a shared vision for a thriving Seabird Island. Our journey forward is a collective endeavor, one that invites every member of our community to participate actively in building a future that honors both our traditions and our aspirations. Together, we will navigate the path toward self-sufficiency, cultural resilience, and prosperity for generations to come.



4. Introduction

Purpose and Overview

Seabird Island is embarking on an important journey to shape the future of our community for the next five years (2025-2030). This Strategic Plan, "*Xéyteleq Shxweli*" (*Our Path Forward*), is our collective roadmap—a plan that reflects our shared values, priorities, and vision for the years ahead. Rooted in the voices of our community, this plan builds on our strengths, acknowledges our challenges, and charts a path toward a stronger, more self-sufficient, and culturally vibrant future.

We recognize that while we have made great efforts to ensure that everyone had the opportunity to be heard, we were not able to reach all those we hoped to engage. This plan is only as strong as the voices behind it, and we encourage community members to reach out to their family and friends, bringing them into the conversation and ensuring their perspectives help shape our future. Strengthening communication with the community remains a key priority, and we are committed to ensuring that everyone feels connected and informed as we move forward.

As we continue this journey together, we draw inspiration from *lets'emó:t* (*unity of mind and spirit*) and *lets'eth'a:le* (*working together*), values that guide us in weaving our language and culture into our governance, programs, and daily lives. "*Xéyteleq Shxweli*" represents our dedication to unity, alignment, and collective growth. While we may not be perfect, we are on the right path, walking together toward a stronger, more self-sufficient, and culturally vibrant future for Seabird Island.

At the heart of this plan is our unwavering commitment to self-determination—the right to govern our own affairs, protect our lands, and revitalize our language and culture. We are on a journey of discovery, reconnecting with our identity as Sto:lo people. While we may not have all the answers, we are walking this path together, learning, growing, and strengthening our community as we move forward.

This plan is not just for Council; it belongs to every member of Seabird Island. It is a reflection of our collective aspirations and our shared responsibility to build a future that aligns with the needs, dreams, and hopes of all community members. We are dedicated to uniting and aligning with our people, ensuring that our actions honor our traditions while embracing new opportunities for growth and prosperity.

Methodology and Community Engagement

To create this plan, we relied on the voices and wisdom of our community. In 2024, we held several engagement sessions, including the October 22 Strategic Planning Session, where members of all ages and walks of life came together to share their perspectives. We compiled these insights into a "What We Heard Report" (Appendix 1), ensuring that the plan reflects the true priorities of our people. Additionally, we conducted interviews with Seabird Island Council, staff, and key stakeholders to further refine our collective vision.

The feedback from these consultations has been foundational in shaping the direction of this Strategic Plan. Community members identified key priorities, including cultural preservation, youth development, education, health, infrastructure, economic sustainability, communication, and rights and title. These areas will serve as the building blocks for our future, ensuring that our community remains resilient and self-sustaining for generations to come.

As part of this effort, we are strengthening our communication channels to ensure that every member of the community has the opportunity to stay informed and engaged. By fostering *lets'emó:t* (*unity of mind and spirit*) and practicing *lets'eth'a:le* (*working together*), we aim to enhance the connection between Council and the broader community.

This plan is not just about where we are today—it is about where we are going. We are committed to working together as a community, embracing our traditions, and forging new paths that will benefit our people for seven generations. We invite everyone to take an active role in bringing this plan to life, as we continue to walk forward on this journey together—strong, united, and proud of who we are.

Connection to Other Planning Documents

The Integrated Planning Circle guides our approach by connecting four key groups: the Community, Chief and Council, the CAO and Directors, and staff. This framework ensures everyone works together toward Seabird Island's goals.

This Strategic Plan links two important documents. First, it builds on the Comprehensive Sustainable Community Plan (CSCP), which was created through community input. Second, it will guide the CAO and Directors' Tactical Plan, which outlines specific actions and projects. Once this Strategic Plan is approved, senior leadership will update the CAO and Directors' Tactical Plan and staff operational plans to align day-to-day operations with the community's long-term vision and Council's priorities.

Our Strategic Plan turns community hopes and needs into clear, long-term goals for Seabird Island. It connects big-picture thinking with practical action, helping ensure our community's vision becomes reality. This coordinated approach keeps everyone moving in the same direction as we work toward making Seabird Island more self-sufficient, culturally strong, and prosperous for future generations.



5. Community Assessment and Strategic Framework

Understanding Our Community Through SOAR

We chose the SOAR method (Strengths, Opportunities, Aspirations, and Results) to help us understand where we are as a community and where we want to go. This approach focuses on what makes us strong and what we can achieve together, rather than dwelling on problems. The ideas shared here come directly from our community members through the "What We Heard" report.

Our Strengths: The Foundation of Who We Are

Our people are our greatest strength. We are united by our shared cultural heritage and our commitment to keeping our Halq'eméylem language alive for future generations. Our community members, staff, and leaders work together to support each other and make life better for everyone. The land given to us by our ancestors provides natural resources that can help us build homes and grow food. Together, we have what we need to create a strong future.

Our Opportunities: New Paths Forward

We see many ways to make our community stronger and more independent. We can create our own businesses, farm our lands, and provide more jobs for our people. We can expand our education programs, especially in trades and college studies, to help our members gain the skills they need. We also recognize the need to build more homes and prepare for emergencies to keep our community safe and thriving.



Our Aspirations: Walking Our Own Path

We dream of a future where Seabird Island continues to be strong and independent. We want to expand our Indigenous rights snd title, manage our own resources, make our own decisions, and create systems that reflect our values and ways of living. We want to continue to support our youth to become strong leaders, care for our people's mental health, and make sure our Elders can pass down their knowledge. Above all, we want to keep our cultural identity strong and alive for the generations to come.

