



**Toquaht Nation**  
*Tradition Transcending Time*

# Strategic Plan

2025–2030





*tuk<sup>w</sup>aaʔath*

## Acknowledgments

This strategic plan is the result of the collective efforts, insights, and aspirations of the Toquaht Nation. We extend our deepest gratitude to all individuals who contributed their time, expertise, and perspectives to its development.

A special thank you to the members of the Executive who shared their stories, ideas, and feedback, shaping a vision that reflects our shared values and priorities. Your voices are at the heart of this plan.

We also recognize the commitment and hard work of the planning committee, staff, and consultants who dedicated countless hours to bring this plan to life. Your dedication ensures that this strategy will serve as a foundation for growth, collaboration, and success for years to come.

Together, we look forward to building a brighter future for Toquaht.

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# Message to Toquaht Citizens



I hope this message finds you and your families happy and healthy. On behalf of the Toquaht Executive, I am pleased to present the 2025–2030 Toquaht Strategic Plan. This plan is a high-level description of where we want to go, how we plan to get there, and what will guide us along the way.

We acknowledge that not all work Toquaht Government does is captured here. The day-to-day operations, land and resource management, maintenance, and program and service delivery by our hard-working staff continues.

This strategic plan identifies our new areas of focus—the new places we are moving towards as a self-governing Nation.

We are thrilled that many of the goals and strategies in our last strategic plan are complete or near complete. This updated plan builds on that good work. We continue to finalize some unfinished, long-standing priorities of our past leaders; this paired with some newer initiatives form our updated strategic plan.

With the completion of some key community infrastructure projects, we shift our focus to the next stages of rebuilding our homelands that include housing. I strive to ensure that every Toquaht citizen is eligible for a home and could make a home on our homelands, where we are all together as one.

## Our Strategic Plan includes haah̄uupacamis (teachings)

- hišukma čawaak (everything is one)
- ʔiisaak (respecting)
- ʔuuʔaałuk (look after, care for)
- ʔaʔapcaʔaałuk (taking care that something proceeds correctly)

As a self-governing Nation, our traditions have transcended time; our traditions keep us grounded and they guide us. With this in mind, we have added more of our language and a legend of such in this plan. We welcome your continued input and are grateful for new ideas you wish to share of ways we can achieve our goals that may not be captured here yet. We look forward to spending more time with you on our homelands as soon as and often as possible, until then, čuuč and take good care.

