

WSÁNEĆ
Leadership
Council

STRATEGIC PLAN

2022-2027





WSÁNEĆ Leadership Council
STRATEGIC PLAN 2022-2027
APRIL 10, 2022
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The Legend of LÁU, WELNEW

ILLUSTRATION BY DAVE ELLIOT SR.

CREATION

In the beginning it was the WŚÁNEĆ teaching to look after Mother Earth. All of the animals, the birds, the trees and the salmon, even the wind, were, and still are, people.

For many years the people remembered the words of the creator (XÁLS) and there was a long period of happiness and plentiful food. Then they began to forget those teachings.

The creator's feelings were hurt that the people began to forget his good teachings, so the creator told the people that a great flood would come and said: "You prepare yourselves."

The people prepared a cedar rope and gathered their food and all of their possessions. The tide waters began to rise. The people loaded all of their belongings into their canoes.

Some people did not heed XÁLS teachings. They were not prepared and were washed away. Their canoes were destroyed.

The water rose higher and higher. The people paddled to the highest mountain nearby. The trees were still above the water. They tied themselves to an arbutus tree on top of the mountain.

Soon the tops of the trees were covered with water. They were afraid and prayed to survive the great flood. They asked XÁLS to take pity on them.

After many days, a crow came and landed on the bow of the canoe. He was carrying a stick and was talking to the people. The crow had brought the good news.

Suddenly a mountain began to emerge in the distance. One of the men said, "NI QENNET TTE WŚÁNEĆ", (translated means, "Look at what is emerging"), as he pointed to the mountain emerging in the distance.

Before they left the mountain, they gathered around the huge coil of cedar rope and gave thanks. They said from now on this mountain will be called LÁU,WELNEW (Place of refuge). They also said, "We will be called the WŚÁNEĆ" (The emerging people).

XÁLS heard their prayers. XÁLS said he would not punish the people by flood again. The people who were saved are the ancestors of the WŚÁNEĆ people today.

This is our heritage.

DECLARATION

The Saanich Indian Territorial Declaration was signed on January 8, 1987. It re-asserts WSÁNEĆ title and rights over the entirety of its territories.

~ Saanich Indian Territorial Declaration ~

We, the Saanich Indian People, declare on this Eighth day of January, Nineteen-hundred and eighty seven that we hold the absolute rights and title to our Territorial Homeland as indicated on the accompanying map of which all our territory is named in the SENCŌFEN language.

We do not recognize any past attempts to separate us from our homeland. We recognize that there were Treaties of Peaceful Co-existence entered into with the early settlers but this did not involve the sale of rights or land.

Our Saanich Territorial homelands encompass all our Spiritual Places, medicine and fruit gathering places, fishing stations, hunting and trapping areas, winter and summer homesites, burial sites, meditation places and all territories in between these places outlined on our territorial map.

The sacred connection the SENCŌFEN speaking people have with their homeland establishes our Territorial Title and can never be broken by the Federal or Provincial Government by Acts of Parliament or by any Canadian Court of Law.

This declaration is put forth to stop the erosion of our culture, our land, our rights and to also establish a clear understanding of our Territorial Title to our homelands.

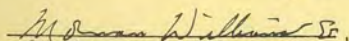
We will, from this day forward, expect the Governments of British Columbia and Canada to respect the Territorial Title of the Saanich Indian People to their homelands as outlined in our Territorial Map.

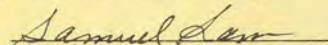
The Saanich Territorial Title is a communal title which is the foundation of the Saanich Indian Culture. This title was granted thousands of years ago to the first Saanich Indian People by the Creator of the earth. He instructed the Saanich Indian People to look after the land if they wanted their culture to survive.

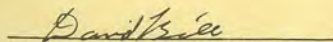
Because this Territorial Title cannot be bought or sold, we therefore declare in our final words that our Saanich Territorial Homeland and inherent rights are not for sale.

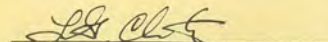
We will from this day forward take the necessary actions to govern our Saanich Territorial Homelands by home rule.

~ signed on behalf of the Saanich Indian People


Chief Norman Williams
Pauquachin Band


Chief Samuel Sam
Tsartlip Band


Chief David Bill
Tseycum Band


Chief Louis Claxton
Tsawout Band

PURPOSE

Entering its fourth year of operations W̱SÁNEĆ Leadership Council Society (WLC) is emerging as a powerful collective voice of W̱SÁNEĆ peoples and a catalyst for meaningful change throughout W̱SÁNEĆ territory.



CECELIA ELLIOTT AND DAVE

This plan will guide our growth in a good way and help us to achieve stability over the next five years so that our future generations can benefit from the work we do today.

The plan contains goals, objectives, and measurable actions in key areas of focus. The plan's implementation will help us remember where we came from and where our W̱SÁNEĆ communities want us to go.

W̱SÁNEĆ Leadership Council Society is a unified, legal governing body comprised of three W̱SÁNEĆ First Nations: Tsartlip, Tseycum, and Tsawout. The W̱SÁNEĆ Leadership Council (WLC) has expressed its vision for the WLC Society in this document to promote the shared interests of W̱SÁNEĆ First Nation communities.

VISION

WSÁNEĆ Nation are united, self-determining, and prosperous owners of our homelands and waters.

MISSION

We are the catalyst for revitalizing WSÁNEĆ culture, language and natural laws and advancing WSÁNEĆ title and rights..

VALUES

CELÁNEN

Tradition; heritage; birthright; speeches; history; what belongs to us.

MANDATE

The WLC's mandate is to work on behalf of WSÁNEĆ First Nations of Tsartlip, Tseycum and Tsawout on issues of common interest or mutual concern to advance the interests of the rights-holders. As an organization focused on self-determination, the WLC works to enhance recognition of, and respect for, WSÁNEĆ Douglas Treaty rights, WSÁNEĆ Aboriginal rights and title and WSÁNEĆ Natural Laws and respect for WSÁNEĆ culture, traditional practices, and language, including the WSÁNEĆ ways of managing the environment.

