



'tuk<sup>w</sup>aaʔath

TRADITION TRANSCENDING TIME

2021-24  
STRATEGIC  
PLAN





## ► Acknowledgments

The work in this strategic plan reflects the **guidance of community and leadership** over the past 10 years. This plan moves that strategic direction into action now and into the coming years. The plan will be updated as progress towards our vision is achieved.

# ► 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 ḥaʔwiił 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
- q'aaʔaʔin c'awaak
- ʔuuʔaʔuk
- ʔiisaak

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



*Anne Mack, taayii ḥaʔwiił  
at new Toquaht Marina,  
Secret Beach.*

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 ḥaʔwiił

## ► Toquaht Traditional Territory





# Vision

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

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# 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.

## ► Guiding Principles

**hišukma  
c'awaak**

*Everything  
is one*

**ʔiisaak**

*Highest  
respect*

**ʔuuʔaʔuk**

*Taking care  
of one another*

**q<sup>w</sup>aaʔaʔin  
c'awaak**

*How we are one*

# ► Strategic Priorities

All components of this Strategic Plan are intended to be for the benefit of ALL Toquaht Citizens.

1 | Build Government & mas̓cim Capacity



2 | Build Infrastructure



3 | Grow the Economy



4 | Foster mas̓cim & Community Well-Being



# 1

## Build Government & mas̓im Capacity



GOALS	STRATEGIES	YEAR 1, 2, 3
1 Enhance effectiveness of the Council and Executive	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide cultural resource supports to Ha'wiih to explore governance gaps including a succession plan</li> <li><input type="checkbox"/> Provide training for: Council and Executive on position requirements                             <ul style="list-style-type: none"> <li>→ Provide orientation/training to support Committees to better function</li> </ul> </li> <li><input type="checkbox"/> Include language and cultural practices in all Council, Executive, and People's Assembly meetings</li> </ul>	<p>1, 2, 3</p> <p>1</p> <p>1, 2, 3</p> <p>1, 2, 3</p>
2 Increase communications and engagement with citizens	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create a communications and citizen engagement plan, including website, newsletter, and branding redesign</li> <li><input type="checkbox"/> Increase citizen awareness of elected leadership roles and responsibilities</li> </ul>	<p>1</p> <p>1, 2</p>
3 Adjust the Administration Structure (if needed) to ensure it is equipped to meet Toquaht obligations and achieve priorities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create a capacity action plan (<i>map</i>)                             <ul style="list-style-type: none"> <li>→ Analyze where Toquaht is now</li> <li>→ Define where Toquaht wants to be with special attention to community services</li> <li>→ Identify associated administration change costs</li> <li>→ Update and enhance policy and procedures</li> </ul> </li> <li><input type="checkbox"/> Build and launch a 5-year management capacity plan</li> </ul>	<p>1</p> <p>2, 3</p>



GOALS	STRATEGIES	YEAR 1, 2, 3
4 Support citizens to become more self-reliant	<input type="checkbox"/> Consider resourcing an Education, Employment, and Training position <ul style="list-style-type: none"> <li>→ Scope the position</li> <li>→ Develop a training and employment strategy</li> <li>→ Create a skills and education database</li> <li>→ Connect with post-secondary students</li> </ul>	1 2 2 2





