



Tsleil-Waututh Nation  
PEOPLE OF THE INLET

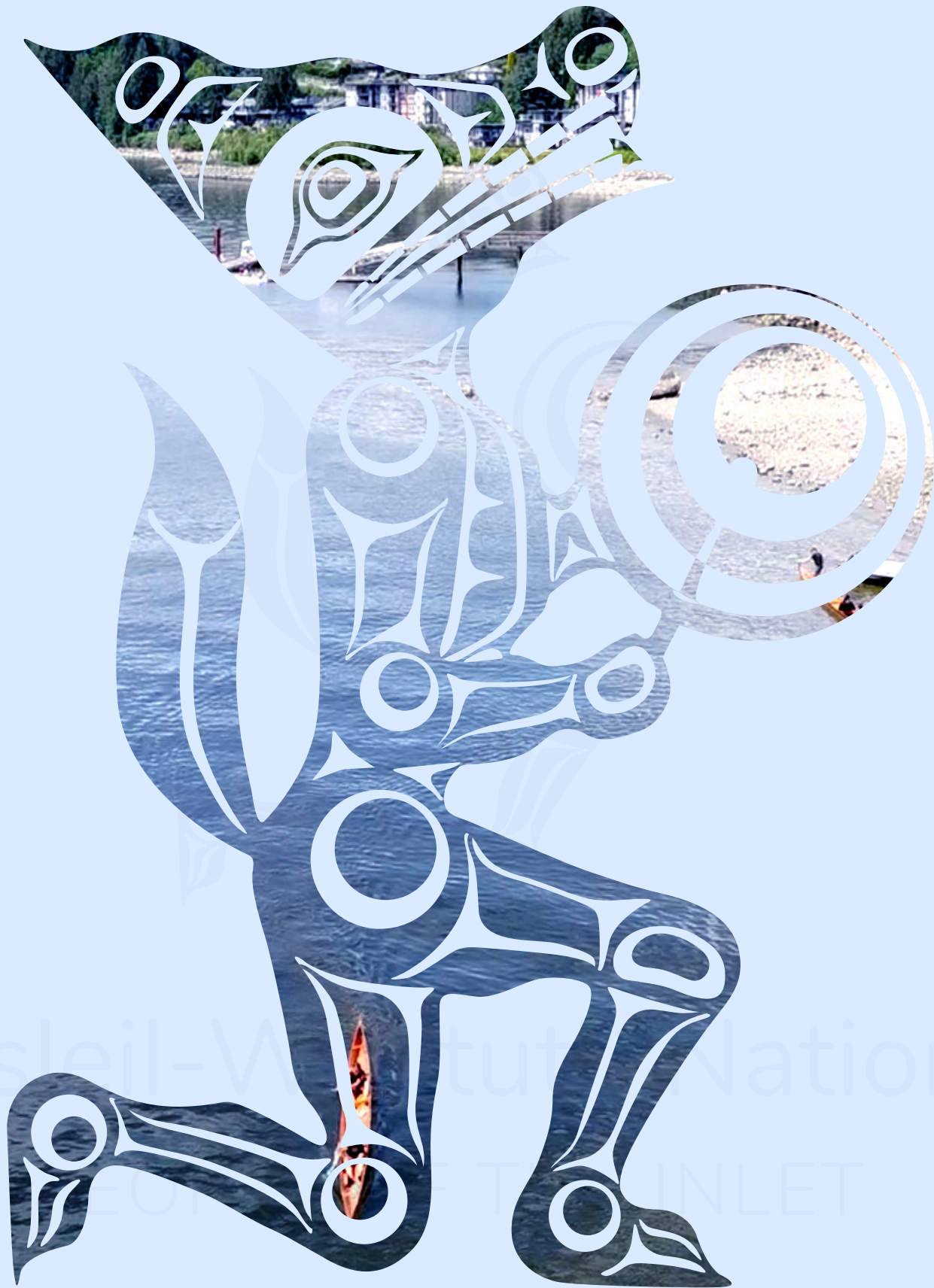
# səlilwətaɬ

# ʔəxʔixəltəɪ

## Paddling Together

Tsleil-Waututh Nation  
**2022-2025**  
**Strategic Plan**





Tsleil-Waututh Nation  
OF THE INLET



Photo credit: Nancy Bleck



# Table of Contents

|                                                      |    |
|------------------------------------------------------|----|
| Special Dedication and Acknowledgments               | 4  |
| Message From Chief and Council                       | 6  |
| Who We Are As A Nation                               | 8  |
| Introduction to Tsleil-Waututh Nation Strategic Plan | 10 |
| Mission & Vision                                     | 11 |
| Vivid Description                                    | 12 |
| TWN Core Values                                      | 13 |
| TWN Strategic Pillars                                | 14 |
| Goals and Objectives                                 | 15 |
| Next Steps                                           | 30 |