GOALS & OBJECTIVES

RECONCILIATION & NATION-TO-NATION RELATIONSHIP

Revitalize and implement the broken Douglas Treaties

Pursue recognition of WSÁNEĆ title and #landback

Increase neighbouring governments' and citizens' understanding of WSÁNEĆ people, territory, history, natural laws and the Douglas Treaty

OCCUPYING WSÁNEĆ JURISDICTION

Occupy title & rights and assert our natural laws into the management of our lands and waters

Use co-management agreements with governments, agencies, and authorities as a steppingstone to full decision-making

Leverage WSÁNEĆ title and rights so our people can take their seat at the economic table

WSÁNEĆ communities, through the WLC negotiate an education jurisdiction agreement



NETOLNEW

One mind, one people; doing things as one.

ÁTOL

Mutual respect for the rights of others (with life). This extends to all life, including water and land.

ĆAINEUEL

Working together.

SYESES ENs QENÁŁ

We aspire to promote and restore WSÁNEĆ culture and language.

HIF SE ĆEĆEÁT SELSELI

We aspire to restore Sovereignty and self-determination.

SNEPENEK

To Teach, Sharing the Teachings



THE WSÁNEĆ CREST

The WSÁNEĆ Crest is a symbol of WSÁNEĆ. It was created by artists Doug Lafortune (Tsawout), Mark Henry (Pauquachin), James Jimmy (Tseycum) and Charles Elliott (Tsartlip).

The Spindle Whorl is sectioned into four parts equally and showcases four individual designs, all integral symbols to WSÁNEĆ culture and way of life. A braided rope which represents the survival of the great flood surrounds and segments the crest. The Crest was approved by the WSÁNEĆ ARTS COUNCIL and the WSÁNEĆ Leadership Council has adopted the crest as it's logo.

KEEPING OUR CIRCLE STRONG

WSÁNEĆ people have a strong understanding of WSÁNEĆ natural laws

WLC member communities are informed, supportive and rely on the work of the WLC

WSÁNEĆ communities are united behind the work of the WLC

WSÁNEĆ communities coordinate and collaborate on referrals

Collaborate with our neighboring nations to ensure our shared values are being respected by governments, agencies and authorities

GOVERNANCE AND CAPACITY

WSÁNEĆ culture is woven in to what WLC does and how we do it

WLC directors are engaged champions of the WLC's work

WLC's organizational structure has matured and reflects the volume and importance of the WLC's work

Clear lines of authority exist among negotiations, decision-making, implementation and communication activities.

#1 RECONCILIATION AND NATION-TO-NATION RELATIONSHIP



- A. REVITALIZE AND IMPLEMENT THE BROKEN DOUGLAS TREATIES
- B. PURSUE RECOGNITION OF W̱SÁNEĆ TITLE AND #LANDBACK
- C. INCREASE NEIGHBOURING GOVERNMENTS' AND CITIZENS' UNDERSTANDING OF W̱SÁNEĆ PEOPLE, TERRITORY, HISTORY, NATURAL LAWS AND THE DOUGLAS TREATY





**NATION TO NATION /
HONOURING OUR
RESPONSIBILITIES TO
THE TERRITORY AND OUR
ANCESTORS.**

FORMER TSARTLIP CHIEF PHILIP PAUL
ADDRESSES MEDIA, UBCIC NEWS CONFERENCE

GOAL

A. REVITALIZE AND IMPLEMENT THE BROKEN DOUGLAS TREATIES

WLC will first engage with rightsholders to hear from the successors and beneficiaries of the Douglas Treaties as to what process they would like to see for the implementation of their rights. WLC will then engage with the federal and provincial governments to push for the recognition and implementation mechanisms to fulfill the vision of rightsholders.

OBJECTIVES

1. Engage with WSÁNEĆ community members to discuss what Douglas Treaty implementation means to them.

2. Develop a strategy for Douglas Treaty implementation based on input from rightsholders and the legal and political analysis.

a. Bring the strategy to rightsholders for discussion. This may take place at another table, (i.e. not WLC) comprised of family heads.

3. Build awareness among WSÁNEĆ people of their Douglas Treaty rights

- a. Develop education materials regarding the North and South Saanich Douglas Treaties, the court victories over the years and the Douglas Treaty Rights of WSÁNEĆ people today.
- b. Establish a Douglas Treaty digital library/resource centre.
- c. Work with the school to incorporate Douglas Treaty comic explainer into school curriculum.
- d. Work with harvesters to explore ideas for how to signify and celebrate the Douglas Treaty rightsholders.

4. Obtain legal and political analysis for how to implement the Douglas Treaty

- a. Prepare a discussion paper for the consideration of the Directors and WLC member communities regarding who the Douglas Treaty beneficiaries are. (i.e. is it band membership?)
- b. Prepare a discussion paper describing the BC and Canada's infringements on the Douglas Treaties. Discussion paper to address- What are the court victories we could be relying upon? What levels of government should we be focusing our efforts on? Build on Tsartlip analysis regarding the loss of the fishing rights to WSÁNEĆ.
- c. Explore options for the assertion of Douglas Treaty rights related to direct action (e.g. WLC Directors may consider organizing a demonstration fishery).

