



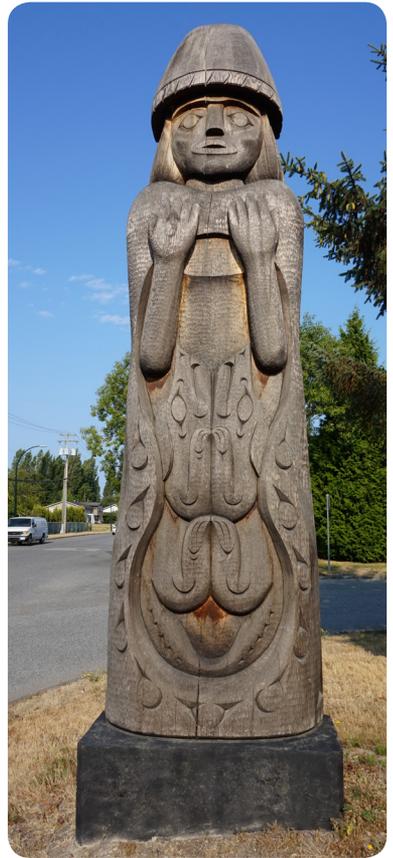
# Musqueam CCP Actions Handbook 2018

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## ABOUT THE CCP HANDBOOK

This handbook features the community's actions and recommendations laid out in Musqueam's Comprehensive Community Plan (CCP) update, approved in October 2018. The actions were created based on extensive community engagement and gathering of Musqueam community input from members both on and off reserve. This book was made in order to make the CCP actions more accessible to the community, staff, and leaders. The small size of this handbook makes it more portable, and easy to quickly refer to the CCP actions. We hope this handbook will spark dialogue and reflection, while serving as a reminder of what our community is working towards.



*Female Musqueam Welcome Figure*

## VISIONING & OBJECTIVES

Musqueam's vision statement, *náćəmat tə šx<sup>w</sup>q<sup>w</sup>eləwə́n ct*, (we are of one heart and mind), is the name of the CCP and the overarching vision that guides it. In the 2011 CCP, the Musqueam community developed 11 community objectives and two core objectives. These core and community objectives flow from our vision. For the 2018 CCP update, the objectives have stayed the same but have been re-prioritized to meet the Musqueam community's current needs. The graphic on the next page outlines the community's current objectives, and how they connect to Musqueam's core objectives, and vision, *náćəmat tə šx<sup>w</sup>q<sup>w</sup>eləwə́n ct*.

