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TSAWWASSEN FIRST NATION

Strategic Plan

2026 – 2031



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Introduction

This Strategic Plan is a road map for our Tsawwassen First Nation Government. Built on conversations with our people, it connects our elected leaders and staff with our vision for today and for future generations.

This is our fourth five-year Strategic Plan since we entered into Treaty. At 15 years since the Treaty came into effect, it is a great time to look at our progress, reflect on our challenges, and plan for the opportunities ahead.

Though our people have lived here since time immemorial, our government is still young, and we are still learning. While we expect this plan to guide us for 5 years, it is also a living document. If you feel something is missing or could be improved, we encourage you to let us know.

Our strength as a Nation lies in our people and our families. Together, we will build a future where our families are empowered to thrive and support one another, and our Nation is connected. Together, we honour our ancestors by preserving our cultural and linguistic heritage, taking care of our lands and waters, and ensuring the well-being of our future generations.





Our Strategic Framework

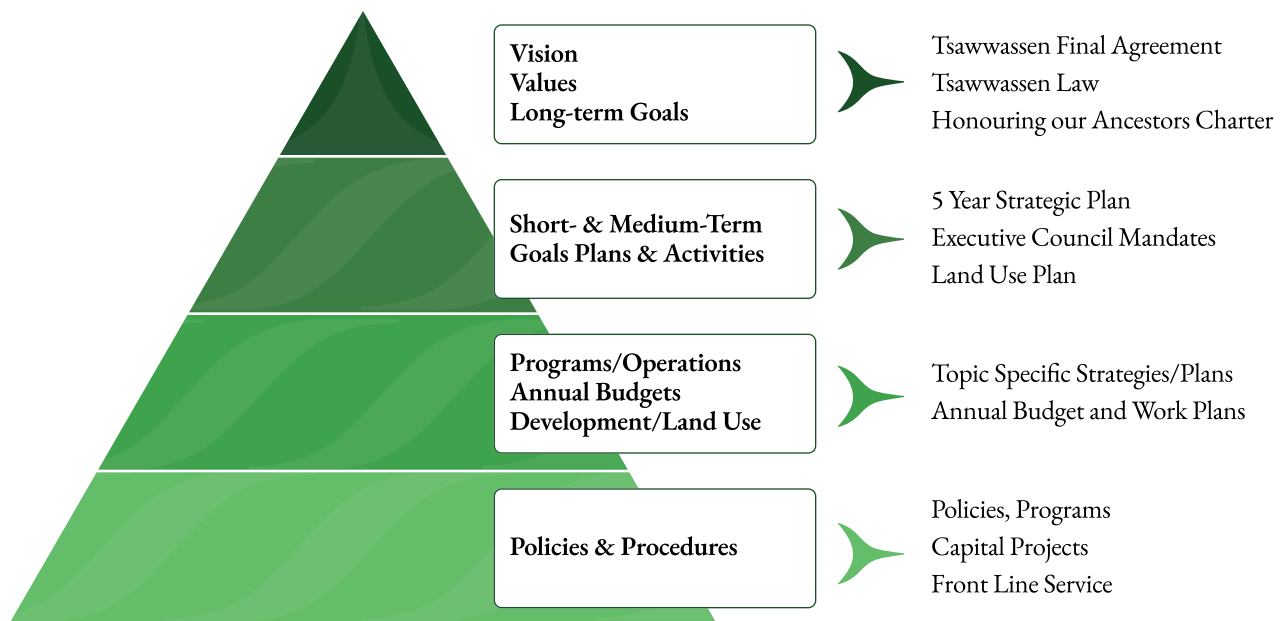
TFN Government has grown significantly since effective date—in staff, in the scope of programs and services we provide, in capital projects, and in budget. The first Strategic Plan after effective date guided a staff of less than 50 people and an annual budget under \$20 million. This plan will guide approximately 200 staff managing budgets nearing \$150 million.

To manage this growth sustainably, we created the xʷəliwənstəxʷ kʷθə syáwérəł ct (Honouring Our Ancestors) Charter (“the Charter”). Finalized in 2024, the Charter is a visionary framework designed to guide our government and institutions toward a prosperous, sustainable, and culturally vibrant future.

With a long-term vision set out in the Charter, this 5-year Strategic Plan is focused on strategies and actions that TFN Government can take in the next 5 years to move toward that vision of the future.

While the Charter and the Strategic Plan provide a map, leaders and staff must still work together with Members and partners to breathe life into the journey. Each year departments complete annual work planning and budgeting processes to guide our daily work, and we work with experts to design detailed strategies. Our partners are also important: much of what we want to achieve relies on our treaty partners, municipal neighbours, and the private sector.