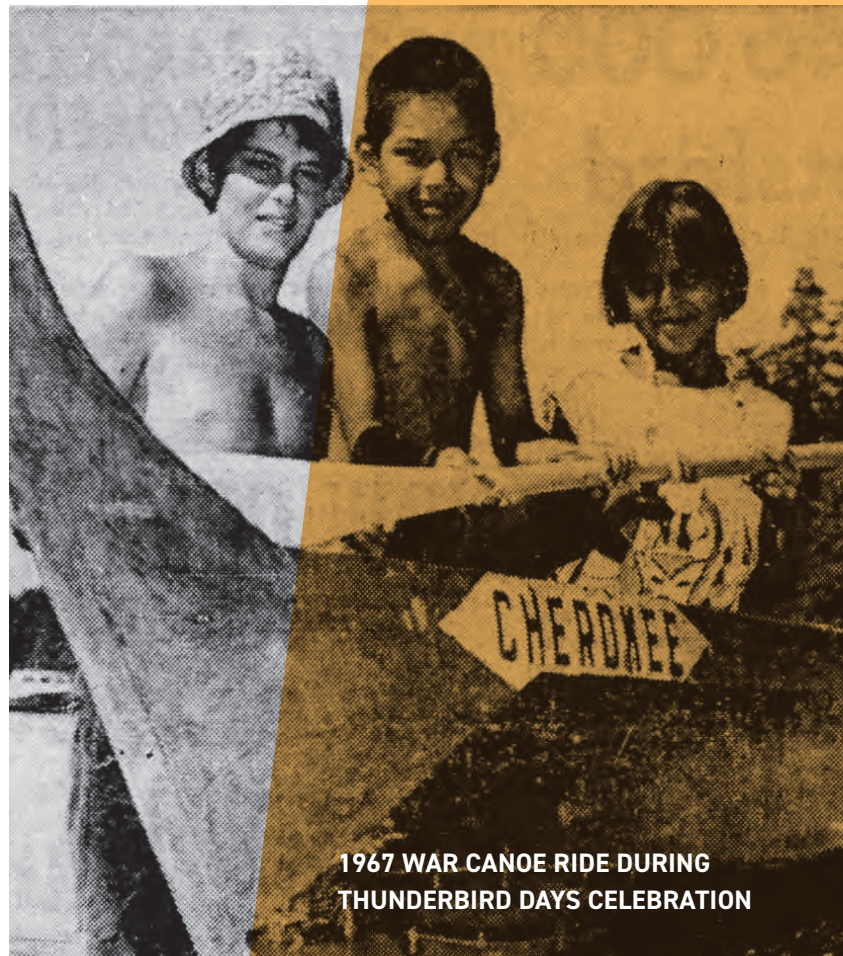
5. Use the Joint Statement to communicate the WSÁNEĆ intent to implement the Douglas Treaty.

6. Pursue initiatives to support the Douglas Treaty right of fishing for economic benefit.

- a. In collaboration with WLC member communities, consider pursuing, docking, offloading or depuration facilities for WSÁNEĆ fishermen.

MILESTONES

- » Three (3) engagement sessions held with W̱SÁNEĆ community members.
- » Legal strategy for Douglas Treaty implementation completed and approved by WLC Directors.
- » Discussion paper completed regarding who the Douglas Treaty beneficiaries are.
- » Douglas Treaty education program is delivered to W̱SÁNEĆ people.
- » W̱SÁNEĆ - Douglas Treaty digital library is established.
- » Seven Generations Douglas Treaty comic is available through all schools in W̱SÁNEĆ territory.
- » Meetings held with harvesters to discuss how to signify and celebrate the Douglas Treaty rightsholders.
- » Legal strategy for Douglas Treaty implementation completed and approved by WLC Directors.
- » Discussion paper completed regarding who the Douglas Treaty beneficiaries are.
- » Discussion paper describing the BC and Canada's infringements on the Douglas Treaties completed.
- » Joint Statement materials distributed or presented to governments, agencies and authorities.
- » Feasibility study regarding infrastructure to support fishing for economic benefit.



**1967 WAR CANOE RIDE DURING
THUNDERBIRD DAYS CELEBRATION**



B. PURSUE RECOGNITION OF W̱SÁNEĆ TITLE AND #LANDBACK

Informed by legal analysis of the options for W̱SÁNEĆ communities regarding title to their unceded homelands, WLC will implement a strategy for the return of lands back to W̱SÁNEĆ. Political pressure will be applied to other governments to ensure W̱SÁNEĆ is well placed to acquire any willing-buyer willing-seller opportunities.

WSANEC AND ALLIES PROTEST TSAWASSEN TREATY 2006

1. Update the WSÁNEĆ territorial declaration and share it with all level of governments, agencies & authorities.	» Analysis of strength of claim complete.
2. Develop a legal strategy regarding WSÁNEĆ title. a. Obtain a strength of claim analysis for a WSÁNEĆ title claim. b. Evaluate the merits of a title case versus negotiations at the RIRSD table. c. Get more involved as an intervener in court cases.	» Legal strategy for pursuit of WSÁNEĆ title completed and approved by WLC Directors.
3. Develop a land acquisition strategy a. Discuss Right of First Refusal for “crown” land transactions in the territory with all levels of government. b. Identify strategic federal, provincial, municipal and privately held lands within the territory. c. Identify economic, cultural, social and conservation lands. d. Support private landowners to give back WSÁNEĆ lands at no cost.	» Land acquisition strategy completed and approved by WLC Directors. » Number of properties with right-of-first approval.
4. Explore high-level agreements with Canada and BC to achieve WSÁNEĆ title, rights, and land acquisition objectives. a. Commit to quarterly meetings with each other with senior officials (at the highest level). b. Negotiate credit or cash from Canada and/or BC for the purchase of lands and stable capacity funding as stepping stone agreements at the RIRSD table.	» Stepping stone agreement(s) reached with Canada and BC at the RIRSD table.
5. Pursue the Finlayson Arm Road Specific Claim. a. Explore collaboration with Pauquchin and Malahat. b. If Pauquachin and Malahat approve, secure funding to pay for the claim.	» Feasibility of potential Finlayson Arm Road Specific Claim complete. » Filing of the Finlayson Arm Road Specific Claim (if feasible).



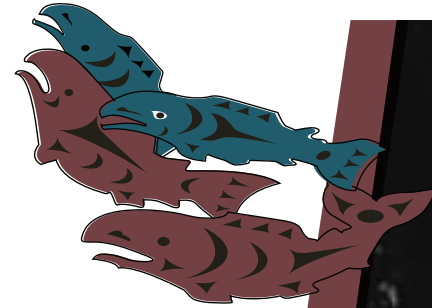
**C. INCREASE
NEIGHBOURING
GOVERNMENTS'
AND CITIZENS'
UNDERSTANDING
OF WSÁNEĆ PEOPLE,
TERRITORY, HISTORY,
NATURAL LAWS AND THE
DOUGLAS TREATY**

Governments, agencies, and residents occupying WSÁNEĆ territory demonstrate a greater respect and understanding of the WSÁNEĆ people, their territory, Douglas Treaty rights and the Natural Laws that govern their homelands and ways of being.