# Community Objectives

## Vision



## Core Objectives

Become a self sufficient,  
self governing  
Musqueam Nation

Become a complete,  
healthy Musqueam  
Community

Address our community's  
educational needs

Address our housing  
needs

Improve our health and  
well-being

Support our Elders

Take pride in our culture

Advance financial  
self-sufficiency

Protect our environment &  
conserve natural  
resources

Advance better  
governance of our  
nation

Support youth  
involvement

Help members get the  
jobs they want

Address our community's  
recreation needs

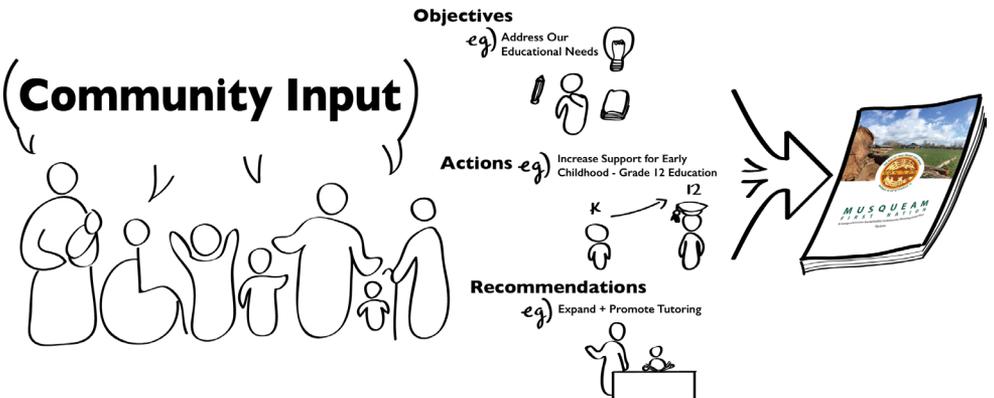


## CCP ACTIONS

If objectives represent what we want to do, actions are how we are going to accomplish them. Community ideas for achieving the actions are included as recommendations. Each recommendation will inform the administration of the steps, programming, and changes the community would like to see to achieve the stated action.

The illustration below shows how community input was divided into new priority actions and recommendations. Once the plan enters its implementation stage, the actions will be pursued to achieve the community's objectives. The following pages outline Musqueam's 21 community actions and associated recommendations.

### Community Input in Planning Process:



## Action 1: Fund More Post-Secondary Students Per Year

The number of Musqueam youth attending and graduating from post-secondary institutions has increased substantially over the past few generations. While this is positive in many ways, it also puts a strain on our waitlist of Band members who are seeking education funding. Federal education funding is very limited and has not been able to keep up with the growing demands of our community.



### Recommendations

- a. **Band Funding for Education:** Increase and re-allocate Band funds towards education and related educational needs with fewer conditions, such as funding for in-demand disciplines/careers, providing funding after time away from school, and offering living allowances to part-time students
- b. **Funding Alternatives:** Find alternative ways to contribute funding to education, such as seeking out external funding sources and partnerships to support post-secondary students

## Action 2: Support Programs for Post-Secondary Students

Musqueam's post-secondary attendance and graduation rates have been increasing; however, they are still considerably lower than the provincial average. Members have pointed to this being the result of a lack of support for students. There is a need to provide support to students to help deal with the social, financial, cultural and academic challenges that come along with attending a post-secondary institution.



### Recommendations

- a. **Bursaries & Scholarships:** Increase ease of information about bursaries and scholarships to support post-secondary students in finding alternative funding sources for education
- b. **Cultural & Career Path Supports:** Build more capacity support services by hiring a post-secondary counsellor or advisor to provide both cultural support and career planning guidance

## Action 3: Increase Supports for Early Childhood to Grade 12 Education

Success in life starts in the early days of development. Members have voiced that our youth can use more support throughout their preschool to Grade 12 education. Supporting all of our youth in achieving academic success is an essential step in fostering a generation that is able to meet and overcome life's challenges. Increased programming supports and services can help prepare youth to be confident and resilient throughout their life's journey.



### Recommendations

- a. **Support for Academic Graduation:** Strengthen current supports for students of all ages from early childhood to Grade 12 education, so that they can achieve a Dogwood (academic graduation)
- b. **Tutoring & Special Needs:** Expand and increase promotion of tutoring and support programs for people at different learning stages and learning abilities
- c. **Musqueam Schooling:** Explore long term options for a Musqueam school and Musqueam schooling system, including adult basic education
- d. **Delivery of Education Services:** Facilitate more collaboration between various departments within the administration who deliver education services (i.e. Employment & Training, Education, and Social Development)

## Action 4: Build Member Housing

With a housing waitlist that has been growing for decades, it is no surprise that members have called for a solution to our housing crisis. The lack of usable land, the looming threat of climate change impacts, and funding issues are all obstacles that have inhibited the development of new housing in our community. This is a complex problem that requires innovative and multi-faceted solutions. We will work to inform members about housing processes and options, and will address housing in an upcoming review and revision of the Land Use Plan for IR #2.