Community engagement sessions are also key to making sure we stay connected to the needs, desires, and vision of our people as we implement this plan.





Other Plans & Strategies

Staff often work internally and with experts to develop more detailed plans and strategies to guide our work. Many of these were already created or under development when this Strategic Plan was created. Often, they complement each other but at times they may be in tension. For example, environmental goals may conflict with economic goals. In these cases, we look to Tsawwassen Law, elected leaders, Elders, and community engagement to guide our way.

While not an exhaustive list, some of the other Plans and Strategies that will guide TFN over the coming years include:



Our Living Traditions 2025-2035

Developed by the Standing Committee on Language and Culture with the Language and Culture Department and external experts, this is a guiding document focused entirely on our cultural vision, our living traditions, an reinvigorating our language.



TFN Community Safety Strategy (*under development*)

A strategy that will provide recommendations to Executive Council on how best to offer culturally safe and holistic ways of aiding Tsawwassen Members and their families, while providing wraparound supports to increase community health and wellbeing. We expect that the Community Safety Strategy will provide more in-depth pathways for addressing issues related to the toxic drug crisis than this Strategic Plan.



Land Use Plan & Neighbourhood Plans

Guides all land use decisions and undergoing an update in 2025.



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A plan developed to address impacts from the Roberts Bank Terminal 2 project and build capacity in environmental stewardship.



Industrial Lands Strategy (*under development*)

This strategy examines potential opportunities for development of the remaining industrial lands.



Agricultural Business Plan

This plan examines potential opportunities to maximize benefits from TFN's agricultural lands and examines potential businesses.



Facilities Plan

This plan examines the facility needs of the community and guides decisions for new buildings and community facilities.



How This Plan Was Developed

This 2026-2031 Strategic Plan is built with the feedback received from Members between 2022 and 2024.

2022 MEMBERS GATHERING

We reviewed the progress on the previous plan and held a workshop with Members to learn where they had seen progress and where they felt there were still gaps.

2023 MEMBERS GATHERING

Members worked in small groups to brainstorm actions and strategies across all of TFN's service delivery areas.

WINTER 2023/24

Staff held family meetings to engage on the Periodic Review of the treaty, and gathered significant feedback on TFN Government institutions, programs, and services that fed into this plan. Staff then used community feedback to draft lists of potential actions under each theme.

THROUGHOUT 2024

Engagement sessions were held in Bellingham, Vernon, on Lands, and online. Members participated in workshops to rank their top priorities and discuss measurement strategies. An online survey version was also available.

Following all these discussions, staff refined the list of actions by aligning it with other plans and strategies, combining similar actions, and removing actions that had little support or received negative feedback during the engagement. Finally, the plan was endorsed by Executive Council and the Tsawwassen Legislature.



How This Plan Is Organized

This Strategic Plan mirrors the organization of the Charter, reflecting its purpose as a stepping stone to the desired future we are working together to achieve. The plan is organized into seven sections. Each section represents a theme area from the Charter and includes:

- 1 Desired Outcomes established by the Charter
- 2 Strategies and actions that are realistic ways of making progress and can be started within 5 years.

Themes, and the strategies that fall underneath each theme, are overlapping and braided together, each supporting one another.



Accountability & Reporting

Accountability and transparency to Tsawwassen Members is an important part of our good governance. Our government reports regularly on government activities through the Annual Report and the quarterly Land Facing the Sea publication. The Annual Report also includes reporting on finances, and the audited financial statements.

In 2025, TFN Government is launching the Evaluation Project, a community-based research project to measure Members' quality-of-life and establish a Member census. The Evaluation Project will help staff understand what Members think is important to measure and establish new tools to carry out measurement consistently. As this project evolves, the reporting related to the Strategic Plan and Charter are also likely to evolve—always with the goals of building trust, enhancing accountability, and delivering high-quality services to Tsawwassen Members.

ANNUAL REPORTING

Governance

Member Engagement in Governance & Communications

- ▶ # of Committee & Advisory Council meetings held
- ▶ # of Legislature meetings held
- ▶ # and attendance of Community Engagements
- ▶ # of Community Notices published
- ▶ # of media activity (press releases and articles)

Law, Policy, and Intergovernmental Affairs

- ▶ # of laws, regulations, policies amended and created
- ▶ # of Executive Council Orders
- ▶ # of provincial and federal policy & law initiatives engaged with

Human Resources

- ▶ # of employees (total)
 - ▶ Members in all positions
 - ▶ Members in supervisor-level positions or higher
 - ▶ Indigenous Non-Member
 - ▶ Other Non-Member
- ▶ % of staff turnover
- ▶ # of employees completed affirmation ceremony