With respect,  
wiicackum  
taayii hawiih

*Anne Mack*

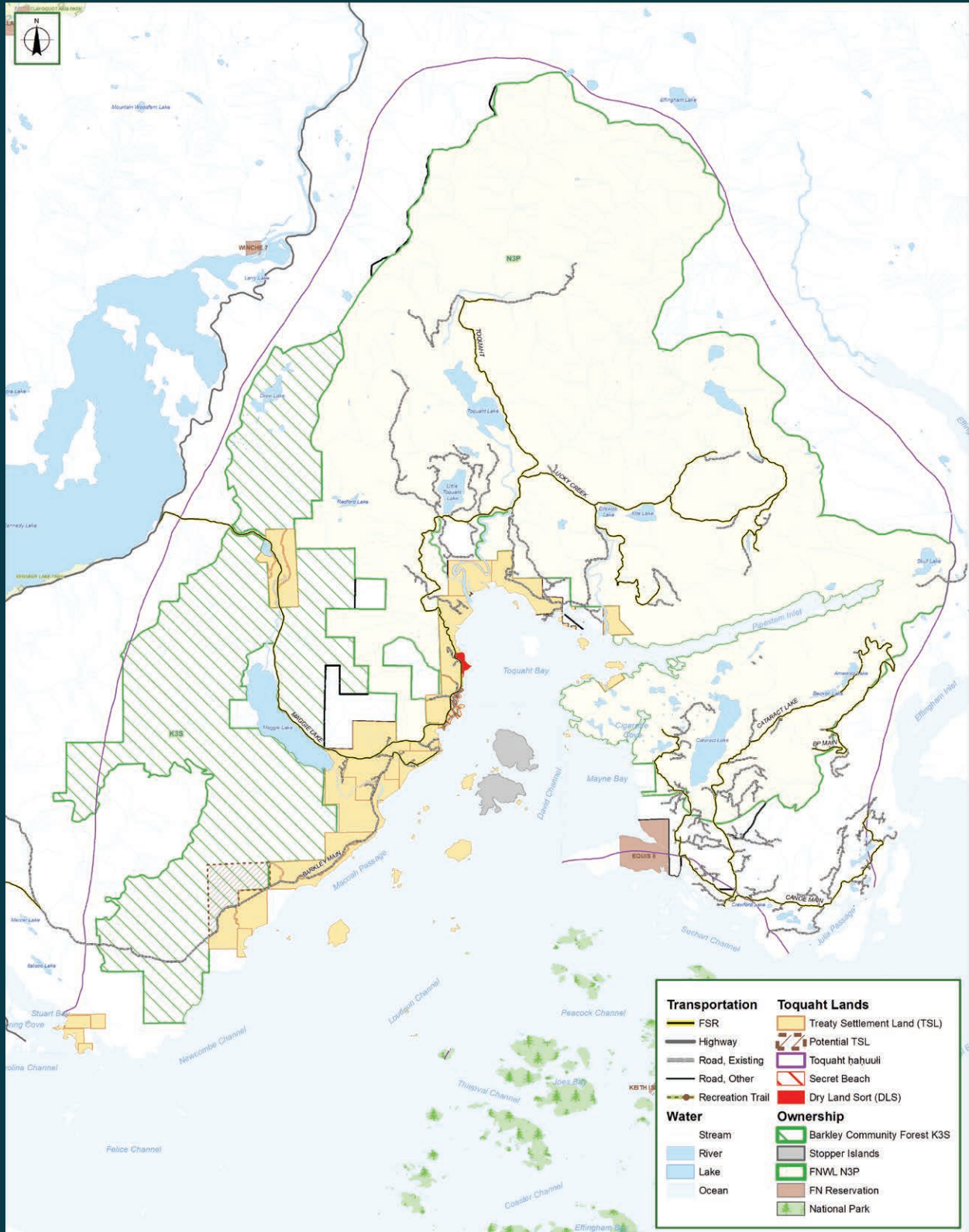
Our strategic plan focuses on four strategic priorities:

1. Strengthen Governance
2. Grow a Sustainable Economy
3. Foster łukʷaaʔath Community Well-being
4. Steward and Protect the ҺaҺuułi



# niismaqañuḷukʔi ṭukʷaaʔath

(The whole length of Toquaht territory)



## Vision

A healthy future for ʔukʷaaʔath through opportunities that meet their social, spiritual, and economic needs.

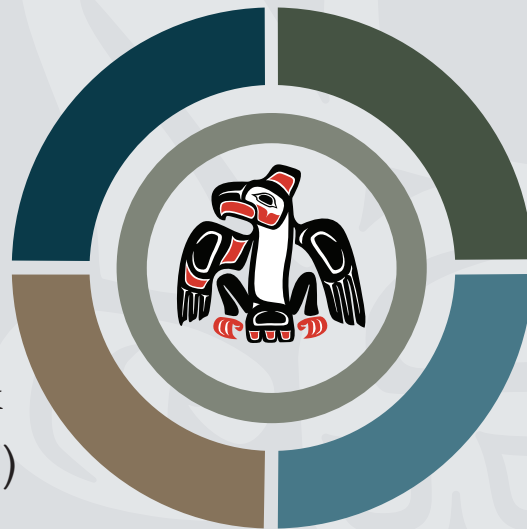
## Mission

The Toquaht Nation supports all masčim to thrive by being innovative and providing high quality programs and services within accessible, accountable, fair, and sustainable systems.