### Recommendations

- a. **Housing On & Off Reserve:** Increase available housing options for members on and off-reserve, such as by negotiating and securing member housing in development projects
- b. **Regain Land for Housing:** Explore new and different ways to regain land for housing, such as through negotiations over leased lands, crown land dispositions, and examining suitability of lands on-reserve
- c. **Environmental & Archaeological Assessments:** Prepare for new housing developments by continuing to assess and mitigate flood risks, archaeological, and environmental factors
- d. **Housing Maintenance:** Increase housing maintenance supports for existing housing and continue to inform members about housing processes and options, including Elders-specific support

## Action 5: Build Higher Density Housing

Members calling for denser housing options reflects the community-wide realization that our housing crisis will not be addressed by building more single family homes. Land is limited and at an absolute premium and its optimization is a requirement of all planning relating to innovative housing solutions. In consideration of the ongoing effects of climate change, all buildings designs will need to be adapted and made to follow best practices in sustainability and risk mitigation.



### Recommendations

- a. **Housing Options:** Provide more housing options such as mid-density housing/ townhomes, apartment buildings, housing that suits various household sizes, in addition to creative building options such as secondary suites in existing homes (e.g. basement suites, garden suites)
- b. **Low Income Housing:** Provide housing options that can support the needs of the community
- c. **Building Design:** Develop designs and layouts that reflect Musqueam culture, values, and best practices (e.g. extended families in longhouses)

## Action 6: Establish Holistic Healing and Wellness Services with Cultural Supports

Our community recognizes that wellness is holistic and intertwined with many elements of our lives, including culture. Addressing the interconnected biological, psychological, social, and cultural aspects of health and wellness by establishing a healing and wellness centre will help us develop approaches that are truly Musqueam. Additionally, grief and trauma impact us at the individual, family, and community levels. Our community has voiced a need for an expansion and restructuring of counselling and family support services that will increase the scope of care and depth of engagement.



### Recommendations

- a. **Holistic Healing & Wellness:** Create a Holistic Healing & Wellness Centre that provides programming, education, and holistic health and wellness services based in Musqueam culture and teachings
- b. **Trauma & Intergenerational Effects:** Provide more programming and community wellness and prevention supports for community members that have experienced trauma and its intergenerational effects
- c. **Family & Counselling Services:** Expand breadth of outreach and grief counselling services and focus on prevention and wellness programming

## Action 7: Address Abuse and Mental Health Issues

In order to address abuse and mental health issues in our community, we must first destigmatize them. Members have voiced the desire for our community to move towards a holistic understanding of treatment and wellness. This means having difficult conversations about taboo subjects and adapting holistic treatment frameworks for abuse, mental health, and addictions.



### Recommendations

- a. **Abuse & Bullying:** Raise awareness and create supportive programming to bring to light and address abuse and bullying
- b. **Psychological & Mental Illness:** Develop more programming supports, combat stigma surrounding mental health and wellbeing, and explore alternative/traditional forms of counselling
- c. **The Four Pillar Drug & Alcohol Approach:** Continue to focus on destigmatization, harm reduction, prevention, treatment, and enforcement with emphasis on preventative drug and alcohol programming and post-treatment support

## Action 8: Increase Access to Traditional and Healthy Foods

Access to healthy, nourishing food is an issue for many of our members. There has been a call for new partnerships in and outside of our community to facilitate linkages between suppliers and those in need. Central to this issue is access to traditional foods and education around proper nutrition and cooking techniques. Harvesting and consuming our traditional resources gives our community members a way to establish connections with our culture and improves health and wellbeing.



### Recommendations

- a. **Access to Traditional Resource Harvesting & Use:** Provide traditional foods to community and increase access to traditional resources through habitat restoration, negotiation of territorial management plans, asserting rights, and reducing barriers for harvesting
- b. **Food Donations:** Organize scheduled food donations (e.g. bread donation style) and new partnerships to improve food access (e.g. UBC farm) while exploring self-sustainable options such as food banks and community gardens
- c. **Education:** Provide ongoing support for access to healthy foods/nutritional education (e.g. traditional food preparation)

## Action 9: More Resources and Services for Elders

Elders are our knowledge-holders and the backbone of our community. While many services already exist, there has been a call to better understand Elders' needs, both on and off-reserve, and evaluate if existing services adequately address them.