Our Results: Measuring Our Journey

To know we are moving in the right direction, we need to track our progress. This means counting how many youth join our programs, how many members complete their education, and how our community's health is improving. We will watch how our businesses grow, how many community members start their own ventures, and how our farming projects develop. We will also track how many homes we build and improve to make sure everyone has a good place to live.



6. Vision, Mission, and Core Values

The Intent Behind the Vision and Mission

The vision and purpose of this plan come directly from our people's voices. When we gathered to listen, our community spoke clearly about what matters most:

- Our connection to culture is the heartbeat of our community. The preservation of our Halq'eméylem language and traditional teachings are culturally foundational to our identity. Our Elders, as sacred knowledge keepers, are the living bridges between our ancestral wisdom and our future. Their teachings guide our program development, ensuring that every initiative we undertake is rooted in our traditional understanding of community, land, and relationship.
- Our people emphasized the need to build economic strength through our own businesses, supporting our entrepreneurs, and working our lands in sustainable ways that honor our traditional practices and inherent Indigenous rights.
- We heard a powerful call to support our youth – our future leaders. This means providing them with both cultural grounding and contemporary skills, while ensuring they have the mental health support and educational opportunities they need to thrive.
- Our community strongly believes in governing ourselves according to our own values and traditions, with decisions made openly and honestly by our people, for our people.

Our Vision: Standing Strong Together

We see a future where Seabird Island stands strong, where our cultural heritage guides our growth, where our economy serves our people, and where every member of our community can walk with pride and purpose. We will move forward by combining our ancestors' wisdom with new approaches, ensuring that our children and grandchildren inherit a community that honors our past while building for tomorrow.

Our Mission: Lifting Up Our People

We are here to strengthen every member of Seabird Island by:

- Protecting and revitalizing our culture and traditions, with our Elders leading the way as essential knowledge keepers and cultural navigators.
- Building our economic independence on our own terms, grounded in our Indigenous rights and our deep connection to the land.
- Creating opportunities for our people to live well and prosper.

We will create the conditions for our people to succeed – through education that respects both traditional and contemporary knowledge, housing that meets our families' needs, and support systems that keep our community strong. Self-determination remains at the heart of everything we do, ensuring our people make the decisions that shape our future. By working together as one community, we will build a future where every member can achieve their full potential while staying deeply connected to our cultural ways.

Our journey is one of transformation – reclaiming our power, honouring our past, and creating a future that reflects our true spirit as Sq'ewqéyl.

Core Values

At Seabird Island, our core values form the foundation of our community's identity and guide our actions as we work towards our vision and mission. These values reflect our beliefs, traditions, and the principles that unite us as a people. They are essential in shaping our decisions and actions as we strive for a stronger, self-sufficient, and culturally vibrant future.

Cultural Heritage: We honor and celebrate our rich cultural heritage, which is culturally foundational to our identity, including the Halq'eméylem language and traditional practices. Our culture is the heart of our community, and we are committed to preserving and revitalizing it for future generations.

Community Empowerment: We believe in the strength of our community and the importance of empowering every member to achieve their potential. By fostering an environment of support, collaboration, and open communication, we enable our people to take an active role in shaping their future.

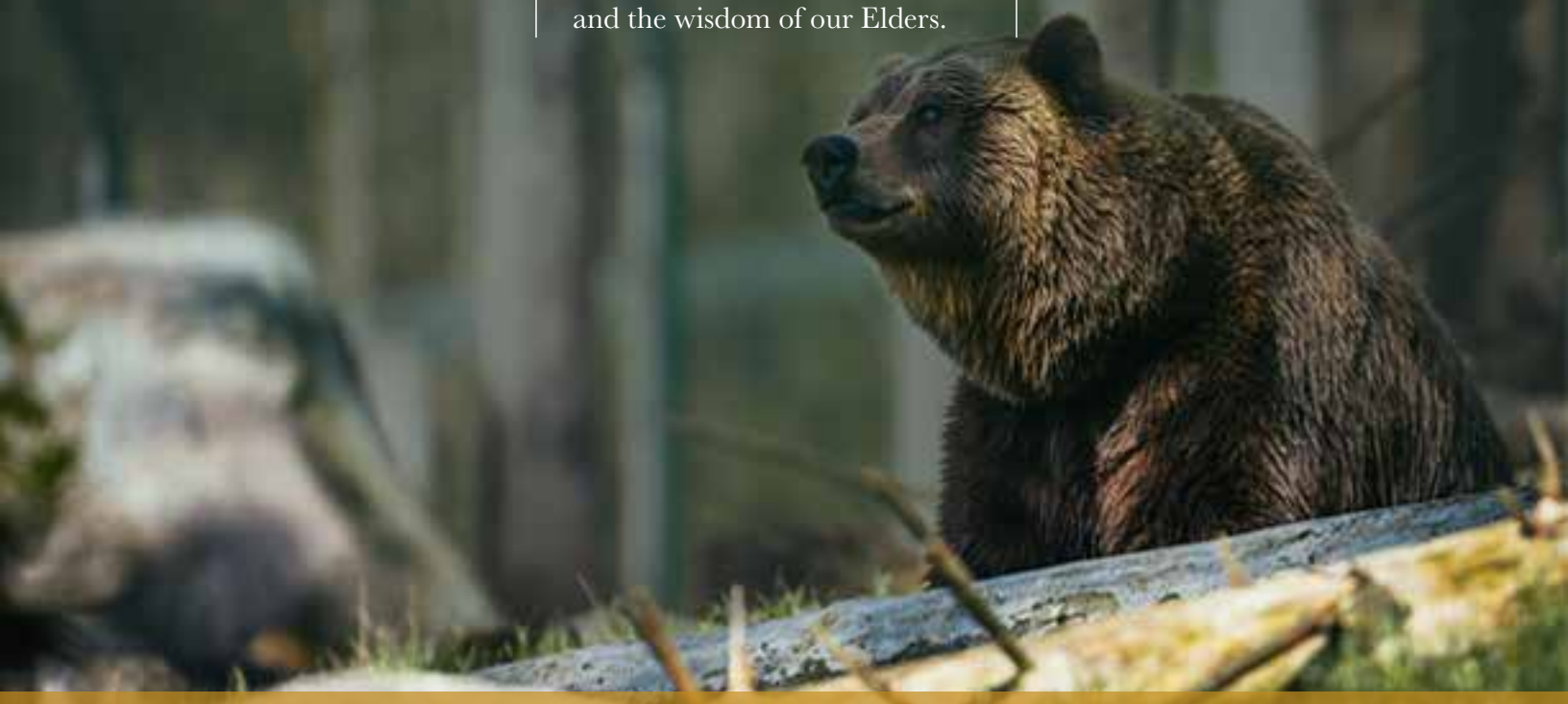
Respect and Inclusivity: We value the diverse voices and perspectives within our community. All members, regardless of age or background, are encouraged to participate in decision-making processes, ensuring that our actions reflect the collective needs and aspirations of our people.