## haaʔuupacamis (teachings)

ʔuuʔaʔuk  
(look after,  
care for)

hišukma čawaak  
(everything is one)



ʔaʔapcaʔaʔuk  
(taking care  
that something  
proceeds correctly)

ʔiisaak  
(respecting)

\*Note to reader: Barkley West dialect is used throughout. The use of our language here represents our learning at this point in time. Traditional words may appear different as our language research and usage grows.

# Strategic Priorities

## 1. Strengthen Governance

### 1.1 Treaty Implementation

- Allocate resources to assist the Toquaht Implementation Committee to identify Toquaht priorities within the Maa-nulth Treaty
- Continue fiscal negotiations with Canada and BC to implement treaty obligations
- Prioritize new Acts, Regulations and Policies
  - ◆ Review gap analysis to inform workplan
  - ◆ Investigate enforcement options of Toquaht laws
  - ◆ Draft new and amend current legislation as required

### 1.2 Enhance Fiscal Responsibility

- Develop a plan to ensure taxation as a revenue source
- Build capacity to strengthen our ability to negotiate financial outcomes
- Create and adopt a long-term financial plan
  - ◆ Identify yearly reserves funding contributions required and incorporate into the plan
- Create and adopt Procurement and Tendering policy



### 1.3 Respect for ʔiyaq̓hmis (traditional) Governance

- Confirm Toquaht protocols for ʔiyaq̓hmis (traditional) governance and communicate that to citizens in a way that upholds ʔiyaq̓hmis (traditional) values
  - ◆ Include ciq̓yak (language) and cultural practices in Council, Executive, and People's Assembly meetings
  - ◆ Document protocols if appropriate for historical transfer of hašil (knowledge)
- Training to enhance cultural awareness for all staff
- Provide cultural resource supports to haʔiih (Chief, noble) to explore ʔiyaq̓hmis (traditional) governance gaps including a čiskata (succession) plan



## 1.4 Strengthen ability of Administration to ensure Toquaht is equipped to meet obligations

- Create and implement a capacity action plan
  - ◆ Identify positions needed
  - ◆ Improve processes for recruitment and onboarding of new staff
  - ◆ Create professional development and mentoring plans for existing employees
  - ◆ Create opportunities for citizens to have short-term work experience opportunities
  - ◆ Amend Human Resources Policy
- Create and update departmental internal policies and procedures

## 1.5 Increase effective communication and citizen engagement

- Incorporate legislated Toquaht Constitution communications priorities into events, communications to citizens and engagement opportunities.
  - ◆ Create engagement between citizens and administration through increased use of tools i.e.) surveys, focus groups and dialogue sessions.
- Explore new technology for citizens that will increase engagement
- Increase focus on citizens and citizen-led activities
- Provide regular updates to citizens on administration’s activities and actions
  - ◆ Provide Strategic Plan progress reports annually

## Notes

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# Strategic Priorities

## 2. Grow a Sustainable Economy

### 2.1 Improve Connectivity and Accessibility

- Ensure consistent and reliable internet, hydro, and phone services
  - ◆ Connected Coast internet completion
  - ◆ Pursue cell tower
  - ◆ Include infrastructure services in concert with new buildings
- Lobby to chipseal or pave roads leading into Macoah and Toquaht lands for the safety of residents, visitors, and emergency services
- Ensure master plans and public building design standards identify and prevent barriers facing people with disabilities
  - ◆ Connect communities with safe pathways and trails that are multi-modal
- Conduct safety and risk assessments on facilities and infrastructure

### 2.2 Foster Economic Development

- Complete Economic Development structure review
  - ◆ *Amend Economic Development Act* and the Governance and Fiscal Agreement with Toquaht Nation Corporations
  - ◆ Implement substantive changes resulting from the new Act
- Ensure Community Master Plan includes a revenue source lens
  - ◆ Tourism and Secret Beach, short term rental options, marine development, commercial fishing, business and industry
- Ensure Toquaht land designations are aligned with future economic development



