



Message to Toquaht Citizens from the taayii

On behalf of your Executive, I am pleased to present our Nation's strategic plan.

I am grateful for the work of my father, late taayii ḥa?wił tiitskiisup (Bert Mack), my dear mother, late Lillian Mack, and all of those who have left before us to make life better for all of Toquaht. I acknowledge our masčim for the guidance and input you have provided over the years as we grow as individuals and as a community.

In 2011 we welcomed the effective date of our treaty and the year 2021 marks the tenth anniversary of such – very exciting. Since then, we have put into practice the new government regime and made thoughtful and steady progress to build up our community.

Our culture continues to guide us. Your Executive has committed to utilizing these four guiding principles as our foundation for decision making.

Guiding Principles

- hišukma c'awaak
- qwaa?aλin c'awaak
- ?uu?ałuk
- ?iisaak

We acknowledge that not all of the work Toquaht does is described in this strategic plan. The day-today operations, land management activities, the stewardship of resources, and the program and



service delivery provided by our hard-working staff continues. This strategic plan identifies our new strategic areas of focus – the new places we are moving toward as a Nation.

Strategic Priorities

- 1. Build masčim and Government Capacity
- 2. Build Infrastructure
- 3. Grow the Economy
- 4. Foster masčim and Community Well-being

I value each of you. I appreciate those who invest their time and energy to be involved in our Nation and invite those of you who we have yet to hear from to connect with any of our leaders and/ or staff. Know you have a family, a home with Toquaht.

With respect,

Anne Mack taayii ha?ẃił

► Toquaht Traditional Territory





Vision

Toquaht envisions a healthy community where our masčim have the opportunity to meet their social, spiritual, and economic needs.

Mission

Toquaht supports our masčim to thrive by being innovative and providing high quality programs and services within a fair, transparent, accountable, and sustainable governance system.



Strategic Priorities

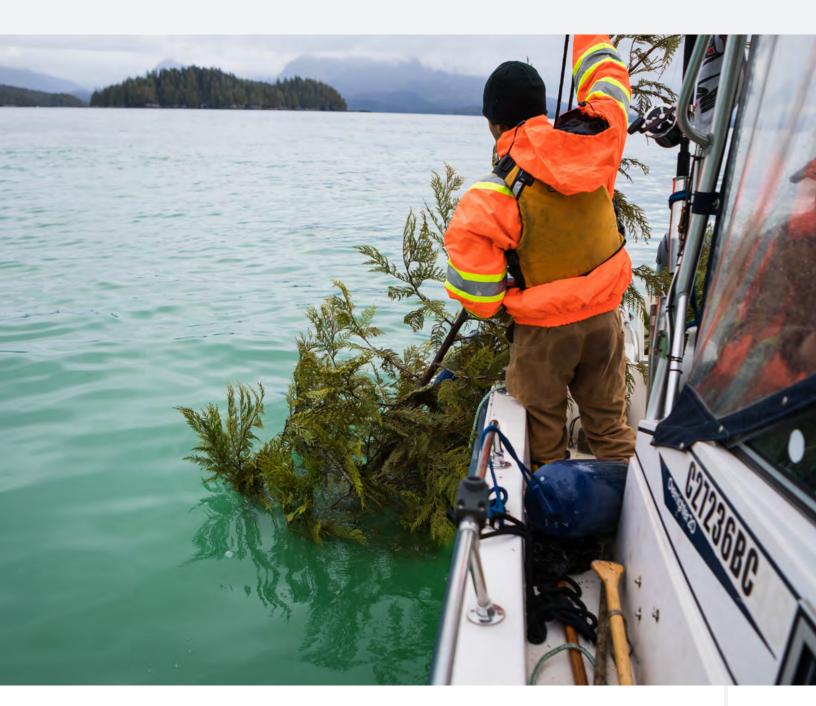
All components of this Strategic Plan are intended to be for the benefit of ALL Toquaht Citizens. Build Government & masčim Capacity Infrastructure Grow the Economy Foster masčim & Community Well-Being



1 Build Government & masčim Capacity

GOALS		STRATEGIES	YEAR 1, 2, 3
	Enhance effectiveness of the Council and Executive	 Provide cultural resource supports to Ha'wiih to explore governance gaps including a succession plan 	1, 2, 3
		 Provide training for: Council and Executive on position requirements 	1
		 Provide orientation/training to support Committees to better function 	1, 2, 3
		 Include language and cultural practices in all Council, Executive, and People's Assembly meetings 	1, 2, 3
_	Increase communications and engagement with citizens	 Create a communications and citizen engagement plan, including website, newsletter, and branding redesign 	1
		 Increase citizen awareness of elected leadership roles and responsibilities 	1, 2
	Adjust the Administration Structure (if needed) to ensure it is equipped to meet Toquaht obligations and achieve priorities	 □ Create a capacity action plan (map) → Analyze where Toquaht is now → Define where Toquaht wants to be with special attention to community services → Identify associated administration change costs → Update and enhance policy and procedures 	1
		☐ Build and launch a 5-year management capacity plan	2, 3