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OF THE INLET



# Special Dedication & Acknowledgements

## Our Elders, Our Ancestors:

~ We are resilient like the inlet. We ebb and we flow, and we rise, like the tide. ~

Thank you Elders, Knowledge Keepers, Past Leaders, and Ancestors for holding the vision of our people - our history, language, and culture, which encompasses our connection to the land and waters.



We are grateful to our Ancestors, who fought so hard to remain here, so that we are still here as səlilwətał “People of the Inlet”. We have learned from them, and we want to share their knowledge and strength, to ensure it is carried on from generation to generation.

When we pick up the paddle, we hear our Ancestors’ voices. We are always close to them – in ceremony, in the canoe, and on our land and waters.

**- Tsleil-Waututh Nation  
Elected Chief and Council**

Thank you to our strategic planning partner:

Holloway Group



# Message From Chief & Council

Tsleil-Waututh is a community where we help each other and lift each other up. It's our place to live, learn, work and play and where our youth and elders, entrepreneurs and employees, and families can realize and fulfill their goals.

As a community, you have spoken to us in many ways in recent years, including the work completed on our Comprehensive Community Plans. In the Fall of 2022, Council went to Retreat to create a new Strategic Plan, based on our shared values, cultural teachings and inspired by the drive and determination of our Members.

TWN Chief and Council would like to present our 2022 to 2025 Strategic Plan. Informed always by our vibrant culture, the Strategic Plan is a way forward that will build upon our past work, and take the Nation forward into an even brighter future for all Tsleil-Wautt people.



TWN Chief and Council want to thank our Members, Staff and past Leadership for their input in creating this work; this wouldn't have been possible without you.



**Chief Jen Thomas**



**TWN Chief & Council** July 2021 - June 2025 Term



**Councillor Deanna George**



**Councillor Charlene Aleck**



**Councillor Curtis Thomas**



**Councillor Liana Martin**



**Councillor Dennis Thomas | Whonoak**



**Councillor Kevin O'Neill**

# Who We Are as a Nation

TWN has achieved a remarkable track record of success. We review all proposals in our territory to ensure they support sustainability and deliver community benefits. We have discovered archaeological sites on this land where our ancestors gathered and ate, some thousands of years old. We run successful businesses to generate own source revenues, build capacity for economic growth, and create employment opportunities for our people. We deliver community and health & wellness programs for our youth, families and elders.

Our Council is guided by a desire to sustain and improve the quality of life in our community. We want community Members to thrive in our culture and traditions, even as we live in an ever-changing modern world, because this keeps us grounded in our values and who we are as a people.



Children of Takaya dancers & drummers



Drumming at TWN's Pilgrimage walk to honour survivors & ancestors on National Day for Truth and Reconciliation



TWN Elders at tæmtæmíxwtæn / Belcarra Regional Park Renaming Ceremony

Chief and Council are focused on these key areas over the next three years:

**Culture, Language & Traditions**

**Education & Training**

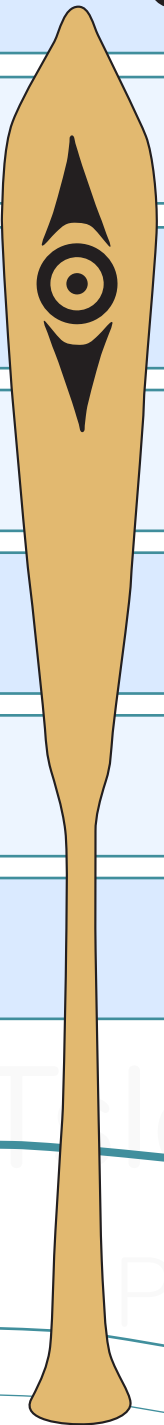
**Housing & Infrastructure**

**Health & Wellness**

**Climate Action**

**Economic Development**

**Governance and Operations**



# Introduction

The Tsleil-Waututh Chief and Council engaged in a Strategic Planning session in November 2022 to discuss current priorities for our nation and identify our Strategic Pillars. The TWN Strategic Plan will:

- Guide TWN Chief and Council in making governance and leadership decisions
- Shape departmental work plans, budgets and resource allocation to achieve these objectives
- Help manage and sustain TWN’s growth and community cohesion

TWN Chief and Council will use the plan to measure our progress toward achieving Strategic Objectives at annual Strategic Planning sessions. In addition, we will review and update the Strategic Plan annually to ensure our Objectives are current and relevant.