Health, Wellness, and Safety

Community Safety

- ▶ Crime data from Delta Police Department

Health & Wellness

- ▶ # of Members accessed supportive housing (eg: Respite Home)
- ▶ # of Members accessed health services through TFN
- ▶ # of Members accessed mental health services through TFN
- ▶ # of health-based clinics and workshops held

Recreation

- ▶ # of Members received the Recreation Reimbursement Grant

Economic Prosperity and Food Security

Government Finances & Economy

- ▶ Audited financial statements provide detail on TFN finances each year

Food Security

- ▶ % of fish and crab allocations harvested

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Accountability & Reporting

ANNUAL REPORTING

Education and Livelihood

Education & Training

- ▶ # of graduates
- ▶ # of Members received post-secondary funding
- ▶ # of Members received instructional support, youth, and education funding

Employment & Financial Well-being

- ▶ # of Members accessed employment and training supports through TFN
- ▶ # of Elders received Elders Benefits
- ▶ # of Members received the Wills Grant
- ▶ # of Members received social assistance through TFN

Ecosystem and Stewardship

Fisheries & Harvesting

- ▶ % of Monitoring and catch validation requirements met
- ▶ # of vehicle-based Natural Resource Officer patrols (Crab, Migratory Bird and Dike)

Stewardship

- ▶ # of referrals reviewed
- ▶ # of major projects (environmental assessments) participated in

Language, Culture, and Healing

Cultural Supports

- ▶ # of Cultural Grants awarded

Language

- ▶ # of Members in or completing the SFU Language Certification and Degree Program

Complete Communities & Infrastructure

Housing

- ▶ # of new Member home construction started / completed
- ▶ # of Member home renovations started / completed
- ▶ # of housing-related grants received by Members
- ▶ # of people on housing wait list

Permitting

- ▶ # of permits issued

Recreation

- ▶ # files created for persons contravening TFN laws
- ▶ # of tickets issued to persons found in contravention of Tsawwassen laws

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TSAWWASSEN FIRST NATION

Language, Culture, & Healing

GUIDING PRINCIPLE

Language, Culture, and Healing is the foundation for all areas of Tsawwassen Government and community and is infused throughout the Charter and this Strategic Plan. This section is focused on actions related to language revitalization and promoting and preserving Tsawwassen culture.



Our Vision for the Future

The Charter recognizes that language, culture, and healing are essential foundational pillars of TFN's journey toward prosperity and well-being. These pillars are embedded in and support the six themes of the Charter, emphasizing the crucial role of TFN's linguistic and cultural heritage in shaping educational systems, healing practices, economic models, community engagement strategies, and land and resource management approaches. By embracing these principles, we seek to create a holistic framework honouring our ancestral wisdom, fostering resilience, and nurturing a thriving, culturally rich community for generations.

The Charter does not include Desired Outcomes for this area as they are infused throughout the remaining themes.



Our Path Forward: 5-Year Strategies

1. Strengthen Use of hənq̓əminəm' Language

- 1.1 Provide inclusive language learning opportunities for people of all ages and abilities.
- 1.2 Increase the use of the hənq̓əminəm in TFN Government publications, laws, regulations, and policies.
- 1.3 Increase the use of hənq̓əminəm on signage and other placemaking activities throughout Tsawwassen Lands.
- 1.4 Create a framework for long-term benefits of the SFU Language Certificate program including funding sustainability, career pathways, and maximizing language learning across the community.

2. Promote Tsawwassen Culture and Identity

- 2.1 Complete the new Our Living Traditions Strategy and begin implementation.
- 2.2 Integrate cultural practices in all TFN programs and services.
- 2.3 Expand programming for art and culture (e.g. weaving and beading, dancing, regalia, ceremonies, stories and legends), including offering kits, activities, and materials that can be done at home.
- 2.4 Support families to complete genealogy work.
- 2.5 Promote inclusivity and cultural learning with leasehold residents and the public.
- 2.6 Create a TFN Identification Card.



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Our Path Forward: 5-Year Strategies

3. Build Cultural Connections

- 3.1 Provide opportunities, both formally and informally, for Elders and other Members to share traditional and cultural knowledge.
- 3.2 Promote and facilitate the role of Members as individuals and families to share knowledge with each other.
- 3.3 Work with the Delta School District to improve learning about Tsawwassen history, culture, and language in local schools.
- 3.4 Provide introductory courses on Tsawwassen culture and teachings for Members who are young or have become disconnected.

4. Protect our Ancestors and their Belongings

- 4.1 Establish community spaces and programming to view and share information about ancestral belongings.
- 4.2 Continue to build institutional capacity in archaeology and cultural heritage management while creating opportunities for Member participation.
- 4.3 Complete the new cemetery and review the state of the old cemetery for potential upgrades.