<p>1. Lead a renaming and signage initiative across WSÁNEĆ territory.</p> <ul style="list-style-type: none"> a. Work with the Elders to agree on WSÁNEĆ place names and approach the appropriate governments for implementation. b. Support WSÁNEĆ communities in including the traditional names for each of the WLC communities. c. Engage with the local municipalities to discuss the processes for changing street names. d. Engage with the Province of BC regarding signage: "You are in WSÁNEĆ territory". e. Engage settler allies in the process (utilize volunteer skill sets and donor contributions). 	<ul style="list-style-type: none"> » Ten (10) WSÁNEĆ place names agreed to by the Elders. » Five (5) signs with WSÁNEĆ placenames erected on WSÁNEĆ territory. » Ten (10) street names changed.
<p>2. Curate an editorial calendar that commemorates key moments in WLC history and re-narrates WSÁNEĆ territory for internal and external audiences.</p>	<ul style="list-style-type: none"> » WSÁNEĆ timeline completed. » Annual editorial calendar drafted and approved
<p>3. Provide guidance and/or expectations on territorial acknowledgement.</p> <ul style="list-style-type: none"> a. Develop a resource for settlers on the WLC website. 	<ul style="list-style-type: none"> » Updated WSÁNEĆ territorial declaration and corresponding announcement. » Preparation and delivery of guidance and/or expectations on territorial acknowledgement to all level of governments, agencies & authorities. » New section of website with settler guidance completed.
<p>4. Re-launch and share the WSÁNEĆ Art Protocol Policy with the school district and local municipalities.</p>	<ul style="list-style-type: none"> » WSÁNEĆ Art Protocol Policy is distributed to the school district and local municipalities.
<p>5. Launch a dedicated communications plan to amplify the great flood creation story so it is well understood by neighbours.</p>	<ul style="list-style-type: none"> » Objectives of "Great Flood" communications plan are achieved
<p>6. Partner with researchers/publishers (e.g. UBC Press, National Resource Council, etc.) to articulate WSÁNEĆ world view through education platforms.</p>	<ul style="list-style-type: none"> » Partnerships with researchers/publishers.

#2 OCCUPYING WŚÁNEĆ JURISDICTION

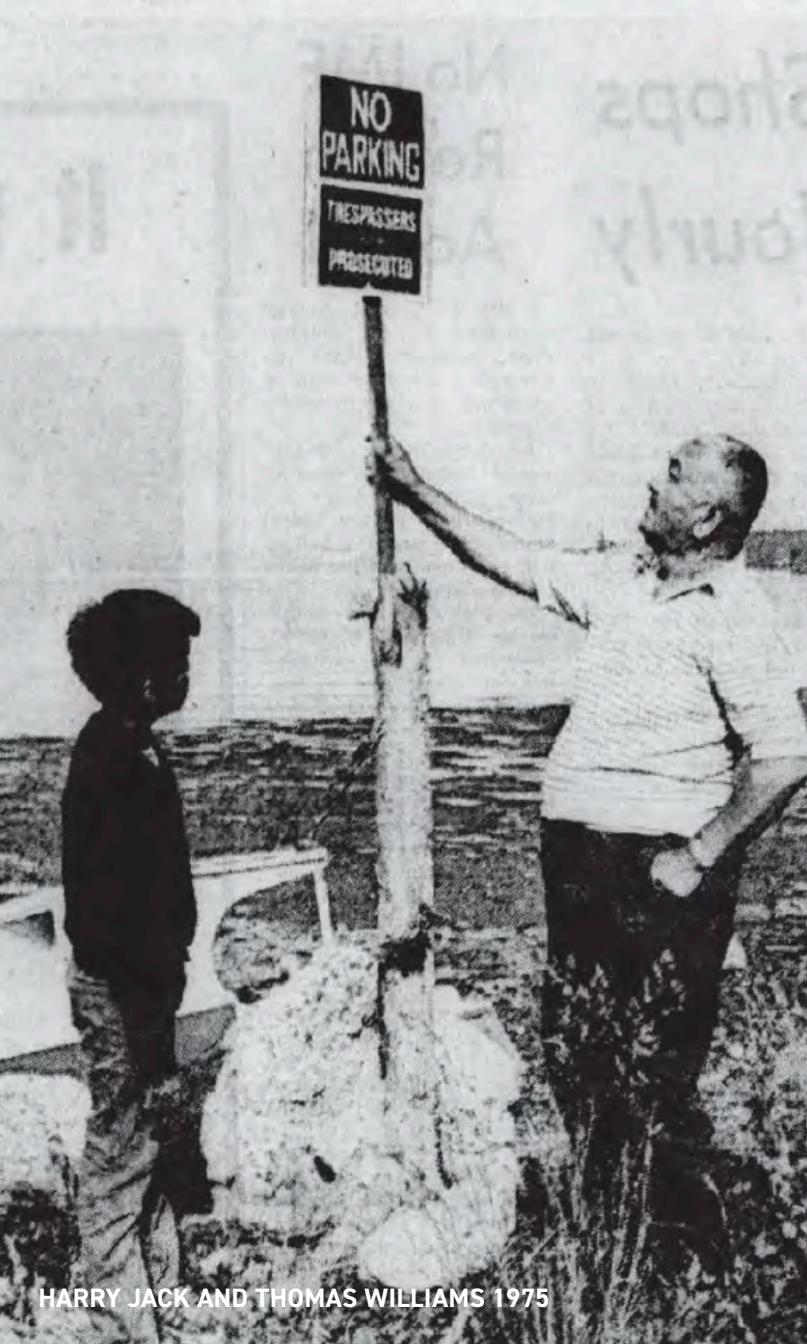
- D. OCCUPY TITLE & RIGHTS AND ASSERT OUR NATURAL LAWS INTO THE MANAGEMENT OF OUR LANDS AND WATERS
- E. USE CO-MANAGEMENT AGREEMENTS WITH GOVERNMENTS, AGENCIES AND AUTHORITIES AS A STEPPINGSTONE TO FULL DECISION-MAKING
- F. LEVERAGE WŚÁNEĆ TITLE AND RIGHTS SO OUR PEOPLE CAN TAKE THEIR SEAT AT THE ECONOMIC TABLE
- G. WŚÁNEĆ COMMUNITIES, THROUGH THE WLC NEGOTIATE AN EDUCATION JURISDICTION AGREEMENT