Integrating Tsleil-Waututh culture and our **hən̓q̓əmiṇəm̓** language underpins all of our Strategic Objectives.

## How We Have Organized This Document

In this document you will find:

- Tsleil-Waututh’s Mission, Vision and Core Values
- Our 7 Strategic Pillars for the next 3 years
- Our 12 Goals & 42 Objectives for each Pillar
- Next Steps for Implementing and Measuring our Progress



## Mission

**ʔəxʔixəltəl** [paddling together], our Mission is to uphold the **snəwəyəł** [teachings and ways of being] and the **ʔəy̓ sq̓weləwən** [good feelings] of Sleil-Wautt people, we will **siʔámθət** [become rich] in our teachings, culture and inherent rights – we thrive in our social and economic excellence.

## Vision

Our Vision is to live and celebrate our identity as Sleil-Wautt people, fluently speaking **hən̓q̓əmiṇəm̓**, asserting our inherent rights with full jurisdiction over our traditional lands and people, living in harmony, inspiring collaboration and unity.



Photos: təmtəmíxwtən / Belcarra Regional Park Renaming Ceremony

# Vivid Description

We walk in the footprints of our ancestors, breathing life into our language, stories, and history, hearing our language and songs, seeing our language, arts and culture on our signs, crosswalks, buildings and businesses.

We have shed colonial ways – walking to the water, stepping into the canoe, picking up the paddle, seeing our people harvesting shellfish, connecting to the land, water and our ancestral ways.

Knowledge keepers transfer the wealth of our history, legends, songs, and ways of being to the next generations.

hə́ŋqəmiḥə́m is spoken to the point that students, partners, and neighbours will know how to greet us.

Our stories are accessible online, in books and in our school curriculum.

We assert our Indigenous laws by sitting at all levels of government and organizations that span our territory.



TWN youth clam digging, in connecting to Tsleil-Waututh's ancestral practices and land-based learning



TWN youth and Elder drumming our traditional songs, in welcoming the community to our event on National Indigenous Peoples Day

# TWN Core Values

## siʔámθət become rich

**Generosity** - We are generous in sharing what we know. We are generous in our support and promotion of others, and we are generous with kindness, encouragement, and love.

## snə́weyət teachings

**Integrity** - We are committed to honesty, trust, and transparency. We do the right thing — even when no one is watching.

## snə́weyət teachings

**Reciprocity** - We share with others, take turns, and engage in reciprocal actions.

## ʔəxʔixəltəl paddling together

**Unity** - We paddle together as one, working in unison to deliver on our Mission and achieve our Vision of the future.

## ʔəy sqʷeləwən good feelings

**Family** - We recognize that each of us has gifts to share, and we are committed to caring for one another, treating our people with the dignity and respect they deserve as human beings.

Blanketing ceremony with TWN youth to honour siʔámθət school graduates



# TWN Strategic Pillars

Strategic Priorities or Pillars are high-level initiatives arising from the Strategic Vision and serve to guide the Action Plans towards some overarching Goals.

## Our Strategic Pillars



## Goals & Objectives

# Goals

The Goal identifies what we want to accomplish. Goals describe a desired end state. Goals are generally broad and longer term. They are not measurable or actionable and they don't have a specific timeframe associated with them. Once established, Goals change relatively infrequently.

## Objectives

An objective is shorter term and defines measurable actions to achieve an overall Goal.



Whey-ah-Wichen Canoe Festival 2022 with TWN canoe pullers racing in the Spirit of Takaya canoe for the eleven-person canoe race

Culture, Language and Traditions

Our Ways of Being and Doing

Goal

Ensure TWN culture, language and traditions are forever a part of our TWN Members’ way of life and everything we do.

Objectives

- Ensure that TWN culture, hən̓q̓əmi̓nəm̓ language and traditions are reflected in all aspects of our traditional territory by working with stakeholders and external partners, and embedding culture and language in TWN programs, services, policies and procedures, including teaching our non-Indigenous staff about our culture and values.
- Increase opportunities for intergenerational connections between Elders and Youth for transmission of our way of life.
- Support youth to be heard, included, and to contribute to the life of the Community through the exploration of their history, culture, language, and heritage.
- Ensure we collect, record, and create opportunities to share our stories, to protect our history, and make it accessible to all.