Sustainability: We are dedicated to sustainable practices that protect our land, resources, and well-being. Our goal is to promote environmental stewardship and economic independence through initiatives that honor our traditional ways while embracing new opportunities.

Self-Determination: We assert our right to govern ourselves in accordance with our values and traditions. Our decision-making processes will remain grounded in our inherent Indigenous rights and the wisdom of our Elders.

Collaboration: We recognize the importance of partnerships and collaboration, both within our community and with external organizations. By working together, we can achieve greater impact and foster a unified approach towards our goals.

Transparency: We are committed to open, honest, and clear communication in all our community operations. Transparency is fundamental to building trust, accountability, and meaningful engagement. We will ensure that our community members are informed about decisions, processes, and initiatives that impact our collective well-being. Our commitment to transparency strengthens our governance, empowers our people, and upholds the principles of our Indigenous ways of knowing.



7. Strategic Goals: Shaping Our Collective Future

These strategic goals emerge from careful listening to our people's voices and collaborative planning with our community. They reflect the priorities shared during our strategic planning process and captured in the What We Heard Report. These goals honor the foundation laid by our Comprehensive Sustainable Community Plan while responding to our community's changing needs.

Our goals align with the core aspects of our community life that remain constant over time—our cultural preservation, youth empowerment, education, infrastructure, health, economic development, governance, and expanding our Indigenous rights and title—while embracing new opportunities for our collective future.



1. Cultural Education and Preservation

Goal: To revitalize and sustain our Halq'eméylem language and cultural practices throughout all our programs and services, ensuring our sacred traditions live on through future generations.

Key Actions:

- Develop programs that bring our Elders and youth together to share knowledge.
- Expand our cultural education through our schools and community gatherings.
- Create dedicated cultural spaces where our language and traditional teachings can flourish.

Alignment: Our What We Heard Report shows our community's strong desire to weave traditional practices, especially our Halq'eméylem language, into everything we do. Our people have called for dedicated cultural programs and spaces that connect generations.

Link Comprehensive Sustainable Community Plan:

21. Work to protect and rebuild our culture.

22. Promote and celebrate our culture.

2. Youth Development and Support

Goal: To surround our young people with comprehensive programs that nurture their well-being, leadership abilities, and personal growth as members of Seabird Island.

Key Actions:

- Create leadership and mentorship programs that reflect our cultural values and traditions.
- Expand after-school programs, mental health services, and safe spaces where our youth can gather and grow.
- Provide youth with the skills needed for today's world.

Alignment: Our What We Heard Report highlights critical needs in youth programming, particularly after-school activities, safe spaces, and mental health supports that understand our people's experiences. Our community emphasized the importance of leadership opportunities and programs that honor both traditional and contemporary knowledge.

Link to Comprehensive Sustainable Community Plan:

2. Cultivate a community culture of participation and engagement.

3. Continue to work towards self-reliance, independence, health and healing.

18. Support all of our Members including children, youth, families, and Elders.

19. Enhance the physical, mental, and spiritual health and healing of our Members.

20. Address ongoing effects of intergenerational trauma.

3. Education and Training

Goal: To increase access to educational opportunities that empower our people to thrive in both our traditional ways and the modern world.

Key Actions:

- Strengthen vocational training and college pathways for our youth and adults.
- Build partnerships with educational institutions that respect and incorporate our ways of knowing.
- Support lifelong learning through community workshops and cultural education.

Alignment: Our What We Heard Report identifies a strong need for expanded educational pathways, including vocational training, post-secondary opportunities, and lifelong learning programs. Our community members emphasized the importance of balancing traditional knowledge with contemporary skills.

Link to Comprehensive Sustainable Community Plan:

4. Actively engage Membership.

16. Support educational excellence.

18. Support all of our Members including children, youth, families, and Elders.

4. Infrastructure and Housing

Goal: To intentionally develop sustainable, culturally-grounded infrastructure and housing that addresses our community's current and future needs while honoring our traditional values.

Key Actions:

- Create a forward-looking infrastructure master plan that integrates community input across generations, incorporating traditional knowledge to anticipate our evolving needs for housing, facilities, and emergency preparedness.
- Design housing and infrastructure strategies that prioritize cultural appropriateness, energy efficiency, and affordability, ensuring our physical spaces reflect our identity and support long-term community prosperity.
- Develop flexible, multi-purpose gathering spaces that strengthen social connections and serve as dynamic environments for cultural preservation and community resilience.