**OCCUPYING WSÁNEĆ
JURISDICTION/ RESUMING
OUR RIGHTFUL PLACE IN
OUR TERRITORIES AND
BEYOND**

CHIEF IVAN WAYNE MORRIS LEADS TSARTLIP PROTEST 2010



HARRY JACK AND THOMAS WILLIAMS 1975

GOAL

D. OCCUPY TITLE & RIGHTS AND ASSERT OUR NATURAL LAWS INTO THE MANAGEMENT OF OUR LANDS AND WATERS

WLC will support WSÁNEĆ people in the exercise of their Douglas Treaty rights. We will also work with Island Trusts, municipalities, governments, agencies and authorities to return land to WSÁNEĆ and to reduce the colonial footprint in WSÁNEĆ territory.

OBJECTIVES	MILESTONES
<p>1. Formalize the relationship with municipalities and Island Trusts for planning, the return of land, information sharing, and conservancy.</p>	<p>» Three (3) engagement sessions held with W̱SÁNEĆ community members.</p>
<p>2. Determine priority co-management agreements and reach three (3) with following entities over the next 5 years</p> <ul style="list-style-type: none"> a. Pilot program with the Department of Fisheries & Oceans to establish relationship and plan longer-term co-management agreements. b. Transport Canada with respect to shipping lanes. c. BC Parks d. Parks Canada GINPR - Interim Parks Management Agreement (Comprehensive Co-Management Agreement may be beyond the scope of 5 years and will likely include the IELŁIŁTEL Accord First Nations (refer to Strategic Goal L below). 	<p>» Legal strategy for the management of resources within W̱SÁNEĆ territory approved by WLC Directors.</p> <p>» Three (3) co-management agreements reached.</p>



PROTEST AT GRACE ISLET 2015



E. USE CO-MANAGEMENT AGREEMENTS WITH GOVERNMENTS, AGENCIES AND AUTHORITIES AS A STEPPINGSTONE TO FULL DECISION-MAKING

Leverage inherent WSÁNEĆ title and rights and the UN Declaration to enter into co-management agreements with government departments, agencies, and park, conservation, and utility authorities. Once co-management is reached, begin discussions on decision-making agreements in pursuit of Free Prior and Informed Consent (FPIC).

CANOE RACES- FROM SALTWATER PEOPLE

1. In collaboration with WLC member communities and in accordance with WSÁNEĆ law, develop a legal strategy regarding the management of resources within WSÁNEĆ territory. Take up more space and be part of the decisions in our territory.		» Five (5) relationship agreements reached with municipalities and Islands Trust. » Deliver WSÁNEĆ 101 presentation to municipal leaders.
a. Capital Regional District (Land Altering Works Protocol, Hartland Landfill). CRD Parks Management Plans b. District of Saanich c. North Saanich	d. Central Saanich e. Sidney f. Islands Trust g. Highlands h. Langford	
2. Develop a strategy for WSÁNEĆ remediation efforts (control burns, ivy removal, creek restoration) a.a. Priority sites, identification of funds, WSÁNEĆ laws that relate to this work, partnership with PEPAKEN HAUTW, HAT, and other groups.		» Strategy for WSÁNEĆ remediation efforts (control burns, ivy removal, creek restoration, etc.) approved by WLC Directors.
3. Develop a carbon sequestration plan for the WSÁNEĆ territory and engage the Ministry of Environment & Climate Change for implementation.		» Carbon sequestration plan completed.
4. Reach a shared decision-making agreement with the BC Archaeology Branch.		» Shared decision-making agreement reached with the BC Archaeology Branch.
5. Reach a protocol agreement with a archaeological consulting company that services WSÁNEĆ territory. a. Seek guidance from cultural monitors to select the company and develop the agreement.		» Protocol agreement with archaeological consulting company reached.

F. LEVERAGE WSÁNEĆ TITLE AND RIGHTS SO OUR PEOPLE CAN TAKE THEIR SEAT AT THE ECONOMIC TABLE

There is an inescapable economic component to WSÁNEĆ title that is currently escaping. WLC will pursue the potential for revenue-sharing agreements that could change the economic picture for the WSÁNEĆ communities.

1. Support WSÁNEĆ communities in examining their options in pursuing compensation from Ministry of Transportation and Infrastructure.

- a. Lands were taken when highways were put in through reserves.

2. Explore more revenue sharing agreements with the Capital Regional District.

- a. Explore what the Songhees and EFN have reached.
- b. IBA for the Hartland landfill is an opportunity.

3. Commence discussions towards a relationship agreement with Transport Canada.

- a. Shipping lanes and disappearing shorelines.
- b. Victoria International Airport – lack of consultation for lease

4. Reach a relationship agreement with the Victoria Airport Authority.

- a. Compile the historical information, affidavits, etc. on the VAA lands.
- b. Strive for something similar to the Musqueam – YVR revenue-sharing relationship.
- c. Seek WSÁNEĆ representation on the Board of Directors.
- d. Pursue a WSÁNEĆ gift shop.
- e. Art protocol and public education of WSÁNEĆ history and territory.
- f. We need the surplus airport land for housing.

5. Commence discussions towards a relationship agreement with BC Ferries.

- a. Political pressure to escalate activities to expedite these discussions and reach an agreement.
- b. Revenue sharing.
- c. Art protocol and public education of WSÁNEĆ history and territory.