## 2.3 Create Robust Employment and Workplace Training

- Create an Employment and Training Strategy for current and future business that supports the Community Master Plan
  - ◆ Include education and training for citizens
  - ◆ Include an employment information session at the in-person People's Assembly in June 2025
- Gather and maintain a skills database
- Create a granting program for entrepreneurs



## Notes

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# Strategic Priorities

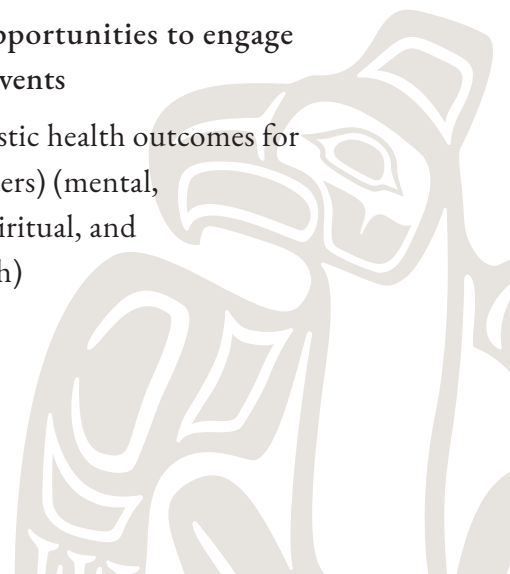
## 3. Foster ʔukʷaaʔath Community Well-being

### 3.1 Ensure that Toquaht ciqʷak (language), culture, and heritage is prioritized in the work of Administration

- Hire staff specifically focusing on ciqʷak (language), culture and heritage
  - ◆ Design a ciqʷak (language), Culture and Heritage Program that offers opportunities for citizens to engage regardless of where they live.
- Augment ciqʷak (language)
  - ◆ Increase ciqʷak (language) classes and include hosting an online opportunity
  - ◆ Sponsor ʔupu (six) people to become confident to hold a conversation in nuučaanʔul ciqʷak (language)
  - ◆ Ensure every ʔukʷaaʔath citizen has access to and knows how to say and spell the words in the Glossary of Terms
  - ◆ Expand content on [FirstVoices.com](#) and on the [Toquahtlanguage.com](#) website
- Strengthen Culture
  - ◆ Ensure that appropriate ciqʷak (language) and culture is included in events or engagement that ʔukʷaaʔath (Toquaht) hosts
  - ◆ Continue to provide opportunities to learn ʔiyaqʰmis (traditional) songs and dance
  - ◆ Assist Directors to ensure that ciqʷak (language) and culture is included across all departmental work plans
- Revitalize Heritage
  - ◆ Prepare to repatriate artifacts
  - ◆ Identify where artifacts are located
  - ◆ Build agreements and partnerships with museums
  - ◆ Preserve history and ʔiyaqʰmis (traditional)
  - ◆ Inventory existing archives and document Toquaht history
  - ◆ Create family trees and name ledgers

### 3.2 Enhance support for ʔeʔiičum (Elder) health and programming

- Expand ʔeʔiičum (Elder) programming to decrease social isolation and ensure that ʔeʔiičum (Elders) have opportunities to engage in community events
  - ◆ Focus on holistic health outcomes for ʔeʔiičum (Elders) (mental, emotional, spiritual, and physical health)



- Provide discussion based and social engagement opportunities
- Facilitate health and service practitioners coming to community
  - ◆ Naturopath, eyecare, nutritionist, yoga
- Build a Nutrition and Food Security Program
  - ◆ More access to traditional foods
  - ◆ Incorporate into a food security building
  - ◆ Reinvigorate the community garden
- Provide transportation for medical appointments, errands, and programs outside community