Governance

THEME 1

The Governance theme is about our institutions, decision-making processes, and the systems we use to self-govern—including communications and engagement with our Membership and Human Resources. It also includes our external partnerships with TFN's treaty partners and others with whom we work to implement our vision, and TFN's role as a host Nation and leader in self-government, sharing our experiences with other Indigenous Peoples.

5-Year Strategies

1. Our leadership and institutions work for the Tsawwassen People
2. We have strong external relationships and partnerships
3. TFN is an employer of choice
4. We communicate with each other and the public



Our Vision for the Future

Governance involves creating a system that embodies and respects the Nation's values and culture. It prioritizes inclusivity, transparency, and adaptability, ensuring that governance structures are fair, equitable, and in line with the community's hopes and traditions. The Charter includes 10 Desired Outcomes for this theme area.

Reflection of Tsawwassen Nation Values in Governance	Inclusivity & Transparency	Innovation in Governance
Innovative Law Making	Strategic Member Engagement on the use of TFN Assets	Informed & Unbiased Decision-Making
Harmonious Community Relations	Respected Sovereignty & Treaty Understanding	Empowered Political Participation
	Self-Determination & Autonomy	



Our Path Forward: 5-Year Strategies

1. Our leadership and institutions work for the Tsawwassen People

- 1.1 Establish evaluation methods for ongoing review of Member well-being, institutions, programs, and services.
- 1.2 Provide ongoing leadership and governance training for elected officials and build governance capacity within the community.
- 1.3 Continue to evolve Tsawwassen's laws, regulations, and policies to meet current needs and reflect Tsawwassen culture and values.
- 1.4 Expand and formalize communications and other methods of incorporating Members' voices in governance and decision-making including formal structures (such as committees and councils), and less formal channels.
- 1.5 Empower Members and others to learn about the treaty and participate in TFN Government and institutions, with an emphasis on youth.
- 1.6 Improve voter experience in the TFN election, including better access to information for, and about, candidates.
- 1.7 Complete the 15-year Periodic Review, including greater recognition that the Treaty is a living agreement.

2. We have strong external relationships and partnerships

- 2.1 Continue to work with TFN's treaty partners to strengthen relationships and advance Tsawwassen's priorities.
- 2.2 Strengthen relationships and partnerships with neighbouring First Nations, the City of Delta, and organizations that impact our community (such as BC Ferries).
- 2.3 Provide more opportunities for leasehold residents to learn about Tsawwassen First Nation and participate in events.
- 2.4 Continue sharing Tsawwassen's experiences with other First Nations and working collaboratively with other self-governing Nations across Canada to advance issues related to treaty implementation and self-governance.
- 2.5 Negotiate funding and seek grants for treaty implementation and delivery of culturally appropriate programs and services.

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Our Path Forward: 5-Year Strategies

3. TFN is an employer of choice

- 3.1 Expand growth, training, and mentorship opportunities for staff including with respect to Tsawwassen culture, ensuring capacity development is part of our workplans.
- 3.2 Continue to increase the number of Tsawwassen Members working for TFN Government including providing meaningful career development opportunities for youth.
- 3.3 Continue to build on retention and recognition programs for employees.

4. We communicate with each other and the public

- 4.1 Establish community engagement practices and tools that are inclusive, reliable, and accountable.
- 4.2 Maximize effectiveness of the TFN Website as a tool for sharing information and providing services to Members and residents.
- 4.3 Work effectively with the media to share our successes and build awareness of who we are.
- 4.4 Improve internal tools and capacity for interdepartmental communication.
- 4.5 Evaluate communication needs of leasehold residents and increase leasehold residents' participation in TFN events.



Health, Wellness, & Safety

THEME 2

The Health, Wellness and Safety theme covers a wide range of needs and desires. In addition to physical and mental health care, this theme includes actions related to promoting recreation and wellness, policing and interactions with the justice system, and child and family services. At TFN, culture is a major contributor to health, and it is expected that actions related to culture and language will also contribute to health and safety in the community.

5-Year Strategies

1. Access to culturally appropriate health care and wellness supports
2. Access to mental health and healing supports
3. Fitness and recreation support our community health
4. TFN is a safe place and Members have access to justice services
5. Families are together and children are safe



Our Vision for the Future

Health, Wellness and Safety within the Tsawwassen First Nation encompass a holistic approach to community well-being, prioritizing physical, social, mental, and emotional health. It integrates traditional practices with modern healthcare, ensuring a safe, supportive, and nurturing environment for all members. The Charter includes 8 Desired Outcomes in this area.