6. Pursue opportunities for WSÁNEĆ to exercise new tax collection powers on economic activity.

- a. Property Transfer Tax sharing with Province of BC
- b. Prepare a discussion paper in partnership with WSÁNEĆ communities to identify other opportunities for WSÁNEĆ taxes and fees (e.g. Reciprocity NGO).

7. In partnership with WSÁNEĆ communities, commence discussions towards a relationship agreement with BC Hydro for impacts on reserve and throughout the territory.

» Relationship agreement discussions with Transport Canada commenced.
» Number of revenue sharing agreements with the Capital Regional District.
» Relationship agreement reached with the Victoria Airport Authority.
» Relationship agreement discussions with BC Ferries commenced.
» Discussion paper identifying other opportunities for WSÁNEĆ taxes and fees complete. » Property Transfer Tax sharing discussions with Province of BC commenced.
» Relationship agreement discussions with BC Hydro commenced.



CHIEF VERN JACKS PRESENTS AIRPORT GRIEVANCES TO QUEEN VICTORIA AND PRINCE PHILIP 2002



POLE RAISING TO OPEN LÁU, WEL EW TRIBAL SCHOOL 1989

G. W̱SÁNEĆ COMMUNITIES, THROUGH THE WLC, NEGOTIATE AN EDUCATION JURISDICTION AGREEMENT

The WLC will support the W̱SÁNEĆ School Board to use the First Nations Education Steering Committee (FNESC) tools and resources and negotiate an education jurisdiction agreement at the RIRSD table on behalf of W̱SÁNEĆ member communities.

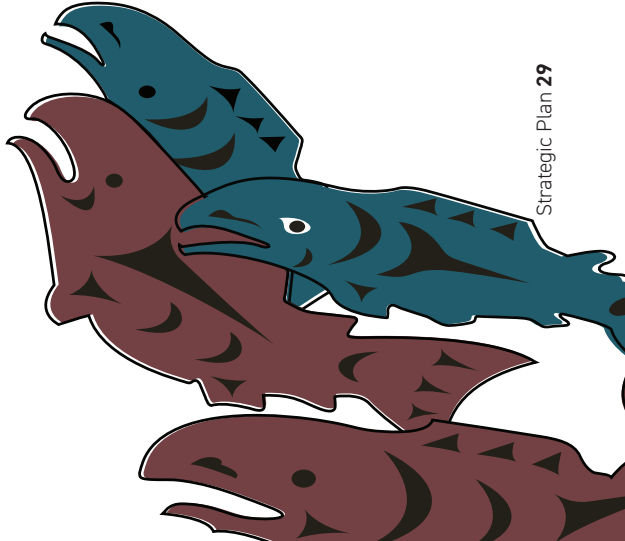


**SYLVIA MORRIS AND BARBARA HENRY 1970,
TSARTLIP DAY SCHOOL**

<p>1. Explore the potential of supporting the WSÁNEĆ School Board taking on education jurisdiction.</p>	<p>» Discussions with the WSÁNEĆ School Board are commenced.</p>
<p>2. Based on discussions with the WSÁNEĆ School Board, consider using FNEC tools and resources to identify the potential terms for which WSÁNEĆ would support the WSÁNEĆ School Board reaching an education jurisdiction agreement.</p>	
<p>3. Seek the mandate from WLC member communities to negotiate an education jurisdiction agreement.</p>	<p>» WLC and WSB are mandated by member communities to negotiate an education jurisdiction agreement.</p>
<p>4. Negotiate an education jurisdiction agreement at the RIRSD table.</p>	<p>» WSÁNEĆ communities reach agreement on an education jurisdiction agreement.</p>



BEATRICE HENRY AND MARLENE TOMMY 1970, TSARTLIP DAY SCHOOL



#3 KEEPING OUR CIRCLE STRONG



- H. W̱SÁNEĆ PEOPLE HAVE A STRONG UNDERSTANDING OF W̱SÁNEĆ NATURAL LAWS
- I. WLC MEMBER COMMUNITIES ARE INFORMED, SUPPORTIVE AND RELY ON THE WORK OF THE WLC
- J. W̱SÁNEĆ COMMUNITIES ARE UNITED BEHIND THE WORK OF THE WLC
- K. W̱SÁNEĆ COMMUNITIES COORDINATE AND COLLABORATE ON REFERRALS
- L. COLLABORATE WITH OUR NEIGHBORING NATIONS TO ENSURE OUR SHARED VALUES ARE BEING RESPECTED BY GOVERNMENTS, AGENCIES AND AUTHORITIES





**TAKING CARE OF THE FAMILY
FIRST/ RIGHT RELATIONS
AND RESPECT FOR WSANEC
NATURAL LAW**

BRINGING THE ANCESTORS HOME 2008



AARON SAM JR WITH AARON SAM SR. 1987

GOAL

H. WSÁNEĆ PEOPLE HAVE A STRONG UNDERSTANDING OF WSÁNEĆ NATURAL LAWS

The WLC develops and delivers programming, curriculum and materials to educate WSÁNEĆ people on WSÁNEĆ Natural Laws and traditional skills to enable the exercise of their rights.

I. WLC MEMBER COMMUNITIES ARE INFORMED, SUPPORTIVE AND RELY ON THE WORK OF THE WLC

The Chiefs, Councils and staff of WLC communities are generally aware of the initiatives being led by the WLC and the capacity of WLC staff and know that they can lean on the WLC for information needs.