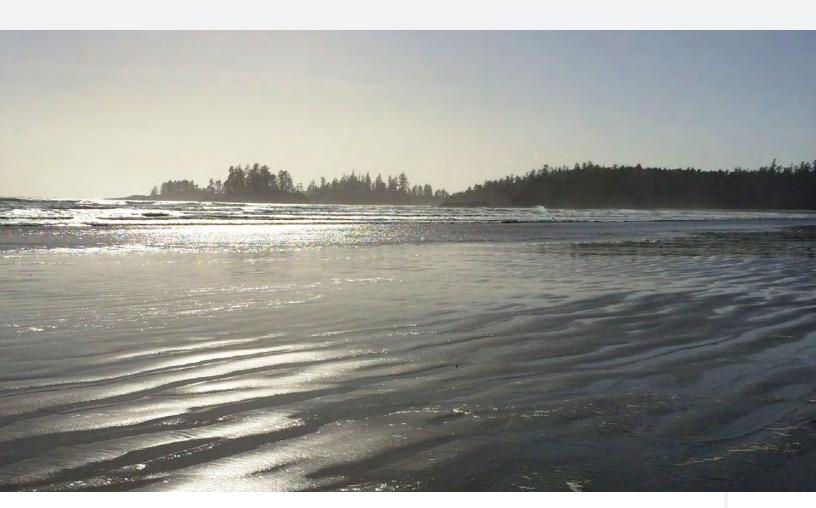
GOALS	STRATEGIES	YEAR 1, 2, 3
4 Support citizens to become more self-reliant	 □ Consider resourcing an Education, Employment, and Training position → Scope the position → Develop a training and employment strategy → Create a skills and education database → Connect with post-secondary students 	1 2 2 2



2 Build Infrastructure

GOALS	STRATEGIES	YEAR 1, 2, 3
Construct a government building on Toquaht land	 Design charrette (engagement process) Confirm location Develop preliminary design and class D cost estimate Source funding 	1 1 1,2
2 Construct Gathering Lodge	 Design charrette (engagement process) Confirm location Develop preliminary design and class D cost estimate Start construction 	1 1 1
3 Develop Secret Beach	 □ Confirm Master Plan for Secret Beach Developments → Zoning → On-site service design □ Review and confirm business plan → Determine form of title (fee simple or 99 year lease) □ Construct off-site servicing □ Construct trail between Secret Beach and Macoah 	1 1 1 1,2 1
	 □ Enhance Secret Beach Marina → Design and construct "Cookhouse" → Explore funding, design and construct floating "Government Dock" 	1 2, 3

GOALS	STRATEGIES	YEAR 1, 2, 3
4 Create an adequate public works yard with adjoining fire hall	 Determine location Develop concept design Develop detailed design Secure funding Construction 	1 1 2 1, 2, 3 3, 4
5 Build new water reservoir	Secure funding from CanadaConstruct	1, 2 1, 2
6 Provide additional housing opportunities for citizens and workforce	Create a multi-year Housing StrategySecure fundingConstruction	1, 2 1, 2 2 - 5





Grow Economy: specifically related to the Nation not the corporations.

GOALS	STRATEGIES	YEAR 1, 2, 3
Develop and implement a Business License regime	☐ Design the licensing process and commence implementation	1, 2
2 Improve Connectivity	 □ Secure consistent, strong, and reliable high-speed internet and telephone services □ Lobby for services □ Negotiating agreement(s) 	1-3
3 Resource the Toquaht Economic Development Officer position	 □ Scope position, begin recruitment process □ Update Economic Development Plan / Employment Strategy → Increase interest and participation in small business → Create a granting program for entrepreneurs → Provide potential entrepreneurs with a resource package 	1, 2
4 Ensure Toquaht land designations are adequate for future economic development	 □ Commence updating Official Community Plan → Confirm zoning 	1, 2, 3



Foster masčim & Community Well-Being

GOALS	STRATEGIES	YEAR 1, 2, 3
Enhance support to and engagement of Elders	 □ Hold facilitated discussions with Elders to identify needs, interests, and gaps in services □ Create Elders program(s) based on discussions □ Support Elders to ensure adequate health and safety needs are met → Support minor home modifications (accessibility) → Create policy re: non-insured health benefits 	1 1, 2 1, 2
2 Enhance programs and services for children, youth, and families	 □ Create and implement Children and Youth Program □ Create and implement Children and Youth in Care Strategy □ Secure Usma Collaboration Agreement 	1, 2 1, 2 1
3 Increase cultural awareness	 □ Provide opportunities to be on the traditional territory □ Host regular cultural activities including drum and dance practices □ Enhance access to traditional foods □ Ensure language and cultural resources are accessible → Continue developing language programs and resources → Build on inventory of cultural resources (people, actions, natural) within communities 	1, 2, 3

GOALS	STRATEGIES	YEAR 1, 2, 3
4 Support access to Mental Health Services	 Create strategy for citizens who live away from home (identify resources) 	1
	☐ Work with service providers to bring more supports to community	1
	 □ Reduce barriers to accessing treatment for substance use disorders → Resource private treatment 	1, 2









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