Alignment: Our What We Heard Report highlights our community's need for sustainable housing solutions, improved infrastructure planning, and emergency preparedness. Specific concerns include affordability, energy efficiency, and the development of community spaces that support our collective well-being.

Link to Comprehensive Sustainable Community Plan:

13. Maintain effective waste management strategies.

14. Address our housing needs.

15. Build our economy.

17. Promote sustainable land use and capital planning.

5. Community Health and Safety

Goal: To create a supportive, holistic approach to health and safety that addresses the physical, mental, emotional, and spiritual well-being of all our people.

Key Actions:

- Develop a comprehensive wellness strategy that integrates traditional healing practices with targeted interventions for mental health, addiction support, and chronic disease management, including specific diabetes prevention and support programs.
- Create new recreational facilities and wellness programs that promote physical activity, intergenerational engagement, and holistic community health, including a multi-purpose fitness center and culturally-informed sports and wellness initiatives.
- Develop health plans for members off-reserve.

Alignment: This goal directly supports our ten-year health plan's core objectives of reducing chronic disease rates, improving overall community physical and mental health, creating accessible, culturally appropriate health services, and promoting preventative health strategies.

Link to Comprehensive Sustainable Community Plan:

3. Continue to work towards self-reliance, independence, health and healing.

18. Support all of our Members including children, youth, families, and Elders.

19. Enhance the physical, mental, and spiritual health and healing of our Members.

20. Address ongoing effects of intergenerational trauma.

23. Keep our community safe.

6. Economic Development and Employment

Goal: To foster economic independence through community-owned businesses, local job creation, and entrepreneurial opportunities that align with our values.

Key Actions:

- Support the growth of our local businesses and community-led economic initiatives.
- Provide job training, apprenticeships, and entrepreneurial support, and jobs for our members.
- Explore sustainable industries like agriculture and renewable energy that respect our traditional territories.

Alignment: Our What We Heard Report highlights our community's strong interest in building economic opportunities through local business development, job creation, and entrepreneurship. Members emphasized the importance of sustainable industries that support our self-sufficiency.

Link to Comprehensive Sustainable Community Plan:

8. Continue to work towards self-government.

11. Invest in clean, green, and renewable energies to support our development.

15. Build our economy.

7. Governance and Communication

Goal: To strengthen our governance structures and improve communication systems to ensure transparency, participation, and informed decision-making that reflects our traditional values.

Key Actions:

- Strengthen our governance and community involvement.
- Enhance our communication channels through community gatherings, newsletters, and digital platforms.
- Foster leadership training that prepares both youth and adults to guide our community's future.

Alignment: Our What We Heard Report highlights our people's desire for transparent decision-making processes and improved communication. Our community emphasized the need for leadership opportunities and better ways to share information.

Link to Comprehensive Sustainable Community Plan:

1.Create a shared understanding of the individual and collective rights and responsibilities of Members.

4. Actively engage Membership.

6. Ensure clear, accessible communication.

7. Ensure effective and accountable governance.

9. Ensure equitable and fair practices at the Band level.

10. Ensure effective and accountable Administration.

8. Reasserting Jurisdiction over Lands and Waters

Goal: To assert and reclaim our rightful jurisdiction over the lands and waters within our traditional territory, strengthening our self-determination and rights.

Key Actions:

- Review agreements to identify opportunities for reclaiming jurisdiction.
- Engage with governmental bodies and proponents to assert our rights over our traditional lands and waters.
- Work alongside other nations to strengthen our collective voice in land and water governance.

Alignment: This priority reflects our community's commitment to self-governance and our responsibility to protect and manage our traditional territories according to our cultural values and laws.

Link to Comprehensive Sustainable Community Plan:

3. Continue to work towards self-reliance, independence, health and healing.

5. Protect and promote our Aboriginal rights and title.

12. Protect and enhance the environment for future generations.

9. Path to Jurisdiction: Child and Family Services

Goal: To fully exercise our inherent right to self-determination by establishing complete jurisdiction over our child and family services, ensuring the protection, care, and cultural preservation of our children in accordance with our traditional laws and Bill C-92.

Key Actions:

- Develop a comprehensive jurisdictional framework for child and family services that reflects our cultural values, includes community-wide consultations, and establishes clear protocols prioritizing our children's connection to community and culture.
- Engage with federal and provincial authorities to formally transfer child and family services jurisdiction, creating culturally informed training programs for community members who will administer these critical services.
- Implement a robust governance model that ensures our children are supported through culturally appropriate, community-driven approaches that honor our traditions and promote holistic well-being.

Alignment: This priority reflects our community's commitment to self-governance and our responsibility to protect and manage our traditional territories according to our cultural values and laws.

Link to Comprehensive Sustainable Community Plan:

3. Continue to work towards self-reliance, independence, health and healing.

5. Protect and promote our Aboriginal rights and title.

18. Support all of our Members including children, youth, families, and Elders.



8. Bringing Our Vision to Life: Key Actions

While our Council has set the direction for Seabird Island based on our community's needs and dreams, the CAO, Directors, and staff are responsible for turning these goals into reality. They will develop the detailed plans, identify what we need, and guide our day-to-day work to achieve these goals.

The following chapters—Implementing Key Actions, Monitoring, Evaluation, and Reporting, and Funding Strategy—focus on how our CAO, Directors, and staff will put this plan into action. They will establish timelines, assign responsibilities, and determine what resources we need to fulfill our community's priorities.

This chapter connects to the CAO & Director's Tactical Plan, which addresses our immediate needs. Our Strategic Plan informs this work, providing long-term guidance while remaining flexible to ourcommunity's changing needs. This approach ensures our planning remains connected and strengthens both our immediate and future actions.