OBJECTIVES	MILESTONES
<p>1. Build greater awareness among WSÁNEĆ people of WSÁNEĆ territory and Natural Laws.</p> <p>a. Working with the WSÁNEĆ communities develop a traditional knowledge protocol.</p> <p>b. Develop a land and water-based curriculum by engaging with knowledge-holders so that WSÁNEĆ people can have the tools to exercise their rights.</p> <p>c. Coordinate ceremonies for the communities to support the healing that needs to take place.</p> <p>d. Produce more “did you know?” teachings style content for sharing on social media which respects WSÁNEĆ intellectual property law.</p>	<ul style="list-style-type: none"> » Development of traditional knowledge protocol. » Development of land and water-based curriculum. » Ceremonies held to support healing. » Twelve (12) cultural teaching posts annually.
<p>1. Hold annual WLC 101 sessions with leaders and appropriate staff for each WLC community.</p>	<ul style="list-style-type: none"> » Delivery of annual WLC 101 sessions.
<p>2. Review, improve and communicate the File Delegation Policy.</p>	<ul style="list-style-type: none"> » Updated and distributed File Delegation Policy.
<p>3. Regular update meetings with WLC senior staff and band administrators.</p>	<ul style="list-style-type: none"> » Quarterly meetings between WLC staff and WLC member Nation staff.
<p>4. Regular attendance by WLC staff at member Nation C&C meetings.</p> <p>a. Clarify expectation of reporting by Directors at Chief and Council Meetings</p> <p>b. Printed packages produced for C&C meetings (Briefing Note or other document)</p>	<ul style="list-style-type: none"> » Attendance by WLC staff at WLC member Nations C&C meetings. » Monthly C&C briefing notes sent to WLC member Nations.
<p>5. WLC member Nations appoint community members to the WTAC</p>	<ul style="list-style-type: none"> » Appointees to WTAC are complete and representative.
<p>6. Enhance Communications with community members</p> <p>a. Develop WLC Annual report and send distribute to members.</p> <p>b. A quarterly WLC newsletter is produced (suitable for door to door delivery).</p> <p>c. Develop social media strategy to report on WLC progress.</p>	<ul style="list-style-type: none"> » WLC Annual Report distributed directly to WLC communities. » Quarterly newsletters produced » Social Media strategy created

J. WSÁNEĆ COMMUNITIES ARE UNITED BEHIND THE WORK OF THE WLC

WSÁNEĆ communities who are not currently members of WLC have either joined the WLC as members or have entered into a MOU with the WLC to collaborate on matters of mutual interests.

1. Enhance engagement WSÁNEĆ communities who are not part of WLC.

- a. Communicate the process to join, what the benefits are, how to opt out.
- b. If they are not interested in becoming a member of the WLC, then propose a MOU where they can work together with the WLC on certain issues identified within the MOU.

- » Pauquachin joins the WLC.
- » An MOU is entered into with Malahat.

K. WSÁNEĆ COMMUNITIES COORDINATE AND COLLABORATE ON REFERRALS

WLC will have strength in unity, create economies of scale, and lower the threshold to trigger consultation through a coordinated referrals office to support our member communities.

1. Establish a WLC referrals office.

- a. Establish areas among the communities to determine which Nation or WLC would take the lead on a referral.
- b. Establish a process for seeking support letters from the other WLC communities when one community is issuing a response.

- » Referrals office developed.
- » Process completed for the coordination in collaboration with WSÁNEĆ First Nations through WLC referrals office.

2. Prepare engagement protocol so third parties know how to engage.

- » Engagement protocol for third parties complete

3. Establish formal relationships with neighboring Nations with respect to referrals

- a. Songhees and EFN, perhaps even Malahat etc. to share information on the new system.
- b. Archaeological protocol(s) with all WSÁNEĆ and Lekwungen-speaking communities.
- c. Protocol could be crafted through facilitated sessions with the gravediggers, cultural monitors and Elders.

- » Archeological protocol complete



NICK CLAXTON REVIVING THE REEFNET FISHERY 2015



CHIEFS ED MITCHELL, CHRIS TOM, ALLAN CLAXTON, WILLARD COOK
AND VERN JACK SIGN THE SENCOT'EN TERRITORIAL ALLIANCE 2006

L. COLLABORATE WITH OUR NEIGHBORING NATIONS TO ENSURE OUR SHARED VALUES ARE BEING RESPECTED BY GOVERNMENTS, AGENCIES, AND AUTHORITIES

We share many of the same values and interests with our neighboring communities regarding the management of our shared territories. We are not as strong when we are divided. We will work to reach protocol agreements amongst all WSÁNEĆ communities as well as other neighboring communities.

1. Continue collaboration with Neighboring Nations on shared territory matters.

- a. Support discussions between WSÁNEĆ communities and Neighboring Nations about hunting protocols.
- b. Plan and hold a gathering of the Chiefs to reach agreement on the next steps for the IEŁŁIŁTEL Accord.
- c. Host a “Parks Summit” (two half day sessions) with Indigenous leadership to discuss parks, management agreement options and opportunities for collaboration.
- d. Introduce Comprehensive Gulf Island National Park Reserve Co-management Agreement discussion with Parks Canada and the IEŁŁIŁTEL Accord First Nations.
- e. Determine feasibility of National Marine Conservation Area Reserve and reach agreement with Indigenous Management Board to establish Indigenous Protected and Conserved Areas (IPCA).
- f. Work with Cowichan Tribes and others on the Joint Utility Board Sewage Outfall Relocation.
- g. Reach agreement with Whiteswan Environmental (Lummi) within 1 year.

- » Support the first meeting between WSÁNEĆ communities and Neighbouring Nations regarding hunting protocol agreements.
- » IEŁŁIŁTEL Accord
- » Parks Summit hosted.
- » Feasibility of NMCAR determined.
- » Discussions of Comprehensive Gulf Island National Park Reserve Co-management Agreement commenced.
- » Agreement reached with Whiteswan Environmental.

#4 GOVERNANCE & CAPACITY



- M. WSÁNEĆ CULTURE IS WOVEN IN TO WHAT WLC DOES AND HOW WE DO IT
- N. WLC DIRECTORS ARE ENGAGED CHAMPIONS OF THE WLC'S WORK
- O. WLC'S ORGANIZATIONAL STRUCTURE HAS MATURED AND REFLECTS THE VOLUME AND IMPORTANCE OF THE WLC'S WORK
- P. CLEAR LINES OF AUTHORITY EXIST AMONG NEGOTIATIONS, DECISION-MAKING, IMPLEMENTATION AND COMMUNICATION ACTIVITIES.



A group of people, including a man in a white robe, standing together. The image is dark and grainy, with a central area of lighter brown tones. The text is overlaid on this central area.

