



Lilwat Nation Strategic Plan 2016 – 2023

**Prepared by Guérin Tetreault & Associates
Adopted by the Lilwat Nation Council March 1, 2016**

PART 1 – THE CONTEXT

Introduction

This document contains the Lilwat Nation Strategic Plan covering the years 2016 to 2023. Lilwat is entering its third cycle of strategic planning that began with the approval of the first Lilwat Strategic Plan in 2005.

Looking back, we can see that a lot has changed since 2005. Ullus hadn't been built yet; the Winter Olympics was a vague idea; Aboriginal title was still just a legal theory; and Lilwat didn't have a land use plan, election code or financial management by-law. It is important to acknowledge just how much the world has changed in 10+ years. But this plan is less concerned with the past as it is with what lies ahead.

Although no one can predict the future, it is clear that some trends we are experiencing today will continue. For example, we know that the community population of Lilwat will continue to grow driving demand for new housing and public services; climate change will stress local water reservoirs, fish survival rates, and increase the prevalence of forest fires; and the paternalism of the *Indian Act* will continue. We also expect positive trends to continue like increases in employment and education levels of citizens and the increase in revenues derived from economic activity within Lilwat traditional territory.

Nationally, the new federal government has made commitments to implement the Truth and Reconciliation Commission and to reassess the chronic underfunding of Aboriginal communities and programs. Hopefully these commitments realize actual benefits to Lilwat – but no one can be certain.

So given the uncertainty, how can a strategic plan help us to navigate our way forward? Quite simply, a strategic plan is like a road map. It sets out our preferred vision of the future and provides us direction on how to get there. Looking back, it tells us how well we have done and if our efforts were successful. Looking forward, it helps us keep a steady course through turbulent times. In this way, the Lilwat Nation Strategic Plan 2016-2023 is a nation-building plan. It is a document by the people and for the people. It helps leadership make difficult choices and supports staff to allocate their scarce resources to activities that are the most important. The Strategic Plan is also a clear demonstration of Council's commitment to transparency as the Strategic Plan is the means by which citizens can hold their government to account. Since our first Strategic Plan in 2005, the Lilwat Nation has come a long way. This Strategic Plan sets out an equally ambitious agenda that will continue to see the Lilwat Nation move closer towards our vision for the future.

2010-2015 Achievements

The 2010-2015 strategic plan was used to shape annual budgets and departmental work plans, guide the deployment of staff and resources, and was the basis for reporting back to the Council and community. The result of this integration into the organizational management culture is that many of the goals set out in the 2010-2015 Strategic Plan

have been completed or have had some progress reported. For example the following goals were all completed:

- Published the first edition of the Lílwat Úcwalmicwts dictionary;
- Ratified the Lílwat Citizenship Code, Custom Election Code, Financial Administration Law;
- Completed high speed internet to Xetolacw;
- Generated more own source revenues than ever before;
- Built Ullus community complex;
- Improved flood prevention works for the community;
- Increased enrollment at Xetolacw Community School;
- Increased access to addiction services; and,
- Created the position of Cultural Chief on Council.

This is only a partial record of completed activities (for a complete analysis of the accomplishments between 2010 and 2015 see the *Lílwat Nation Annual Report 2015* pages 15 to 17) yet it shows that with determined effort the Lílwat government is able to accomplish the goals that are important to the people. Every time a goal is completed the Nation takes another step towards its vision of the future. It is this steady march of progress that is inherently exciting in creating a new Strategic Plan for 2016-2023.

Community Input

In setting out to renew the Strategic Plan, Lílwat Council made it a priority to engage community members and listen to their ideas, concerns, and priorities. To this end, Council hosted an Elders session, a Youth session, a special General Assembly, and a session with off-reserve members living in Vancouver to hear from Lílwat citizens. Incredibly, more than 210 people participated and 783 specific comments related to the draft Strategic Plan were recorded. In addition to community input, all of Council and the senior staff in the organization have had an opportunity to comment on various drafts of the plan. The input was incredibly valuable and the overwhelming majority of comments have been integrated into the new Strategic Plan.

Record of Community Engagement Sessions

Elders Session:	23 participants & 124 comments recorded
Youth Session:	40 participants & 167 comments recorded
General Assembly:	130 participants & 335 comments recorded
Vancouver Session:	18 participants & 157 comments recorded

Total

Participation: 210 participants & 783 comments recorded

Significant Changes from 2010 – 2015

The new Strategic Plan maintains most of the framework of previous strategic plans but has significant changes in the goals set-out for the period covering 2016 – 2023.

Changes include:

- A minor edit to the Vision statement so that it reads *Governing Lilwat7ul and the territory under our own constitution and authority*. Previously it read *Lilwat7ul will be governed under our own constitution*. The new sentence reflects the fact that the Lilwat authority to govern itself applies to Lilwat7ul AND the traditional territory.
- Two strategic objectives from the previous plan have been merged into other objectives leaving room for two new strategic objectives to be added. The new strategic objectives are “*Strong Families*” and “*Excellence in Lilwat Government*”.
- There are 49 new goals added to the Plan.
- There are 8 modified goals (goal statements that existed in previous plans but have been updated to reflect current circumstances).
- There are 11 goals that have not changed.

The changes in the revised Strategic Plan reflect the world as we see it today and the priorities we have as the government of the Lilwat people.

Implementing the Strategic Plan

Developing and approving this Strategic Plan is an excellent start but it must be followed up with action. Taking action is the responsibility of Council, staff, and community. Each of us has a role in seeing this Strategic Plan fully implemented and the vision realized.