### Recommendations

- a. **Elders Review:** Perform an Elders-guided review of the current Elders program, services and facilities to assess how improvements can be made, how more funding can be accessed, and how programming can be made more diverse and accessible
- b. **Health & Social Services:** Address social services, such as providing transportation, intergenerational programming, and exercise programming, and make improvements to Elders healthcare services
- c. **Support Caregivers:** Offer increased supports to those who care for Elders and people with disabilities/chronic illnesses

## Action 10: Provide Essential Transportation

While we already have a community bus, there are gaps in the transportation programming and services that are available to Musqueam members. The closest public transit stop is nearly a 30 minute walk from the heart of our village. In effect, our members have called for these areas to be evaluated to increase transportation services for Musqueam.



### Recommendations

- a. **Access & Mobility:** Increase availability and accessibility of transportation for Elders, people with mobility issues, and those with limited access to transportation
- b. **Bus Licensing & Operation:** Increase opportunities for licensing community members to operate Band-owned vans and buses
- c. **Community Transportation:** Explore providing transportation for community health and recreation activities, medical needs, and events

## Action 11: Expand Community and Youth Oriented Language and Cultural Programming

Members have identified a desire to develop more permanent and regular programming that helps re-establish our collective connection to our culture. Revitalizing our culture is central to maintaining a vibrant, healthy community. Sharing cultural and language teachings, especially with our youth, is a way to ingrain our values in the next generation. It will be important for our administration to support this action by increasing its capacity to expand language and cultural programming.



### Recommendations

- a. **Children's Language & Cultural Education Programming:** Develop, integrate, and explore technologies (e.g. apps, social media) and programming for children of all ages including cultural, oral history, and language teachings, songs, drumming, dancing, arts and crafts, etc.
- b. **Individual & Family Cultural Support:** Provide supports so that individuals and families feel empowered and encouraged to impart cultural knowledge and teachings, such as family lineages and traditions
- c. **Language & Cultural Teachings:** Daily traditional arts, language, and cultural activities (e.g. cultural get-togethers, oral/conversational language classes, songs, drumming, dancing, weaving, carving, art, sl̥əhəl') should continue to be promoted and supported

## Action 12: Foster Cultural and Community Pride

Part of connecting with our culture is celebrating who we are as a people. Fostering community and cultural pride is a way for our community to showcase what it truly means to be Musqueam. Facilitating this connection can help build understanding with other communities and also reaffirm the values and teachings we hold dear within the community.



### Recommendations

- a. **Cultural Resources:** Foster cultural pride and share our history (e.g. using cultural resources and records, exhibits, and teaching kits) and make cultural resources more accessible to community members and others, as appropriate
- b. **Practice Musqueam Traditions:** Support the practice of traditional celebrations and ceremonies, and take steps towards continuing to capture, preserve and promote stories, knowledge, and teachings of knowledge-holders and leaders

## Action 13: Increase Protection of Traditional Rights and Territory

Protecting our traditional territory is about so much more than just land, it is about preserving who we are as a people. So much has been taken from us over time and asserting our presence on the land and waters protects our existing rights and allows for the continuous protection and revitalization of existing habitat, heritage, and traditional resources. Protecting our inherent rights can also create opportunities in the form of benefit and partnership agreements.