TWN cultural leaders & drummers



Education and Training

Transferring of Knowledge

Goal 1

Ensure our TWN students are thriving at school and realizing their potential at all grade levels.

Objectives

- Support TWN children and youth to successfully complete elementary, middle, and high school, be ready and capable to advance their education and build their chosen careers, and increase secondary, post-secondary, and skilled trades training participation and graduation and achievement rates.
- Continue to support and enhance education programs, service offerings, and the experience of students.
- Create opportunities to expand hən̓q̓əmi̓n̓əm language instruction and cultural curriculum.
- Provide opportunities for intergenerational connections between Elders, parents, teachers, students and community.

siʔám̓əət School students



Education and Training

Transferring of Knowledge

Goal 2

Create opportunities for every TWN Member to plant a seed and find their gifts – to set and achieve their educational and career goals.

Objectives

- Explore ways of identifying all Members’ career goals, required training and/or qualifications necessary to meet specific career goals, and work with Members to find programs, training, and employment opportunities to meet these goals.
- Create opportunities for targeted training for both traditional and high-demand sectors; provide internship and mentorship opportunities within TWN.
- Support Members, when needed, to ensure their quality of life as they look to their future education and/or employment for self-sufficiency.

siʔám̓əət School students & staff



Climate Action

# Honouring our Obligation as Stewards of the Land and Water

## Goal 1

Honouring our obligations as stewards of the land, lead locally in reducing greenhouse gas emissions, being carbon neutral, and meeting or exceeding local and global targets.

## Objectives

- Ensure that TWN continues to champion and lead the response to climate crisis, prepared with the capacity and tools needed.
- Develop TWN’s own self-determined initiatives grounded in community-specific priorities.
- Develop and expand zero-emissions infrastructure and support and promote lower waste and lower carbon lifestyle options.

TWN Knowledge Exchange on the Land  
Photo credit: Jeff Sisson



Climate Action

# Honouring our Obligation as Stewards of the Land and Water

## Goal 2

Ensure infrastructure, eco-systems, and community are resilient to the impacts of climate change.

## Objectives

- Build awareness, capacity and self-sufficiency within the community to strengthen resiliency and protect health and well-being.
- Prepare and empower future generations for projected climate impacts.
- Continue to manage and protect our forests, creeks, and shorelines.
- Expand our protection of archeological and cultural sites.

Indian Arm, facing ancestral Village Site of Inlailawatash



Economic Development

(Re)building Our Economy

Goal

Expand ethical, sustainable, and diversified economic development and prosperity.

Objectives

- Support Membership capacity as it relates to TWN businesses and expected future development.
- Seek new investment opportunities while supporting diversification.
- Collaborate and partner with organizations with shared values to ensure every opportunity for success for Tsleil-Waututh businesses and Members as we rebuild our economy.

TWN Administration Building  
Photo credit: Jeff Sisson



Housing & Infrastructure

Wellness & Healing Begins in the Home

Goal

Maintain our infrastructure and housing to meet the community’s short and long-term needs.

Objectives

- Continue to strengthen homes and infrastructure and enhance emergency preparedness. Ensure all Members have safe, durable homes.
- Prioritize and expand future housing needs by identifying future growth and lands available and future projects.

TWN On-Reserve  
Photo credit: Jeff Sisson



Health and Wellness

yəḥwəθət  
healing

Goal 1

Enhance access to TWN health and wellness services.

Objectives

- Increase Member awareness about health and wellness programs and services.
- Promote and expand wellness programs in recreational, educational, and traditional activities and ensure ease of access to services.
- Improve the mental, emotional, spiritual, and physical well-being of our Nation, while strengthening the traditional health care system through partnerships that compliment our Indigenous ways.
- Champion Member-driven and TWN-led efforts for survivors and their descendants of the residential school history.
- Promote our traditional medicines and practices and access to traditional healers.

TWN Wellness Fair



Health and Wellness

yəḥwəθət  
healing

Goal 2

Enhance and support healthy lifestyles that balance family, work, education, cultural and traditional practices, and recreation.

Objectives

- Create and enhance accessible recreational spaces and programs for Members.
- Support and enhance Member and staff participation in our community ceremonies and teachings to build spiritual and mental wellness.
- Explore partnerships in the health sector and via community partners, to create a traditional wellness facility for our people.



