

STRATEGIC PLAN 2021 - 2025



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INTRODUCTION

This plan was created for the Tseshaht Nation by Four Directions Management Services (FDMS). We as a Nation are developing this Strategic Plan to guide and highlight our priorities and work for the next four years, to strengthen, unify and support our membership and community.

Currently, the Tseshaht Nation faces obstacles in sufficient funding to act independently of the government in providing the necessary supports and services for our people. Our Leadership have ambitious goals for the community but lack clear communication and collaboration in our engagement on these initiatives, leaving staff without shared and established visions for priority planning. The Tseshaht Council looks to address these shortfalls and create opportunities for our Nation to live prosperously and sustainably on our territorial lands.

Through this Strategic Plan, we will establish a Mission and Vision for our people, through the unity and collective work of leadership create clarity and accountability, and with the creation of Goals established, guide and mold our day-to-day work to see collective success for our Nation.



STORY OF THE TSESHAHT

Tseshaht, meaning “The people of Ts’isaa”, are a Nation on the West Coast of Vancouver Island extending from Alberni Valley to Broken Group Islands.

We are one of 14 Nations making up the Nuu-chah-nulth (Nootka), the people of West Vancouver Island. The Tseshaht culture is ingrained in our connection to our ancestors and the roots we have in our rightful land and waters.

We work together as a Nation to preserve our traditional ways of life, passing along Tseshaht knowledge and values to future generations, strengthening our traditional practices and ensuring the continuity of our stories, celebrations, and teachings.



TSESHAHT VISION

Tseshaht First Nation is a unified, self-determining Nation, rooted in our teachings and ways of being, taking a proactive role to improve the health & well-being of our members and those yet unborn; strengthening our language & culture; and stewarding our ḥaḥaḥuuti. Living our culture.



TSESHAHT MISSION STATEMENT

Together we are empowering our people, fostering a stable, safe, and supportive community by building a strong economy and creating opportunities for the growth, health, wellness of our people, and ḥaḥuuti as a unified, self-determining Nation.



TSESHAHT PRINCIPLES

ʔiisaak – Respect for everyone and everything
ḥačatakin čawaak – Everything is connected
ḥačatakitmaʔaʔ mamumsʔak – Everyone had a job
mamuukstaʔin – We are working together
hupiistaʔ mamamuuk – Helping each other work

ʔuuʔaaʔʔuk – Taking care of
muʔmumcukqin – Our roots
yaqʷiimitminḥ – Ancestors
huḥtakšiiḥʔap – Teachings



TSESHAHT VALUES

UNITY

We understand that our greatest strength lies in working together and supporting one another

TRUST

We work with integrity and are committed to doing our work to the highest ethical standards

BALANCE

We strive for excellence and also take time for fun and celebration

TRANSPARENCY

We lead with openness and accountability to uphold the integrity of our Nation

DEDICATION

We deliver the very best in all that we do, committed to one another and those we serve

RESPECT

We honour relationships and commit to treating one another with dignity and generosity

TSESHAHT STRATEGIC GOALS



STRATEGIC GOAL 1:
ECONOMIC DEVELOPMENT



STRATEGIC GOAL 2:
GOVERNANCE & COMMUNICATIONS



STRATEGIC GOAL 3:
HOUSING & INFRASTRUCTURE



STRATEGIC GOAL 4:
CULTURE & LANGUAGE



STRATEGIC GOAL 5:
HEALTH, WELLNESS & SAFETY



STRATEGIC GOAL 6:
TITLE & RIGHTS

GOALS & OBJECTIVES








STRATEGIC GOAL 1: ECONOMIC DEVELOPMENT



To create, manage and sustain generational wealth and prosperity through economic leadership, we will be investing in the long-term growth and financial stability of our membership and community.