## Notes

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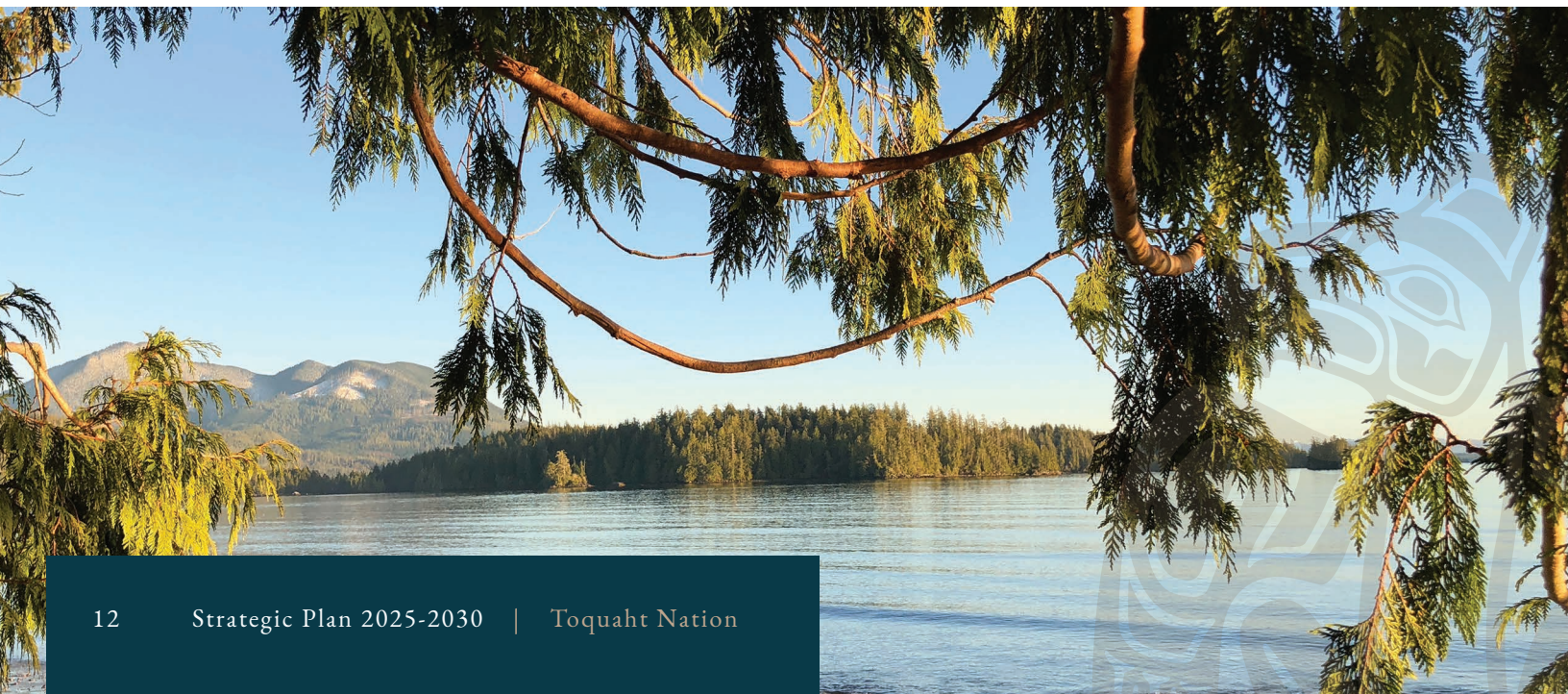
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### 3.3 Increase programs and services for ʔaatneʔis (children), youth and families

- Source transportation options for ʔaatneʔis (children) and youth to get to school and extracurricular activities
  - ◆ Van and driver
  - ◆ Boat
  - ◆ Lobby for public transit
- Expand Programming
  - ◆ Increase recreation programs available in community
  - ◆ Provide support for parents in early learning
  - ◆ Connects culture throughout whole life
  - ◆ Include Child Care Centre in capital plan (Including Afterschool care)