Community Safety	Access to Care & Traditional Healing	Empowered Mental Health & Trauma Recovery
Food Security	Healthy Lifestyle	Families Want to Live on Tsawwassen First Nation Lands
Supportive Housing	Supportive Community Environment	



Our Path Forward: 5-Year Strategies

1. Access to culturally appropriate health care and wellness supports

- 1.1 Improve access to medical practitioners on Tsawwassen Lands, including exploring the development of a Primary Care Network.
- 1.2 Improve access to specialist (secondary and tertiary) services such as nutritionist, dietitian, and dental services.
- 1.3 Support Elders aging at home.
- 1.4 Provide opportunities to access traditional healing and incorporate two-eyed seeing in health planning.
- 1.5 Support Members to build capacity in life-skills such as parenting, home management, budgeting, etc.
- 1.6 Provide Members and families with substance use treatment, harm reduction supplies, and education.
- 1.7 Build staff capacity to shift from reactionary to prevention-focused work.
- 1.8 Strengthen relationships with key partners such as First Nations Health Authority and Fraser Health.

2. Access to mental health and healing supports

- 2.1 Support access to culturally appropriate, professional mental health services for all Members and families, and specifically for youth.
- 2.2 Develop a program for family retreats with a focus on cultural teachings, arts, and intergenerational healing.
- 2.3 Expand grief and healing supports for individuals, families, and the broader community, recognizing the toxic drug crisis as interconnected with intergenerational trauma.
- 2.4 Develop programming for Elders that includes opportunities to share knowledge and culture, as well as to provide companionship and combat loneliness.
- 2.5 Empower Members to pursue reconciliation amongst individuals and families and combat lateral violence within the community.
- 2.6 Build awareness within the community and ensure LGBTQIA2S Members, particularly youth, have access to the health and mental wellness supports they need.

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Our Path Forward: 5-Year Strategies

3. Fitness and recreation support our community health

- 3.1 Expand fitness and recreational programming for all ages, considering unique needs of youth, adults, Elders, and leasehold residents.
- 3.2 Empower Members and families to build capacity in healthy living (exercise, nutrition, etc.).
- 3.3 Integrate culture and language, traditional knowledge, and spirituality in recreational programming.
- 3.4 Improve recreation management and explore strategies for recreation revenue from non-Members.

5. Families are together and children are safe

- 3.1 Complete community engagement and strategic planning on drawing down Child and Family jurisdiction.
- 3.2 Continue to build on prevention programming to build strong foundations for healthy families.
- 3.3 Increase urgent/emergency programming, including transitional and respite housing, to support families who are going through difficult times..
- 3.4 Explore reintroduction of traditional adoptions within Tsawwassen Law.

4. TFN is a safe place and Members have access to justice services

- 4.1 Continue to improve the partnership with Delta Police Department, including expanding cultural training and community events.
- 4.2 Build stronger relationship with Delta Fire Department.
- 4.3 Explore ways to support Members' access to legal aid or other legal services related to family law, estates, criminal justice, and other areas Members may need support.
- 4.3 Explore development of non-police safety initiatives, such as a community volunteer patrol, neighbourhood watch, or safe walk program.
- 4.3 Increase access to restorative justice, diversion programming, and traditional conflict resolution practices.
- 4.3 Complete and begin implementation of the Community Safety Strategy.

Ecosystem & Stewardship

THEME 3

The health of our lands and waters is inseparable from the vitality of our community, culture, and identity as Tsawwassen First Nation. This theme includes our actions towards protecting and revitalizing our lands and waters and all the plant and animal species with which we share our territory, exercising our rights, and responding to climate change so that we and future generations can live here sustainably.

5-Year Strategies

1. We are stewards of our lands and waters
2. We exercise our fishing and harvesting rights
3. We are fighting climate change and adapting where necessary



Our Vision for the Future

Ecosystem and Stewardship: Emphasizes the Tsawwassen First Nation's commitment to environmental conservation and sustainable management of natural resources. It integrates traditional Coast Salish ecological knowledge with modern scientific practices, ensuring that the land, water, and biodiversity are preserved and revitalized. The Charter includes 8 Desired Outcomes in this area.