### Recommendations

- a. **Assert Presence:** Assert our presence on our territory, such as by ensuring proper protocol is used by external governments, creating tools to increase external knowledge of Musqueam, and tracking and communicating initiatives
- b. **Rights & Title:** Continue to assert Musqueam title to protect our rights and generate revenues
- c. **Protection of Environmental, Natural & Cultural Resources:** Support initiatives that promote protection and revitalization of habitat, indigenous flora and fauna, and heritage resources and minimize impacts from heavy industrial/port developments

## Action 14: Exercise Land Management Jurisdiction

A big part of our shift towards self-governance involves increasing our capacity to exercise land management jurisdiction. In the past, we have not had the jurisdiction to create policies and bylaws for our reserve lands. Now that we have enacted our Land Code, we have the power to make those changes; the remaining challenge involves determining the best ways to do so.



### Recommendations

- a. **Land Management:** Develop a land management regime under the Land Code which will address land use issues and regulations (e.g. building codes, environmental standards, permitting)
- b. **Bylaws:** Increase our capacity to enforce bylaws
- c. **Lands Department Capacity:** Improve staff capacity to oversee and manage Musqueam's land management regime

## Action 15: Improve and Maintain Our Grounds and Infrastructure

Physical and environmental conditions impact how members feel and form connections with their community. Improvements to our sustainability commitments, and the condition and quality of our community grounds and infrastructure will help promote pride among our membership. With the future development and health of our community in mind, Musqueam has set aside an infrastructure reserve fund for future building and growth. Renewing and repairing our infrastructure, and improving the extent and availability of facilities and amenities will positively impact members for generations to come.



### Recommendations

- a. **Property & Grounds Management:** Provide support for keeping premises tidy, clean, and safe
- b. **Invasive Species:** Increase capacity to combat invasive species within our community while promoting the return of indigenous species (manage)
- c. **Infrastructure Development & Maintenance:** Maintain, improve, and expand current infrastructure such as our cemetery, sidewalks, and street lighting
- d. **Sustainability:** Explore alternative energy sources, waste management and disposal practices (e.g. recycling and composting in Band facilities and dump site)

## Action 16: Improve Accountability of Government

A core component of the relationship between our members and elected officials is trust. Over time, a sense of trust has eroded between our community members and government officials. Members have voiced concerns about a lack of governmental transparency and adherence to governance policies. Rebuilding trust will take time, and our Administration and Council will continue to take steps to improve community relations.



### Recommendations

- a. **Adherence to Existing Policy:** Ensure separation of administration and elected officials per Chief and Council governance policy, clarify delineation between staff and Councillor roles when councillors work for administration, and create mechanisms for reporting, including anonymously, to address violations and breaches of bylaws and policy
- b. **Government Transparency:** Make reports and policy documents, Chief & Council and committee meeting schedules, agendas, and minutes more accessible to community members
- c. **Reflective Governance:** Increase application of Musqueam-developed governance standards and expectations and ensure community needs are reflected in government priorities and decision-making (e.g. increase community access to committees and Chief & Council)

## Action 17: Increase Communication and Community Participation in Administrative Decision Making

While our government and administration exists exclusively to serve our community members, there is a perception that these bodies operate without adequately involving our membership and integrating their perspectives into decisions. A key component to facilitating accountability is the transfer and sharing of information. Members want more opportunities for engagement and understanding in regards to how the administration sets its budgets and makes decisions that affect the community at every level. Inclusive leadership means providing a space for all voices to be heard.



### Recommendations

- a. **Inclusive Decision Making:** Create more opportunities for community involvement in engagements and Band/Budget meetings by providing more advanced notice and information as well as follow-up communication about how input impacted decisions
- b. **Distribution of Information:** More consistent administrative reporting and communications with members on and off-reserve (e.g. more newsletter/meeting notice distribution, online communication and engagement opportunities, MIB services guides)
- c. **CCP Priorities:** Demonstrate, communicate, and report on how community planning priorities are being implemented and aligned with departmental, Council, and budget priorities

## Action 18: Manage Growth and Capacity of Administration

Our administration deals with a multitude of internal and external issues on an ongoing basis. This requires substantial human resources to get the job done. Unfortunately rapid and significant growth can lead to inefficiencies and capacity gaps. In order to make our administration function as well as possible, we must invest in ourselves and provide the training necessary to give our staff the necessary skill sets to perform their tasks effectively and in culturally appropriate ways.