### 3.4 Provide additional housing opportunities for citizens and workforce

- Create a multi-year housing strategy which includes
  - ◆ A variety of nation owned single and multi-family options
  - ◆ ʔeʔiičum (Elder) housing complex
  - ◆ Staff and service provider housing
  - ◆ Options for citizen owned homes
- Amend *Toquaht Nation Macoah Zoning and Structures Act*
- Pursue funding to construct housing
- Assist citizens to obtain insurance



### 3.5 Improve Emergency Management

- Update Toquaht Nation *Emergency Preparedness Act* to align with the modernized BC *Emergency Management & Disaster Act*
- Source funding to hire an Emergency Manager/Fire Smart Coordinator
- Update Toquaht Nation Emergency Plan
  - ◆ Continued engagement with other agencies
- Plan for permanent muster station
  - ◆ Heated and accessible
  - ◆ Pet appropriate
- Food Security Building
  - ◆ Source funding to construct
  - ◆ Close proximity to permanent muster station
- Research volunteer fire department requirements
- Source funding to design and build Fire Hall
- Ensure future buildings and infrastructure are designed to mitigate loss, assist emergency services, and are more easily insurable

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# Strategic Priorities

## 4. Steward and Protect the ҺaҺuuҺi

### 4.1 Create a Community Master Plan

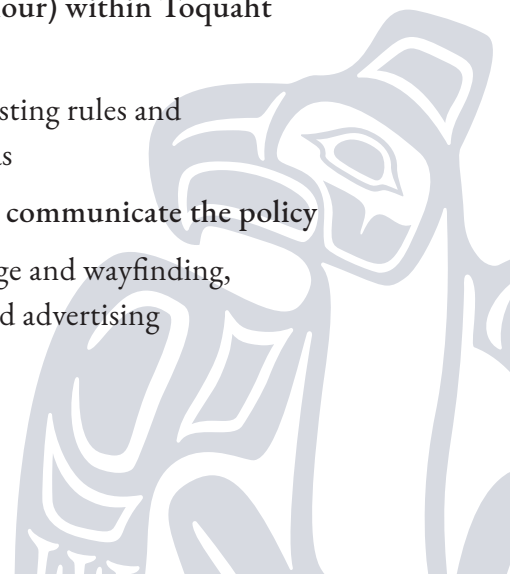
- Long-term Land Use plan with an overarching theme of fostering a sense of community between Macoah and all other Toquaht lands
  - ◆ In conjunction with the capital plan to determine spatial requirements
  - ◆ Considers physical spaces such as youth and ҺeҺiičum (Elder) centres, ҺaaҺneҺis (childcare) centre, language learning space, and outdoor areas for gathering as well as:
    - + Healing Centre
    - + Longhouse
    - + Hospice facility
    - + Cemetery
    - + Carving shed
    - + Garbage and Recycling facility
- Establish Mail and Courier delivery
  - ◆ Identify official name of our expanded village

### 4.2 Resource adequate Infrastructure and Asset Management

- Create long-term capital plan
  - ◆ In conjunction with community master plan
- Develop and implement asset management plan
  - ◆ In a sustainable and environmentally conscious way
- Complete construction of government building
- Complete construction of taayii ҺawҺil house

### 4.3 Preserve cultural and ecologically sensitive areas

- Create a *Toquaht Heritage Conservation Act*
- Create law or policy surrounding expectations on visitor activities and q<sup>w</sup>aaҺap (behaviour) within Toquaht territory
  - ◆ Include harvesting rules and restricted areas
- Create a plan to communicate the policy
  - ◆ Include signage and wayfinding, brochures, and advertising