1. Strengthening Our Cultural Foundation

Timelines:

Within 2 Years:

- Establish the Language and Culture Departments.
  - » Identify and secure sustainable, long-term funding for language and culture departments.
- Establish framework for language and cultural revitalization.
- Strengthen language and culture in early childhood development and at the school.

Within 3-5 Years:

- Expand our cultural teachings through school and community gatherings.
- Create dedicated spaces for our cultural practices.
- Evaluate how well our programs are working. Adjust our approach based on community feedback.

Beyond 5 Years:

- Ensure our cultural programs continue to grow and thrive.
- Keep our community actively involved in cultural preservation.

Who Is Responsible:

- Cultural Coordinator: Guides our cultural programs and language classes.
- Our Elders and Youth Leaders: Share knowledge between generations.
- All Community Members: Take part in programs and share their thoughts.

What We Need:

- Additional funding to support our cultural programs and materials.
- Spaces for cultural gatherings and language learning.
- Partnerships with schools that respect our ways of teaching.

2. Supporting Our Youth

Timelines:

Within 2 Years:

- Enhance and mature the youth mentorship program to ensure its long-term impact and effectiveness.
- Ensure the drop-in program is available one weekend day per week.
- Create comprehensive youth wellness initiatives.

Within 3-5 Years:

- Strengthen mental health services that understand our youth's experiences.
- Create safe spaces where youth can gather and grow.
- Develop workshops that provide contemporary skills.

Beyond 5 Years:

- Build lasting youth programs that continue to serve future generations.
- Maintain strong mentorship networks within our community.

Who Is Responsible:

- **Director of Education:** Leads our youth programs.
- **Our Mentors and Coaches:** Guide and support our young people.
- **Community Volunteers:** Help organize and run youth activities.

What We Need:

- Funding for youth programs and activities.
- Spaces where youth can gather safely.
- Partnerships with mental health providers who understand our community.





3. Growing Through Education

Timelines:

Within 2 Years:

- Develop and execute a comprehensive management action plan addressing the recommendations in the Adult Education report by Dr. Carlana Lindeman.
- Build relationships with schools and colleges that respect our ways.
- Begin new learning opportunities for our people.

Within 3-5 Years:

- Create more pathways to higher education.
- Expand programs for lifelong learning.
- Develop ways to share traditional knowledge.

Beyond 5 Years:

- Establish ongoing learning programs that honor both traditional and modern knowledge.
- Support our people's educational journeys at all stages of life.

Who Is Responsible:

- **College Administrator:** Manages our learning programs.
- **Our Local Educators:** Provide training and assess progress.
- **Community Members:** Participate and share feedback.

What We Need:

- Funding for educational materials and programs.
- Technology for learning opportunities.
- Strong partnerships with colleges and training schools.



4. Building Our Community Infrastructure

Timelines:

Within 2 Years:

- Strengthen and expand the infrastructure department by recruiting staff.
- Conduct a comprehensive infrastructure and housing needs assessment.
- Create a community-led capital and maintenance plan.
- Build 120 new housing units and renovate 50 existing units.

Within 3-5 Years:

- Build additional homes that are affordable and respect our cultural values.
- Improve community facilities to accommodate growth.

Beyond 5 Years:

- Establish budget and reserves to maintain and upgrade our existing infrastructure.
- Ensure our infrastructure continues to serve our growing community.

Who Is Responsible:

- **Infrastructure Manager:** Oversees our building projects.
- **Construction Teams:** Build our homes and facilities.
- **Community Planning Committee:** Gathers input from our people.

What We Need:

- Funding for construction and development.
- Partnerships with builders who understand our cultural needs.
- Land and resources for our projects.

5. Community Health and Safety

Timelines:

Within 2 Years:

- Develop a mental health strategy.
- Expand physical, mental health and addiction services that honor traditional healing.
- Make health services more trauma informed.

Within 3-5 Years:

- Create health plans for Members living off-reserve.
- Assess how well our health programs are serving our people.

Beyond 5 Years:

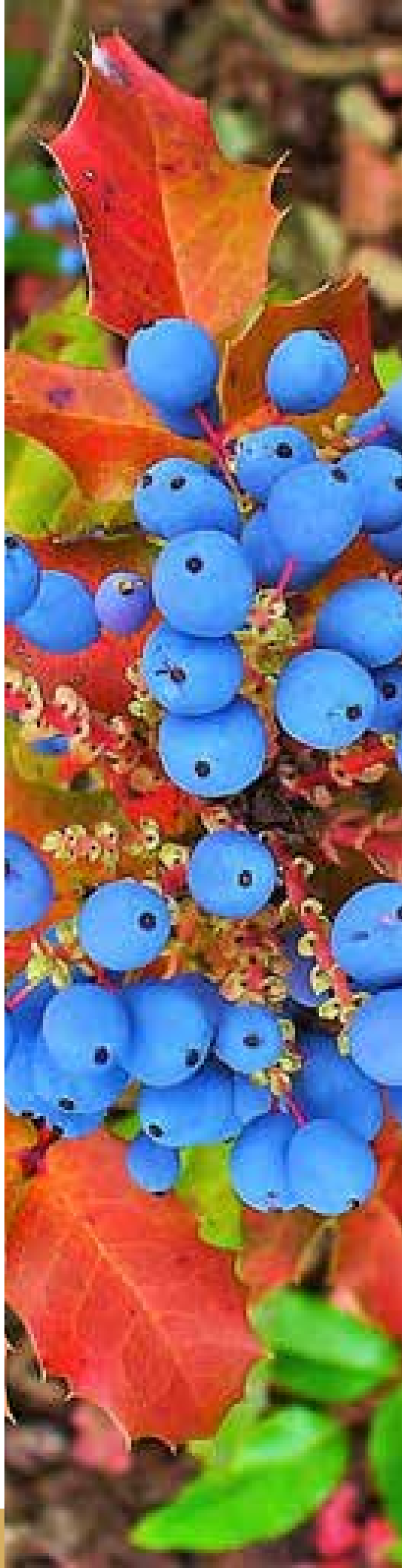
- Ensure our people have access to complete health services.
- Maintain strong wellness programs.