Council’s responsibility is to ensure that the staff and in particular the senior managers understand that they will be held accountable for demonstrating progress towards the goals listed in the Plan. Council also has a responsibility to measure progress and report back to the community on that progress at least annually. Staff on the other hand, are responsible to use the Strategic Plan as the basis for their budgeting, work planning and annual reporting. Community members also have a role to play. Members need to be active and engaged in community life by attending General Assemblies and other community meetings, listening and learning about the organizations success and challenges and continuing to provide advice and perspective to leaders. When all three – Council, staff, and community – play their part the results can exceed expectations. It is an exciting time. Working together we will achieve our vision.

PART II - STRATEGIC PLAN TEXT

VISION

Governing Lil'wat7ul and the territory under our own constitution and authority. Ntákmén will be applied to new challenges and opportunities to maximize the benefit for all the community. We will contribute as individuals and families to a healthy community that ensures our safety and security.

VALUES

Respect

Kúłtsam

Responsibility

Ntákmén

Úcwalmicw Tmicw

Integrity

Honesty

Fairness

Living Well

OBJECTIVES & GOALS

SELF-DETERMINATION FOR AND BY LÍŁWAT

- Increase own source revenues
- Initiate a Lil'wat constitution development process
- Formalize the political relationship with St'at'imc Government
- Expand awareness and political influence of Lil'wat in the region
- Departments demonstrate the practice of Ntákmén relative to their mandate
- Implement Churchlands Commercial Development report
- Implement the Lil'wat Nation long-term economic development strategy
- Decrease citizen arrears owed to Lil'wat
- Support the expansion of FN jurisdiction over education in BC

PEOPLE LIVING NTÁKMEN

- Increase the number of language & culture training opportunities made available to the community and students
- Increase the number of visits to Skalúla7 Rediscovery Camp
- Develop a language retention strategy
- Build on the TRC by increasing understanding of residential schools and Lílwat history
- Increase food security by promoting gardens, hunting, fishing, and gathering
- Increase community recycling and reduce water consumption rates
- Increase personal awareness, skill, and responsibility for home maintenance and repairs

STRONG FAMILIES

- Open a youth centre
- Decrease the number of Lílwat children in care by strengthening family support and responsibility
- Develop a formal protocol agreement with MCFD
- Work with MCFD to increase the number of foster homes in the community
- Provide knowledge and support services that empower people to have a voice in child welfare processes
- Develop a social well-being strategy or plan that connects health, Xetolacw Community School, Social Development, T'szil, and, Tribal Police
- Increase the ability of citizens to “age in community”
- Renovate and expand facilities for health care, Xetolacw Community School, and post secondary programs
- Develop a housing strategy that provides a plan to increase the number and diversity of housing units on reserve

LÍLWAT7ÚL LIVING A HEALTHY LIFESTYLE

- Reduce incidence of diabetes and other chronic diseases
- Increase the number of Lílwat participating in physical exercise and recreation programs
- Improve access to mental health and addictions information and support services
- Increase culturally appropriate health services in the Sea-to-Sky corridor
- Increase supports for individuals with special needs and their families

EXCELLENCE IN EDUCATION

- Increase student knowledge of Lílwat history and culture
- Increase academic standing of all Lílwat graduates
- Increase the number of Lílwat students receiving life skills and career planning advice and guidance
- Increase the number of Lílwat students graduating from high-school
- Complete and implement a local education agreement with SD 48
- Increase registration and completion of T̓szil programs and courses
- Implement and promote daycare and early education programs that assist children transitioning to school

MAXIMUM PERSONAL ECONOMIC CHOICE AND OPPORTUNITY

- Support Lílwat entrepreneurs by providing training and infrastructure that supports small business
- Increase the number of Lílwat post-secondary students graduating with diplomas or degrees
- Increase the number of Lílwat in trades training and apprenticeships
- Increase the number of citizens on economic development projects receiving career planning and job transition guidance.
- Decrease the number of people on income assistance
- Build life skills and cultural competency into all T̓szil programs
- Facilitate the growth of arts & crafts markets for community artisans
- Increase the number of Lílwat participants in education and health related academic programs

PRIDE IN A SAFE AND SECURE COMMUNITY

- Increase the visibility of Tribal Police in the community and at community events
- Decrease incidents of domestic violence in community
- In partnership with Tribal Police & court develop Lílwat restorative justice program
- Increase convictions for drug offences in the community
- Increase protections for community aquifer
- Develop a 20 year community plan: requirements and location of infrastructure, public buildings and residential
- Protect the community from natural disaster (fire, flood, etc.)

MAXIMUM CONTROL OVER LÍŁWAT TRADITIONAL TERRITORY

- Increase knowledge and awareness of Lílwat traditional territory
- Develop formal protocol agreements with FN that claim interests within Lílwat territory
- Actively seek to protect threatened species; including salmon.
- Explore recognition of Lílwat title and expansion of Lílwat jurisdiction over the territory through new reconciliation processes or frameworks
- Develop and implement a strategy for the full expression of Lílwat title
- Increase Lílwat natural resource monitoring and guardianship capacity
- Gather and organize evidence of Lílwat title
- Implement Community Land Use Plan

EXCELLENCE IN LÍŁWAT GOVERNMENT

- Strengthen Council capacity to fulfill it's political, functional, and legal responsibilities
- Improve Member experience of Lílwat government services
- Strengthen the capacity of and connection to Lílwat partner agencies
- Increase financial stability of Lílwat government
- Increase collaboration to fulfill Lílwat strategic objectives.
- Develop, track, and report on performance measures to the community
- Improve data management across Lílwat government
- Protect and renew existing community assets including water, sewer, social housing, community buildings

PART III – STRATEGIC PLAN GRAPHIC

LIL'WAT NATION STRATEGIC PLAN: 2016-2023



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