TWN Community Centre  
Photo credit: Jeff Sisson

Governance & Operations

ʔəxʔixəltəɪ  
paddling together

Goal 1

Establish a foundation of accountability and transparency in governance.

Objectives

- Ensure TWN leadership remains Member-centered, consults with TWN Members in a meaningful manner, to inform decision-making, and demonstrate accountability and transparency.
- Make steady measured progress toward an ideal workplace climate.
- Continue to practice open and fiscally responsible government and continue advancing strategic organizational initiatives.



TWN leadership at təmtəmixʷtən / Belcarra Regional Park Renaming Ceremony

Governance & Operations

ʔəxʔixəltəɪ  
paddling together

Goal 2

Secure adequate capacity to support the Strategic Plan.

Objectives

- Communicate the TWN’s Strategic Plan to leadership, staff and Members, including Mission, Vision and Values, and Strategic Priorities, Goals and Objectives, and create an enhanced accountability framework ensuring regular reporting.
- Regularly review the organizational structure to ensure operational capacity and efficiencies are aligned with managed growth.
- Assess capacity in the organization and ensure the development of an effective succession planning model and approach for higher level positions, with relevant training for competencies.
- Increase the number of Members in positions at the Nation, particularly at the Senior Management level.



Traditional canoes

Governance & Operations

ʔəxʔixəltəɪ  
paddling together

Goal 3

Engage with External Governments and Organizations for the benefit of the Nation.

Objectives

- Engage in relationship building and the development of partnership, protocol, and service agreements with other nations and governments, crown corporations, academic / educational institutions, private sector and non-governmental organizations.
- Decolonize and reform systems and institutions that impact TWN Members and community.
- Pursue and expand TWN jurisdiction and law-making.
- Monitor, protect and restore the health of the lands and waters through meaningful referrals, consultation processes, and at governmental negotiation tables.

Shoreline at Whey-ah-Wichen



# Next Steps

Chief and Council, via the CAO, have ultimate responsibility for directing the activity outlined in this Strategic Plan, ensuring it is well run and delivering the outcomes for which it has been set up.

## This Strategic Plan will be moved forward by:

- Setting the strategic direction and implementation plan to guide and direct the activities for TWN and communicating this to Chief and Council, Directors, Managers and staff and other stakeholders including TWN Members.
- Ensuring the effective management of the organization and its activities.
- Monitoring the activities to ensure we are in keeping with our Core Values, Goals and Objectives.
- In addition to reviewing TWN's Strategic Plan each year, TWN will track progress through various methods, to adapt and revise the Plan as necessary. This will ensure the Plan is current, relevant to the current areas of concern and provides a way to measure successes, accomplishments and achievements.
- Along with ongoing review, the Plan will be formally **updated in three years.**

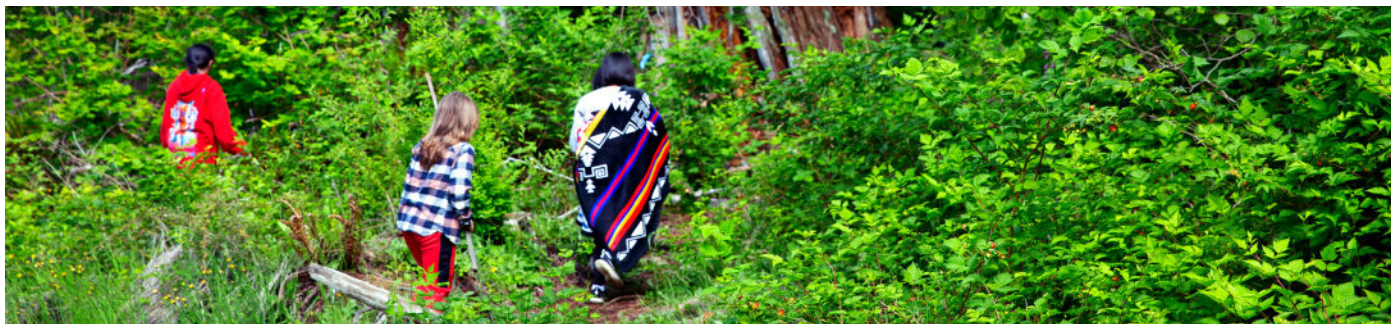


Photo credit: Nancy Bleck



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we are grateful to all of you



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3178 Alder Court, North Vancouver, BC, V7H 2V6  
604 929 3454 | [twnation.ca](http://twnation.ca)