Who Is Responsible:

- **Director of Health and Community Services:** Guides our health initiatives.
- **Mental Health Workers:** Support our community members.
- **Community Health Workers:** Connect with our people.

What We Need:

- Funding for health programs.
- Training materials that respect our approaches to healing.
- Partnerships with health organizations.



6. Economic Development and Employment

Timelines:

Within 2 Years:

- Develop and implement a comprehensive Investment Policy and Own-Source Revenue Policy.
- Support our community members in starting businesses.
- Create local job opportunities.

Within 3-5 Years:

- Provide business training and support.
- Help our entrepreneurs grow their businesses.

Beyond 5 Years:

- Build an economy that supports our community's independence.
- Create lasting economic opportunities for our people.

Who Is Responsible:

- Economic Development Officer: Leads our business initiatives.
- Business Advisors: Guide our entrepreneurs.
- Community Members: Support local businesses.

What We Need:

- Funding for business development.
- Training resources for our entrepreneurs.
- Partnerships with business organizations.





7. Governance and Communication

Timelines:

Within 2 Years:

- Refine our governance practices to reflect our values.
- Improve how we share information with our people.

Within 3-5 Years:

- Train future leaders from our community.
- Enhance ways for our people to participate in decisions.

Beyond 5 Years:

- Maintain transparent governance and communication that serves our people.
- Continue adapting to our community's needs.

Who Is Responsible:

- Chief and Council, CAO, and Directors.
- Communication Team: Keeps our community informed.
- Community Leaders: Help train future leaders.

What We Need:

- More funding for communication team.
- Ways to gather and meet as a community.
- Support from governance experts who understand our ways.

8. Protecting and Reclaiming Our Traditional Territories

Timelines:

Within 2 Years:

- Review our agreements.
- Document our traditional territories and water rights.
- Build relationships with other Nations who share our goals.

Within 3-5 Years:

- Engage with government bodies about our territorial rights.
- Develop plans for managing our lands and waters.
- Assert jurisdiction over our traditional territory.

Beyond 5 Years:

- Establish our own systems for managing lands and waters.
- Pass on strong land governance to future generations.

Who Is Responsible:

- Lands and Rights Coordinator: Leads our territorial initiatives.
- Traditional Knowledge Keepers: Guide our understanding of territorial boundaries.
- Council: Represent our interests in discussions with government.
- Legal Team: Supports our rights assertion.
- Community Members: Share knowledge of our territories and participate in land management.

What We Need:

- Funding for legal and research work.
- Documentation of our traditional territory boundaries.
- Historical records and Elder testimonies.
- Partnerships with other Indigenous nations.
- Training in land and resource management.
- Support from legal experts who understand Indigenous rights.

This framework ensures that our work to reclaim jurisdiction over our traditional territories is:

- Grounded in our cultural values and traditional laws.
- Supported by thorough research and documentation.
- Strengthened through partnerships with other Nations.
- Focused on long-term success for future generations.

9. Path to Jurisdiction: Child and Family Services

Goal: To exercise our inherent right to self-determination by establishing full jurisdiction over child and family services, ensuring the protection, care, and cultural preservation of our children in accordance with our traditional laws and Bill C-92.

Timelines:

Within 2 Years:

- Develop a governance framework for child and family services.
- Conduct community consultations to align services with cultural values.
- Establish agreements with federal and provincial governments to begin the transfer of jurisdiction.
- Train community members for key roles in child and family services.

Within 3-5 Years:

- Implement a culturally grounded child welfare system.
- Develop laws and policies to govern child and family services.
- Launch training programs for caregivers and service providers.
- Secure long-term funding for independent service delivery.

Beyond 5 Years:

- Assert full jurisdiction over all child welfare matters.
- Establish intergenerational healing and support programs.
- Strengthen partnerships with Indigenous Nations on child welfare governance.
- Pass down governance and child welfare knowledge to future generation.

Who Is Responsible:

- Health and Social Development: Leads jurisdictional transition.
- Council: Negotiates agreements and advocates for jurisdiction.
- Elders and Knowledge Keepers: Ensure cultural values guide services.
- Legal Team: Supports policy development and jurisdictional rights.
- Community Members: Provide input and guidance on needs.
- Education and Training Coordinators: Develop training programs.

What We Need:

- Legal and governance expertise to develop laws and policies.
- Funding for service implementation and training.
- Agreements with governments to enable jurisdiction transfer.
- Community engagement to shape culturally driven services.
- Resources to establish and sustain independent child welfare programs.Supported by thorough research and documentation.
- Strengthened through partnerships with other Nations.
- Focused on long-term success for future generations.

9. Monitoring, Evaluation, and Reporting

Key Performance Indicators (KPIs)

To measure progress toward the Strategic Goals, the following Key Performance Indicators (KPIs) have been established collaboratively with the CAO, Directors, and relevant departments. These indicators will ensure that outcomes align with the priorities identified by the community:

1. Cultural Education and Preservation

- Number of cultural programs delivered annually.
- Number of participants in Halq'eméylem language classes and cultural activities.
- Progress on the development of cultural spaces and intergenerational programs.

2. Youth Development and Support

- Participation rates in leadership, after-school, and mentorship programs.
- Improvements in youth mental health and wellness outcomes (e.g., access to services).
- Number of youth engaged in skills-building workshops.
- Agreements secured to transfer jurisdiction and implement community-led child welfare laws.
- Number of trained community members delivering culturally grounded child and family services.
- Percentage of children placed within the community or with extended family.