**LEADING WITH CULTURE, AN
ORGANIZATION WE CAN BE
PROUD OF.**

**HEREDITARY CHIEF ERIC PELKEY LEADS THE DELEGATION TO
RESTORE THE NAME AT PKOLS IN 2013**

GOAL

M. WSÁNEĆ CULTURE IS WOVEN IN TO WHAT WLC DOES AND HOW WE DO IT

In both our internal and external dealings, we lead with and consistently demonstrate that we are guided by WSÁNEĆ culture and our ways of being.

OBJECTIVES

1. Incorporate more WSÁNEĆ culture and language into WLC activities.

- a. All WLC meetings open with a prayer / remarks in SENĆOŦEN on a rotating basis between member Nation representatives.
- b. Prepare guidance for what opening remarks should include.
- c. Compose a WSÁNEĆ anthem.
- d. Prepare an oath or commitment statement and have a ceremony with Directors.
- e. Increase involvement of Elders in WLC meetings and establish an Elders' Committee.
- f. Document our cultural protocol – how WSÁNEĆ communities engage one another.

N. WLC DIRECTORS ARE ENGAGED CHAMPIONS OF THE WLC'S WORK

Directors are regular and full participants in WLC meetings and are the political leads of WLC initiatives. Meetings and processes are streamlined to respect the time of Directors.

1. Incorporate more WSÁNEĆ culture and language into WLC activities.

- a. Streamline WLC Director meetings by focusing agenda items on action items and decisions.
- b. Seek ideas from Directors for how to make meetings more efficient.
- c. Dedicated preparation / caucus time.
- d. Identify Director-leads on WLC initiatives.

2. Resurrect monthly Executive Chiefs Committee.

MILESTONES

- » Guidance prepared for opening remarks in SENĆOŦEN
- » Composition of W̱SÁNEĆ anthem
- » Establishment of Elders' Committee
- » Adoption of oath of commitment by Directors
- » Cultural protocol for W̱SÁNEĆ - W̱SÁNEĆ community engagement documented.

- » Attendance records of Directors at WLC Board meetings

- » Director-leads for WLC files are identified.



TSARTLIP CHIEF AND WLC CHAIR DON TOM, 2014



**JOHN ELLIOTT AND EARL CLAXTON
DEVELOPING THE SENC'OTEN
DICTIONARY 1997**



O. WLC'S ORGANIZATIONAL STRUCTURE HAS MATURED AND REFLECTS THE VOLUME AND IMPORTANCE OF THE WLC'S WORK

WLC is supported by an appropriate mix of committees and senior management to ensure the work of the organization is provided adequate direction and respect, with necessary checks and balances.

<p>1. Establish new Committees.</p> <ul style="list-style-type: none"> a. Governance, HR and Finance Committee. b. Elders Advisory Committee. c. Youth Advisory Committee 	<ul style="list-style-type: none"> » New Committees established: » Governance, HR and Finance Committee. » Elders Advisory Committee. » Youth Advisory Committee
<p>2. Reduce number of operational-level committees and consolidate discussions at the WTAC.</p> <ul style="list-style-type: none"> a. Revise the WTAC Terms of Reference to reflect the original mandate and structure. b. Improve the engagement of WTAC members (e.g. rules for quorum, streamlined process for appointment and removal of inactive members, presentation template). c. Create a communications tool that provides a profile of the WTAC and the work they do. d. Utilize ad-hoc working groups as required by projects (i.e. Marine Use, SRKW), with the ability to make recommendations directly to the Directors. e. Utilize Knowledge Holders Committees as needed (Cultural Monitors, Language Group, Environment). 	<ul style="list-style-type: none"> » Updated Terms of Reference for the WTAC.
<p>3. Revise job titles of senior staff to reflect the growth of the WLC Society</p> <ul style="list-style-type: none"> a. Elevate the Director of Operations to the Executive Director. b. Create two new Director roles: c. Elevate the Policy/Negotiations Manager to the Director of Policy and Negotiations d. Director of Engagement, Programs and Operations 	<ul style="list-style-type: none"> » Completed review of senior management job titles and descriptions » Director of Engagement, Programs and Operations position created and filled
<p>4. Create new staff positions to meet organizational need</p> <ul style="list-style-type: none"> a. Add a full-time Finance Manager b. Add a full-time Jr. Policy Analyst 	<ul style="list-style-type: none"> » Finance Manager position created and filled » Jr. Policy Analyst position created and filled
<p>5. Identify the office space needs for the WLC, incorporating the growth of the organization.</p>	<ul style="list-style-type: none"> » Office space needs identified that accounts for the organization's growth. » WLC office space needs met.



**INTERNATIONAL INDIAN CANOE RACES, COAL HARBOUR 1936.
SAANICH 5 WON THE MEN'S 11 PADDLE AND MOODY HENRY
PICTURED ABOVE WON THE SINGLE PADDLE.**

P. CLEAR LINES OF AUTHORITY ARE ESTABLISHED AMONG NEGOTIATIONS, DECISION-MAKING, IMPLEMENTATION AND COMMUNICATION ACTIVITIES.

WLC Directors come to WLC Board meetings empowered by their respective community leadership tables to make decisions on matters delegated to the WLC. WLC staff have clear direction about what they are mandated to negotiate for and what steps to take for implementation.

1. Present the WLC 5-Year Strategic Plan to seek a refreshed mandate from each Chief & Council.

- a. Governance, HR and Finance Committee.
- b. Elders Advisory Committee.
- c. Youth Advisory Committee

- » 5-Year Strategic Plan presented to each Chief & Council.
- » Endorsement of 5-Year Strategic Plan by each Chief & Council.

2. WLC senior management to prepare a work plan to seek a refreshed mandate from the WLC Directors.

- » WLC staff work plan completed and presented to WLC Directors.
- » Endorsement of staff work plan by WLC Directors.





WSÁNEĆ Leadership Council
STRATEGIC PLAN 2022-2027

ALL RIGHTS RESERVED

INTERNATIONAL INDIAN CANOE RACES, COAL HARBOUR 1936.