### Recommendations

- a. **Community Member Employment:** Continue to provide mentorship and internship opportunities for members, hire and train staff who are community members, and reduce the need to hire outside consultants and contractors
- b. **Workplace Environment:** Improve casual worker conditions, increase inter-staff communication, and decrease lateral violence in the workplace to contribute to a vibrant, healthy, and safe workplace
- c. **Offer Competitive Wages:** Address issues with required expertise and existing salary grid, and ensure consistent review of salary scales and market wages
- d. **Musqueam-ize Administration:** Provide cultural and language training opportunities to new and existing staff and incorporate Musqueam language and culture into programs and services
- e. **Administrative Capacity:** Support capacity and skill development of existing staff while planning for future leadership and staffing needs
- f. **Confidentiality & Sharing Information:** Provide ongoing staff training on confidentiality and information sharing

## Action 19: Increase Youth Programming

The community understands that youth are the key to our future. Our membership has called for investment in more programming to serve youth interests and make our community a desirable, positive place to be. By providing youth a safe space to grow, we can put them in the best possible position to access services, programs, and supports and feel connected to our community.



### Recommendations

- a. **Services:** Continue growth and expansion of youth-oriented recreation services including evening and weekend programming, expanded youth centre hours/ services, outings for children and youth, and increasing capacity of youth workers
- b. **Programs:** Expanded programming, such as mentorship programs, life skills (e.g. home and self-care, cooking/ grocery shopping, banking/budgeting), socio-political education (e.g. sovereignty and Aboriginal title), and youth fitness and wellness
- c. **Supports:** Improve outreach to at-risk youth and enhance volunteer/community service opportunities

## Action 20: Increase Investment in Economic Development

Economic development is one of the central components of our community's shift towards self-sufficiency. Members have identified the importance of creating conditions where we can leverage our traditional rights and title, and foster entrepreneurial interests as a means of generating income and other benefits.



### Recommendations

- a. **Musqueam-Run Businesses:** Reduce barriers and provide support for member-run enterprises, and exercise business licensing jurisdiction with the goal of strengthening and increasing the number of Musqueam-run businesses
- b. **MCC-Administration Collaboration:** Increase collaboration between administration and Musqueam Capital Corporation (MCC) as a means of maximizing revenue generation for the community, and ensuring MCC projects reflect Musqueam values and interests
- c. **Revenue & Job Creation:** Pursue sustainable economic opportunities for the community, such as by asserting Aboriginal title for revenue generation and job creation

## Action 21: Increase Structured Community Centre Programs

Our community centre is a great resource, but some of our members have suggested improvements, such as expansions of existing programming. Gaps in programming could be filled with initiatives that relate to wellness, recreation, and culture.



### Recommendations

- a. **Staffing & Training:** Increase staffing and training to enable programming expansion and increased staff capacity
- b. **Recreation & Community Programming:** Increase programming, such as cultural, wellness, instructor-led, family, and other specific recreation and fitness programming (e.g. canoe, lacrosse, Elders, and youth)
- c. **Facilities Partnerships:** Create partnerships with other facilities to support community participation in recreational activities that are currently unavailable in the community (e.g. swimming, ice skating)



These actions will be used to inform the next stage of the *ná'cəmat tə šx<sup>w</sup>q<sup>w</sup>eləwən* ct process, where actions are turned from ideas into reality. The 21 actions that have been identified as Musqueam community priorities will support the Administration's ability to respond accurately and effectively to the needs of the community. The actions will inform work planning, budgeting, and decision making across Administration departments and Chief & Council.

Thank you to all those who were involved in the careful development and crafting of the 2018 Musqueam CCP Update and the actions within it. It was truly a collective effort and ongoing community involvement continues to be key to the plan's success.

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