3. Education and Training

- Enrollment rates in vocational training, post-secondary pathways, and lifelong learning programs.
- Partnerships established with educational institutions.
- Participant satisfaction and success rates in training initiatives.

4. Infrastructure and Housing

- Number of renovated and new culturally appropriate and energy-efficient housing units completed.
- Progress on infrastructure projects (underground infrastructure emergency preparedness plans).
- Community satisfaction with housing quality and availability.

5. Community Health and Safety

- Access to mental health and trauma-informed care services.
- Implementation of wellness programs (grief counseling, family supports, addiction prevention).
- Completion of emergency response health and safety plans.

6. Economic Development and Employment

- Number of community-owned businesses established or expanded.
- Employment rates for Seabird Island members through local initiatives.
- Progress on sustainable industries such as agriculture and renewable energy.

7. Governance and Communication

- Implementation of improved communication platforms and engagement tools.
- Participation rates in leadership training programs.
- Community feedback on transparency and governance processes.

8. Reasserting Jurisdiction over Lands and Water

- Number of agreements reviewed for jurisdictional opportunities.
- Completion of documentation on identified rights and jurisdictional claims.
- Number of meetings held

with governmental bodies to discuss our rights over traditional lands and waters.

- Progress on formal agreements or recognition received from government entities regarding jurisdictional claims.
- Number of partnerships established with other Indigenous nations for collective land and water governance initiatives.
- Number of community workshops or information sessions held to educate members about our jurisdictional rights.
- Development and approval of comprehensive land management plans that reflect our jurisdictional claims and cultural values.
- Progress on the implementation of strategies outlined in the land management plans.
- Number of legal consultations conducted to support the assertion of our rights over lands and waters.
- Outcomes of legal actions taken to reaffirm jurisdiction, including court rulings or negotiations.

Reporting and Accountability Framework

As stewards of our community's future, we commit to being open and accountable in how we implement our Strategic Plan through:

1. Sharing Our Progress with Our People

- Regular updates through community gatherings, newsletters, and online platforms.
- Clear reports on what we've achieved, what challenges we face, and how we're using our resources.
- Stories and experiences from our community members about how these changes affect their lives.

2. Taking Time to Reflect and Adjust

- A thorough review after three years to see how well we're meeting our goals.
- Changes to our plan based on what we learn and what our community needs.
- A final review to understand what worked well and what we can do better in the future.
- Learning from both our successes and challenges to guide our next steps.

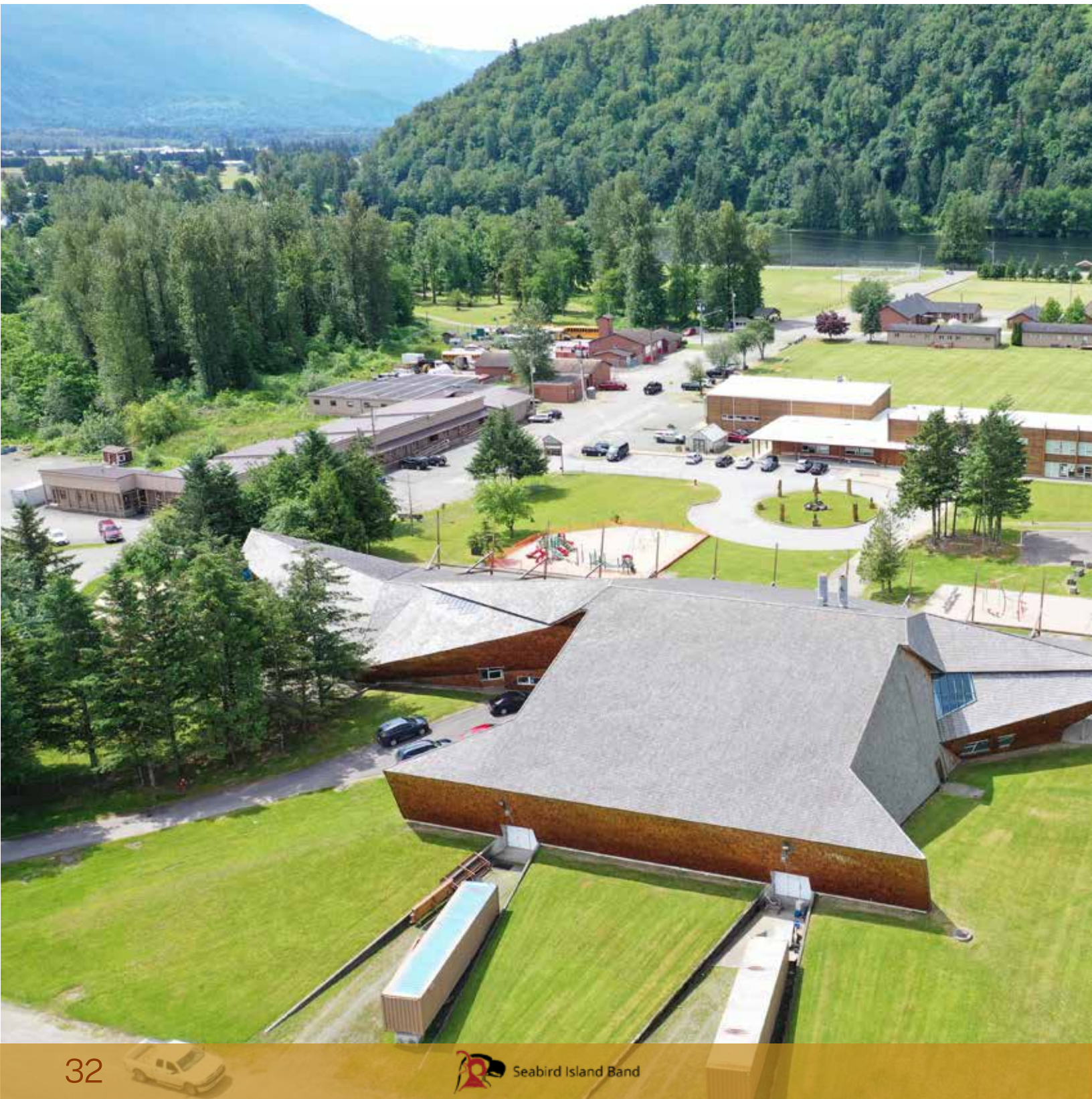
3. Clear Responsibilities

- Our leaders and department heads will track our progress.
- Regular meetings between our CAO, Directors, and teams to ensure we stay on track.
- Everyone understanding their role in making our plan succeed.