Leadership in Conservation	Active Stewardship Roles	Environmental Revitalization
Partnerships for Stewardship	Regional Decision-Making Influence	Climate Change Resilience & Leadership
Culturally Appropriate Climate Solutions	Balanced Development & Ecosystem Integrity	



Our Path Forward: 5-Year Strategies

1. We are stewards of our lands and waters

- 1.1 Continue to build organizational structure and staff capacity for strong stewardship of Tsawwassen Territory, including supporting Members to enter careers in this area.
- 1.2 Provide education programs and materials for plants and wildlife, and traditional harvesting methods and protocols, with an emphasis on passing knowledge to youth.
- 1.3 Explore stewardship cooperatives/ agreements with other First Nations and organizations to advance restoration and rehabilitation projects, share information and best practices, address cumulative effects in our territory.
- 1.4 Identify culturally important areas and develop a plan for their restoration and protection.
- 1.5 Work across departments and closely with First Nation, government, academic, and other partners to manage the impacts of major projects, continued development, and cumulative effects in Tsawwassen Territory,
- 1.6 Advance our jurisdiction to hold industry accountable to do business in environmentally friendly ways, such as through environmental assessment.
- 1.7 Establish stewardship and/or guardian programs to actively protect and manage natural resources (aquatic, terrestrial, and their intersection).
- 1.8 Increase pest management of species like rats and racoons that are driving out other species.

2. We exercise our fishing and harvesting rights

- 2.1 Explore ways to increase access to hunting, fishing, and harvesting, including both traditional and newer methods and species.
- 2.2 Develop a boat launch/marina facility or explore other ways to support Members with moorage.
- 2.3 Provide education and mentorship related to boating, safety, and harvesting methods.
- 2.4 Work with other First Nations to build bartering opportunities that expand our access to traditional foods and resources.



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Our Path Forward: 5-Year Strategies

3. We are fighting climate change and adapting where necessary

- 3.1 Better understand potential risks related to climate change and identify mitigation and adaptation strategies, such as flood protection and management.
- 3.2 Establish education and funding initiatives related to green building, green energy, and energy efficiency.
- 3.3 Explore ways to create more green spaces on Tsawwassen lands.



Economic Prosperity & Food Security

THEME 4

This theme is about Nation-level economic development and prosperity, including the financial management, financial benefits, and businesses led by TFN Government. It includes food security, an important aspect of economic and general well-being. Actions related to finances and economic well-being at the individual level are found under theme 6: Education and Livelihood.

5-Year Strategies

1. We are food secure
2. Economic development benefits all Members
3. We have strong financial management



Our Vision for the Future

Economic prosperity and food security aims to achieve sustainable economic growth, financial stability, and food sovereignty for all Members. It ensures that every member benefits equitably from the Nation's resources while positioning Tsawwassen First Nation as a leading economic and food security influencer in the region. The Charter includes 6 Desired Outcomes in this area.

Strategic Financial Resource Management	Universal Economic Stability	Regional Economic Participation
Equitable Access to Wealth	Regional Leadership in Food Security	Traditional Foods, Medicine and Food Security



Our Path Forward: 5-Year Strategies

1. We are food secure

- 1.1 Provide healthy and traditional food harvesting, preparation and feasting initiatives that teach, support food security, and bring the community together.
- 1.2 Expand events and workshops at the c̄alis̄el̄am Community Farm.
- 1.3 Explore opportunities to maximize the potential of TFN's agricultural lands to contribute to economic development, Member well-being, and regional food security.
- 1.4 Develop new food sources throughout Tsawwassen Lands, such as community gardens, orchards, game farms, etc.
- 1.5 Exercise our harvesting rights to provide healthy traditional foods for our people, including through bartering.
- 1.6 Develop food security supports for emergency situations.

2. Economic development benefits all Members

- 2.1 Generate wealth with stabilized revenues for Members through economic development agreements, contracts, investments, and other TFN-led initiatives.
- 2.2 Maximize the wealth potential of TFN's remaining industrial lands.
- 2.3 Increase the diversity of TFN's economic development, including exploring industries such as energy and tourism.
- 2.4 Operationalize the dual governance and structure of TFN's economic development activities (Department and Corporation).
- 2.5 Align economic development with other priorities and values, such as stewardship, major projects in the territory, and positive social impact.
- 2.6 Explore opportunities to pursue multi-nation economic development initiatives.
- 2.7 Strengthen relationships with the Delta Chamber of Commerce and local Business Improvement Associations with a long-term goal of developing something similar on Tsawwassen Lands.

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Our Path Forward: 5-Year Strategies

3. We have strong financial management

- 3.1 Support building financial literacy for all Members, with an emphasis on minors before they receive their minor's trust funds.
- 3.2 Maintain stable government revenues and tax base that enable us to provide essential services to all residents of Tsawwassen Lands.
- 3.3 Deliver our government operations with sound financial management practices to provide equitable access to wealth to Members and necessary supports for our vulnerable Members.
- 3.4 Improve transparency and literacy about our Annual Budget, financial statements, and investments.
- 3.5 Advocate for expansion of the tax exemption to include all of Tsawwassen Lands, and for improved tax and revenue sharing in the traditional territory.