#### 4.4 Protect ḥāḥuufi (the territories of the Chief) Land and Marine Natural Resources

- Complete a natural asset inventory and strategy
- Prepare a climate change mitigation and adaptation plan
  - ◆ Include a drinking water and watershed protection strategy
- Expand stewardship program to include more terrestrial monitoring, stewardship and restoration
- Develop a Marine Spatial Plan (like an OCP for the marine areas)
- Increase Environmental Emergency Response capabilities (spill response etc)



### Notes

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# Legend

masčim	mus/chum	community members
hašil	haash/ilth	knowledge
ńupu	noo/poo	six
łuk <sup>w</sup> aaʔaḥ	tu/kwa/aat/h	Toquaht
hišukma čawaak	hi/shuuk/ma/tsa/wok	everything is one
ʔiisaak	ee/saak	respecting
ʔuuʔaałuk	oo/aa/thluuk	look after, care for
ʔaʔapcaʔaałuk	aw/aap/tsa/aa/thluuk	taking care that something proceeds correctly
haaḥuupacamis	haa/huupa/tsa/mis	teachings
ʔiyaqḥmis	ee/yakh/mis	traditional
čuuč	chooch	let's go / bye / done (to a group)
ḥaḥuuli	ha/hul/thli	the territories of the chief
čiskata	chis/kaata	succession
hawiiḥ	ha/wii/ah	Chief, noble
nuučaaḥuł	nuu/chah/nulth	People on the west side of the mountains
ʔeʔiičum	a/ee/choom	Elder(s)
łaaḥneʔis	dot/nay/is	children/childcare
q <sup>w</sup> aaʔap	kwaa/up	behaviour
ciqʔak	tsik/yak	language

To learn more about our Nuu-Chah-Nulth language, go to [Toquahtlanguage.com](https://toquahtlanguage.com) and [FirstVoices.com](https://firstvoices.com)

# Appendix

## Previous Strategic Priorities from 2021-2024

Strategic Priorities & Goals	Activities	Status
<b>1. Build Government &amp; mas̓cim capacity</b>		
<b>1.1 Enhance effectiveness of the Council and Executive</b>	Provide cultural resource supports to haw̓iih (Chief, noble) to explore governance gaps including a succession plan	Ongoing
	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>	Ongoing
	Include language and cultural practices in all Council, Executive, and People’s Assembly meetings	Ongoing
<b>1.2 Increase communications and engagement with citizens</b>	Create a communications and citizen engagement plan, including website, newsletter, and branding redesign	Complete
	Increase citizen awareness of elected leadership roles and responsibilities	Ongoing
<b>1.3 Adjust the Administration Structure (if needed) to ensure it is equipped to meet Toquaht obligations and achieve priorities</b>	Create a capacity action plan (map) <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>	In Progress
	Build and launch a 5-year management capacity plan	In Progress

## Previous Strategic Priorities from 2021-2024 continued

Strategic Priorities & Goals	Activities	Status
<b>1.4 Support citizens to become more self-reliant</b>	Consider resourcing an Education, Employment, and training position	Complete
	<ul style="list-style-type: none"> <li>◆ Scope the position</li> <li>◆ Develop a training and employment strategy</li> </ul>	Complete Ongoing
	<ul style="list-style-type: none"> <li>◆ Create a skills and education database</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>◆ Connect with post-secondary students</li> </ul>	Ongoing
<b>2. Build Infrastructure</b>		
<b>2.1 Construct a government building on Toquaht land</b>	Design charrette (engagement process)	Complete
	Confirm location	Complete
	Develop preliminary design and class D cost estimate	Complete
	Source funding	In Progress
<b>2.2 Construct Gathering Lodge</b>	Design charrette (engagement process)	Complete
	Confirm location	Complete
	Develop preliminary design and class D cost estimate	Complete
	Start construction	Complete
<b>2.3 Develop Secret Beach</b>	Confirm Master Plan for Secret Beach Developments <ul style="list-style-type: none"> <li>◆ Zoning</li> <li>◆ On-site service design</li> </ul>	In Progress