10. Funding Strategy

Building Resources for Our Future

This section outlines ways we can gather resources and build partnerships to bring our Strategic Plan to life. These suggestions will grow into a complete funding plan that our CAO and Directors will develop together, starting in the 2025-26 fiscal year.



Finding Resources for Our Vision

To support our community's goals, we can explore these opportunities:

Government Funding Paths

- Resources through Indigenous Services Canada (ISC) for our cultural programs, housing, community buildings, and health services.
- Support from Canada Mortgage and Housing Corporation (CMHC) and BC Housing to build homes that honor our traditions and meet our needs.
- Provincial grants to strengthen our language, culture, and programs that connect our generations.
- Funding for wellness programs that understand our community's journey.

Supporting Our Economic Growth

We can seek funding for community-led initiatives in:

- Traditional and modern food growing projects.
- Clean energy projects that respect our land.
- Supporting our own business leaders and entrepreneurs.
- Programs that create jobs within our territory.

Building Strong Partnerships Working together makes us stronger. We can partner with:

- Learning centers that respect our ways of knowing and teaching.
- Organizations that share our values around culture, youth, and community health.
- Businesses interested in supporting our community's growth in ways that honor our values.

Growing Our Own Resources

- Strengthening our existing community businesses to create ongoing support for our goals.
- Creating new businesses that build on our community's strengths and traditional knowledge.
- Focusing on ventures that protect our land and waters while supporting our people.

Working Together for Success to make the most of these opportunities, we should:

- Build relationships with government agencies that support Indigenous communities.
- Work closely with our Elders, youth, and community leaders to ensure our projects reflect our values.
- Partner with organizations that truly understand and support our journey toward self-determination.

Through these approaches, we aim to:

- Maintain control over our own development.
- Ensure funding aligns with our cultural values.
- Create lasting benefits for our community.
- Build our capacity to support future generations.

Recommendations for Implementation

The funding strategy will prioritize the following steps:

1. **Collaborative Development:** Work with the CAO and Directors to identify priority funding opportunities and develop funding applications.
2. **Resource Allocation:** Assess internal capacity for grant writing, partnership building, and financial management to support funding efforts.
3. **Timeline Integration:** Align funding timelines with the short-, medium-, and long-term milestones outlined in the Implementation chapter to ensure financial support matches project readiness.
4. **Monitoring and Adaptation:** Implement a system to track funding success, measure impact, and adjust strategies as needed to secure long-term sustainability.

Making Our Plan Work for Our People

We recognize that our community's needs may change over time. Our plan must be flexible enough to adapt while staying true to our values:

1. Always Listening and Learning

- Regular gatherings to hear from our people about what's working and what needs to change.
- Using our community's feedback to adjust our plans when needed.
- Making sure our resources go where they're needed most.

2. Working Together

- Connecting our Strategic Plan with our day-to-day work.
- Making sure all our planning works together to serve our people.
- Learning from each step we take.

3. Building Our Strength

- Making sure we have the people, funding, and partnerships we need.
- Supporting our staff to learn and grow.
- Working together across all departments to serve our community betterMoving Forward Together.



This Strategic Plan is just the beginning of our journey. Here are our next steps:

1. Work with our CAO and Directors to set clear timelines and responsibilities.

2. Create ways to track our progress and gather information.

3. Share our plan and progress with all community members in ways that are clear and meaningful.

4. Begin taking action on our most important priorities.

We invite all members of our community to be part of this journey. Together, we will build a stronger future for Seabird Island that honors both our traditions and our dreams for tomorrow.



11. Conclusion

As we conclude this Strategic Plan for Seabird Island, we stand at a pivotal moment in our community's journey. This plan is not merely a document; it is a reflection of our collective aspirations and a roadmap guiding us toward a brighter future. Together, we have articulated our vision of a strong, self-sustaining community grounded in our cultural heritage and values. Our strategic goals, informed by the voices of our people, address the pressing needs and opportunities that lie ahead.

Looking forward, we invite every member of Seabird Island to actively participate in bringing this plan to life. Your involvement is essential as we embark on this transformative journey. Whether it's engaging in cultural programs, supporting youth initiatives, participating in community decisions, or contributing to our economic development, each action counts and makes a difference.

Let us work together to foster a community where our Halq'eméylem language flourishes, our youth are empowered, our elders are honored, and our economic independence is realized. As we implement the key actions outlined in this plan, let us remain committed to transparency, accountability, and adaptability, ensuring that we respond to the evolving needs of our people.

As we move ahead, remember that this plan is a living document. It will require our collective commitment and ongoing dialogue to adapt and grow. Together, we will build a future for Seabird Island that honors our traditions while embracing new possibilities for generations to come.

Join us in this vital work. Together, we can create a thriving community that reflects the hopes and dreams of all our members. Let us step forward with confidence, unity, and determination, knowing that our journey has just begun.

With respect and solidarity, let us make our vision a reality.