Complete Communities, Assets, & Infrastructure

THEME 5

This theme covers key elements including access to daily needs, transportation, and housing to support TFN's efforts to enhance community well-being, economic growth, and environmental sustainability. In addition, this theme includes actions related to promoting and building an accessible, resilient, and vibrant community. This will help guide creating diverse housing options to accommodate people at all life stages, and provide accessible employment opportunities, amenities, and services.

5-Year Strategies

1. Housing for all Members
2. Facilities support our well-being
3. Infrastructure that works for Members and residents
4. Lands are managed for future generations
5. Built environment reflects TFN culture



Our Vision for the Future

Complete Communities, Assets and Infrastructure focus on creating a resilient living environment on Tsawwassen First Nation lands by developing balanced employment, recreation, and housing opportunities supported by strong, well-maintained, and accessible infrastructure, embracing Tsawwassen First Nation culture and values, and preparing for future challenges like climate change. The Charter identifies 7 Desired Outcomes under this theme.

Complete Community	Well-Maintained and Accessible Infrastructure	Infrastructure Investment in Member Community Area
Culturally Appropriate and Affordable Quality Housing	Cultural Representation	Community Connectivity and Inclusivity
	Climate Change Resiliency	



Our Path Forward: 5-Year Strategies

1. Housing for all Members

- 1.1 Continue to support Members with affordable housing options across the continuum of housing solutions, from rental to home ownership and from youth to Elders.
- 1.2 Empower Members with education for home maintenance, ownership, repairs and renovations.
- 1.3 Provide transition housing for Members returning from treatment or incarceration.
- 1.4 Explore options to support Elders, and Members with disabilities, with independent and/or assisted living.
- 1.5 Develop and implement the Hələləm Collective to effectively manage rental housing and provide high quality service to renters.
- 1.6 Develop housing-related supports for Members living off-Lands.
- 1.7 Work more closely with Members who have lots that are inaccessible or have other barriers to development.

2. Facilities support our well-being

- 2.1 Expand facilities that promote practicing cultural activities and sharing cultural knowledge, such as traditional food processing and art forms.
- 2.2 Take care of our ancestors and loved ones by improving the cemetery and opening a new one.
- 2.3 Continue to implement the Facilities Plan, including completing the new Elders Center and the Administration Building/Government House.
- 2.4 Complete a Facilities Plan update to identify government and community priorities for future facilities.



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Our Path Forward: 5-Year Strategies

3. Infrastructure that works for Members and residents

- 3.1 Improve drainage infrastructure in the Community Housing Area.
- 3.2 Continue to improve transportation infrastructure to ensure road networks are safe, accessible, and connected to the broader region, including working with Translink to improve public transit.
- 3.3 Complete Community Housing Area improvements such as sidewalks and other elements identified through community consultation, and adding cultural placemaking elements.
- 3.4 Advance planning and design for dike improvements.

5. Built environment reflects TFN culture

- 5.1 Create a placemaking strategy that includes actions such as signage and storyboards that incorporates history, cultural information, and storytelling throughout the community and at important sites.
- 5.2 Expand presence and visibility of TFN cultural elements including our legends and art, throughout the community, leasehold lands, and TFN facilities.
- 5.3 Protect and expand our traditional and medicinal plants throughout Tsawwassen Lands.
- 5.4 Empower Members to maintain neighbourhoods we are proud of, through actions such as community clean up and large item drop off events.

4. Lands are managed for future generations

- 4.1 Complete updates to the 2009 Land Use Plan and secondary plans as necessary, including to address the addition of the Brunswick Point lands.
- 4.2 Establish an asset management framework to ensure stewardship of our lands, facilities, and infrastructure.
- 4.3 Evaluate facility, program, and service needs of the residential community and develop plans for the future.
- 4.4 Explore acquisition of lands that are culturally important to TFN or support the cultural, housing, agricultural, economic, and community development goals of the Nation.
- 4.5 Use the built environment to bridge knowledge and connection between Members and the leasehold residential community.
- 4.6 Develop strategies for managing the final build out of our residential and industrial lands, including impacts on revenues, staffing, and our assets and facilities.

Education & Livelihood

THEME 6

This theme is about education and prosperity at the individual level, and embracing our traditional Coast Salish values of family self-sufficiency and sustainability. Education is foundational to our success as a self-governing Nation and we have high expectations for our people today and our future generations. This theme includes the actions we can take to raise the bar for capacity and success by supporting Members of all ages and abilities through all stages of education, with reaching their career goals, and becoming our Nations' leaders. We also acknowledge the reality that each Member can go through hard times and need additional support.

5-Year Strategies

1. Education and training for success
2. Meaningful employment and social assistance
3. Integrating culture and traditional knowledge in education



Our Vision for the Future

Education and Livelihood prioritize providing high-quality education, learning, and employment opportunities for TFN Members, integrating traditional knowledge and cultural practices with modern education and careers to empower and prosper the community. There are 12 Desired Outcomes in this area.