Strategic Priorities & Goals	Activities	Status
	Review and confirm business plan <ul style="list-style-type: none"> <li>◆ Determine form of title (fee simple or 99-year lease)</li> </ul>	In Progress
	Construct off-site servicing	In Progress
	Construct trail between Secret Beach and Macoah	Complete
	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>	Complete In Progress
<b>2.4 Create an adequate public works yard with adjoining fire hall</b>	Determine location, concept, design and funding ** Note, this project has evolved to be the marine stewardship and public works building. The firehall project is carried forward within the 2025—2030 Strategic Plan. **	Complete
	Construction	In Progress
<b>2.5 Build new water reservoir</b>	Secure funding from Canada	Complete
	Construction	Complete
<b>2.6 Provide additional housing opportunities for citizens and workforce</b>	Create a multi-year housing strategy	Ongoing
	Secure funding	Ongoing

## Previous Strategic Priorities from 2021-2024 continued

Strategic Priorities & Goals	Activities	Status
	Construction ** Note, construction for housing completed for three single-family rental homes and one more single-family home planned for completion in 2025. **	Ongoing
<b>3. Grow the Economy</b>		
<b>3.1 Develop and implement a Business License regime</b>	Design the licensing process and commence implementation	In Progress
<b>3.2 Improve Connectivity</b>	Secure consistent, strong, and reliable high-speed internet and telephone services	In Progress
	Lobby for services	Ongoing
	Negotiating agreement(s)	Ongoing
<b>3.3 Resource the Toquaht Economic Development Officer position</b>	Scope position, begin recruitment process ** Note, this goal is being updated in the 2025—2030 Strategic Plan. **	In Progress
	Update Economic Development Plan / Employment Strategy <ul style="list-style-type: none"> <li>◆ Increase interest and participation in small business</li> <li>◆ Create a granting program for entrepreneurs</li> <li>◆ Provide potential entrepreneurs with a resource package</li> </ul>	In Progress

Strategic Priorities & Goals	Activities	Status
<b>3.4 Ensure Toquaht land designations are adequate for future economic development</b>	Commence updating Official Community Plan <ul style="list-style-type: none"> <li>◆ Confirm zoning</li> </ul> ** Note, the Official Community Plan was adopted in 2024 and informs the 2025—2030 Strategic Plan **	Complete In Progress
<b>4. Foster masčim &amp; Community Well-Being</b>		
<b>4.1 Enhance support to and engagement of Elders</b>	Hold facilitated discussions with Elders to identify needs, interests, and gaps in services	Ongoing
	Create Elders program(s) based on discussions	Ongoing
	Support Elders to ensure adequate health and safety needs are met <ul style="list-style-type: none"> <li>◆ Support minor home modifications (accessibility)</li> <li>◆ Create policy re: non-insured health benefits</li> </ul>	Ongoing Ongoing Complete
<b>4.2 Enhance programs and services for children, youth, and families</b>	Create and implement Children and Youth Program	Ongoing
	Create and implement Children and Youth in Care Strategy	Ongoing
	Secure Usma Collaboration Agreement	Complete

## Previous Strategic Priorities from 2021-2024 continued

Strategic Priorities & Goals	Activities	Status
4.3 Increase cultural awareness	Provide opportunities to be on the traditional territory	Ongoing
	Host regular cultural activities including drum and dance practices	Ongoing
	Enhance access to traditional foods	Ongoing
	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 (people, actions, natural) within communities</li> </ul>	Ongoing  Ongoing  Ongoing
4.4 Support access to Mental Health Services	Create strategy for citizens who live away from home (identify resources)	Ongoing
	Work with service providers to bring more supports to community	Ongoing
	Reduce barriers to accessing treatment for substance use disorders <ul style="list-style-type: none"> <li>◆ Resource private treatment</li> </ul>	Ongoing







*tuk<sup>w</sup>aa?ath*  
Tradition Transcending Time

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