## 2 | Build Infrastructure

GOALS	STRATEGIES	YEAR 1, 2, 3
1 Construct a government building on Toquaht land	<ul style="list-style-type: none"> <li><input type="checkbox"/> Design charrette (<i>engagement process</i>)</li> <li><input type="checkbox"/> Confirm location</li> <li><input type="checkbox"/> Develop preliminary design and class D cost estimate</li> <li><input type="checkbox"/> Source funding</li> </ul>	<p>1</p> <p>1</p> <p>1, 2</p> <p>1, 2</p>
2 Construct Gathering Lodge	<ul style="list-style-type: none"> <li><input type="checkbox"/> Design charrette (<i>engagement process</i>)</li> <li><input type="checkbox"/> Confirm location</li> <li><input type="checkbox"/> Develop preliminary design and class D cost estimate</li> <li><input type="checkbox"/> Start construction</li> </ul>	<p>1</p> <p>1</p> <p>1</p> <p>1, 2</p>
3 Develop Secret Beach	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm Master Plan for Secret Beach Developments               <ul style="list-style-type: none"> <li>→ Zoning</li> <li>→ On-site service design</li> </ul> </li> <li><input type="checkbox"/> Review and confirm business plan               <ul style="list-style-type: none"> <li>→ Determine form of title (<i>fee simple or 99 year lease</i>)</li> </ul> </li> <li><input type="checkbox"/> Construct off-site servicing</li> <li><input type="checkbox"/> Construct trail between Secret Beach and Macoah</li> <li><input type="checkbox"/> Enhance Secret Beach Marina               <ul style="list-style-type: none"> <li>→ Design and construct “Cookhouse”</li> <li>→ Explore funding, design and construct floating “Government Dock”</li> </ul> </li> </ul>	<p>1</p> <p>1</p> <p>1</p> <p>1, 2</p> <p>1</p> <p>1</p> <p>2, 3</p>

GOALS	STRATEGIES	YEAR 1, 2, 3
4 Create an adequate public works yard with adjoining fire hall	<input type="checkbox"/> Determine location <input type="checkbox"/> Develop concept design <input type="checkbox"/> Develop detailed design <input type="checkbox"/> Secure funding <input type="checkbox"/> Construction	1 1 2 1, 2, 3 3, 4
5 Build new water reservoir	<input type="checkbox"/> Secure funding from Canada <input type="checkbox"/> Construct	1, 2 1, 2
6 Provide additional housing opportunities for citizens and workforce	<input type="checkbox"/> Create a multi-year Housing Strategy <input type="checkbox"/> Secure funding <input type="checkbox"/> Construction	1, 2 1, 2 2-5



# 3 | Grow the Economy



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

GOALS	STRATEGIES	YEAR 1, 2, 3
1 Develop and implement a Business License regime	<input type="checkbox"/> Design the licensing process and commence implementation	1, 2
2 Improve Connectivity	<input type="checkbox"/> Secure consistent, strong, and reliable high-speed internet and telephone services <input type="checkbox"/> Lobby for services <input type="checkbox"/> Negotiating agreement(s)	1 - 3
3 Resource the Toquaht Economic Development Officer position	<input type="checkbox"/> Scope position, begin recruitment process <input type="checkbox"/> 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	<input type="checkbox"/> Commence updating Official Community Plan → Confirm zoning	1, 2, 3

# 4

## Foster masčim & Community Well-Being



GOALS	STRATEGIES	YEAR 1, 2, 3
<p>1 Enhance support to and engagement of Elders</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hold facilitated discussions with Elders to identify needs, interests, and gaps in services</li> <li><input type="checkbox"/> Create Elders program(s) based on discussions</li> <li><input type="checkbox"/> Support Elders to ensure adequate health and safety needs are met                             <ul style="list-style-type: none"> <li>→ Support minor home modifications (<i>accessibility</i>)</li> <li>→ Create policy re: non-insured health benefits</li> </ul> </li> </ul>	<p>1</p> <p>1, 2</p> <p>1, 2</p>
<p>2 Enhance programs and services for children, youth, and families</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create and implement Children and Youth Program</li> <li><input type="checkbox"/> Create and implement Children and Youth in Care Strategy</li> <li><input type="checkbox"/> Secure Usma Collaboration Agreement</li> </ul>	<p>1, 2</p> <p>1, 2</p> <p>1</p>
<p>3 Increase cultural awareness</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide opportunities to be on the traditional territory</li> <li><input type="checkbox"/> Host regular cultural activities including drum and dance practices</li> <li><input type="checkbox"/> Enhance access to traditional foods</li> <li><input type="checkbox"/> Ensure language and cultural resources are accessible                             <ul style="list-style-type: none"> <li>→ Continue developing language programs and resources</li> <li>→ Build on inventory of cultural resources (<i>people, actions, natural</i>) within communities</li> </ul> </li> </ul>	<p>1, 2, 3</p>

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







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