Complete Empowered Education	Academic Scholarships and Support	Educational Counselling Services
Celebration of Educational Achievements	Financial Literacy	Shifting Expectations to Education and Stewardship
Lifelong Learning	Cultural and Inclusive Education	Educational Autonomy and Immersion



Our Path Forward: 5-Year Strategies

1. Education and training for success

- 1.1 Continue working with Delta School District to address barriers facing Tsawwassen children at all grade levels, and enhance cultural education in local schools.
- 1.2 Empower students to continue their education in post-secondary by providing tuition and living supports, and celebrating and sharing their successes.
- 1.3 Provide more targeted career counseling and mentorship for careers within TFN Government and other areas of interest to Members, like health care, education, and business.
- 1.4 Explore opportunities to provide K-12 education on Tsawwassen Lands, including planning work for a school on Lands.
- 1.5 Provide educational and employment supports for neuro-divergent Members (e.g. autism spectrum, ADHD)
- 1.6 Collaborate with schools to select and support education assistants for children who need those supports.
- 1.7 Celebrate and lift up our students for completing each stage of their academic career, and share education and career success stories.
- 1.8 Expand the TFN daycare staff capacity so it can accept more children and provide more Coast Salish curriculum.

2. Meaningful employment and social assistance

- 2.1 Promote our traditional Coast Salish values of family self-sufficiency and sustainability through meaningful employment and expanding services to assist Members to transition off social assistance.
- 2.2 Provide targeted supports (financial and non-financial) to Member businesses and artists, including support for entrepreneurs.
- 2.3 Provide supports for building essential skills such as help with resumes, cover letters, dressing for success, and practice interviews.
- 2.4 Expand career counselling services with the goal of supporting long-term career development and high paying jobs for youth, post-secondary grads, and mid-Career Members.

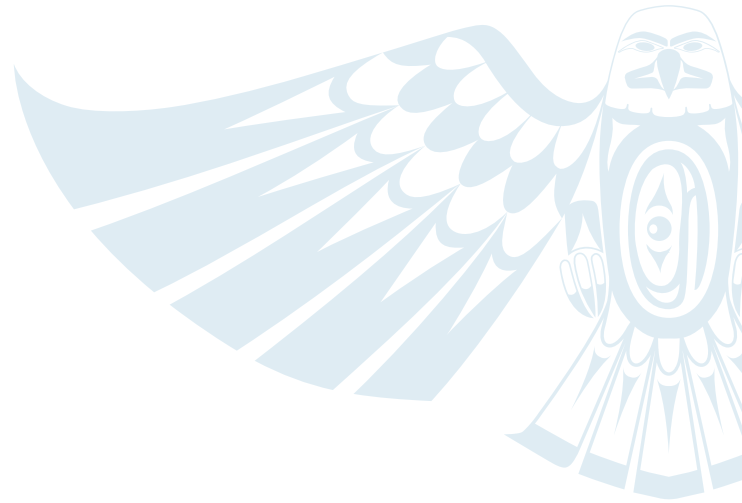
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Our Path Forward: 5-Year Strategies

3. Integrating culture and traditional knowledge in education

- 3.1 Develop more land-based education opportunities including learning about traditional plants, stewardship, and caring for environment.
- 3.2 Integrate language, history, and cultural learning in education activities.
- 3.3 Support Tsawwassen Members to become teachers of language and culture within the community and to share knowledge in a good way.





Conclusion

Implementing the Plan

This 2026-2031 Strategic Plan is designed to connect our government with the needs of Tsawwassen People. With nearly 200 staff, it takes effort to ensure that we are aligned and heading in the right direction. The *x̣ẉəḷiẉəṇsṭəx̣ẉ ḳẉθ̣ə syəẉéṇəḷ ct* (Honouring Our Ancestors) Charter and the Strategic Plan give us our canoe, and to effectively implement the visions and strategies set out, staff, Executive Council, Legislature, and all the other bodies of Tsawwassen Government will need to hop in and paddle together.

Some actions in this plan are already underway or can be started immediately, while others are brand new and require work to determine how we could deliver them. In many cases, these strategies represent new or expanded work, and staff capacity and budgets will need to be considered. It is also important to acknowledge that a lot of ongoing work of TFN Government, guided by Tsawwassen Law and operational needs, is not reflected in this plan. That work keeps the lights on and the government functioning.

As we pull on through the next 5 years, we will look to this plan to see if we are on the right path, and course correct as needed. We look forward to working together to achieve the aspirations of the Tsawwassen People.







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