OBJECTIVES

1. Create partnerships and collaborative opportunities that increase economic development which supports education, training, and employment 
2. Secure long-term, sustainable access to natural resource economies that honour our values and our relationship to the natural environment 
3. Invest in our people and infrastructure 
4. Create a corporate structure and related economic strategy 

SUCCESS INDICATORS FOR OBJECTIVES

Success within this four-year Strategic Plan will see profitable partnerships and development opportunities established, bringing in funding to create and continue employment training, education and support services. Investments will be made in the well-being and socioeconomic growth of our membership, and the infrastructure they live and work in. By investing in ourselves and establishing a strategy to boost the Tseshaht economy, we are setting our Nation up for success and planning for our future generations.

GOALS & OBJECTIVES



=also covered within Tseshaht's draft Comprehensive Community Plan(CCP)





GOALS & OBJECTIVES

STRATEGIC GOAL 2: GOVERNANCE & COMMUNICATIONS



To establish operational excellence and a positive organizational culture, with effective governance and inclusive communication. Policies and procedures will be updated to reflect sustainable growth and updated planning for the Nation.

OBJECTIVES

1. Create a communication strategy that is inclusive and actionable 
2. Establish a governance manual, and related policies and codes that facilitate reciprocal accountability 
3. Ratify the current draft Governance Manual, related policies and codes that facilitate reciprocal accountability and good governance (Policies and codes such as: Membership, membership business, Election Code, Logo Use, Communications Policy, Housing, Finance and more) 
4. Revisit Committee structure, and where appropriate draft/redraft the Terms of Reference (TOR)
5. Explore community governance and create opportunities for Hereditary and elected leaders to collaborate for the greater good 
6. Establish a data governance strategy that captures key information to inform sound decisions

SUCCESS INDICATORS FOR OBJECTIVES

Success within this four-year Strategic Plan will bring updates and improvements to our policies and structure, improving the way Tseshaht governs and the inner workings of our leadership. A clear communications strategy will create accountability and inclusion in decision making and advancements, policies and codes of conduct updated to reflect our planning and the collaboration and unity between Hereditary and elected leaders for the wellbeing of our Nation.



STRATEGIC GOAL 3: HOUSING & INFRASTRUCTURE



GOALS & OBJECTIVES

To ensure we have sufficient water, sewer, roads, facilities and housing to promote community health and safety, plans will be put in place to assess our current needs and guide our work in providing these necessary amenities and supports for Tseshah.

OBJECTIVES



1. Create a comprehensive housing plan to meet the needs of our Nation

2. Finalize a complete infrastructure plan



3. Develop and Ratify a Land Use Plan (LUP)



4. Access resources to address buildings/areas that are a safety concern (Support members in enhancing the safety and liveability of their existing homes)

SUCCESS INDICATORS FOR OBJECTIVES

Success in this four-year Strategic Plan will have a full housing and infrastructure assessment completed, acquiring updates on all services needed and the capacity to complete the work. The liveability and safety of the community will be increased with infrastructure, roads repair, sewer maintenance and clean water supply all sustainably established. Policies will be included in this work to ensure annual review and maintenance is kept up for continuing development and improvement.








GOALS & OBJECTIVES

STRATEGIC GOAL 4: CULTURE & LANGUAGE



To strengthen and honour our language, culture, and protocols through active teaching and practice, the Tseshaht Nation will ensure our future generations are connected to their ancestors, helping to keep our way of life alive and well.

OBJECTIVES

1. Secure predictable and sustainable long-term funding for our language program 
2. Implement our 2020 - 2030 language strategy 
3. Prioritize exercising our language and culture at all times in all spaces 
4. Creating opportunities to share our culture and build a sense of community with those present in our ḥaḥuufi 
5. Undertake community engagement to prioritize cultural protocols, laws and practices 

SUCCESS INDICATORS FOR OBJECTIVES

Success within this four-year Strategic Plan will see the teaching, learning and use of our traditional language made a priority with funding designation and community programming. Through these developments, the fluency and use of our language will grow and continue with our future generations. Opportunities to celebrate, recognize and practice our cultural laws and protocols will be supported and encouraged, strengthening the Tseshaht community and connection to our heritage.





STRATEGIC GOAL 5: HEALTH, WELLNESS & SAFETY



GOALS & OBJECTIVES

We will promote health and well-being and improve the quality of life for our members, in a manner that is rooted in Tseshaht and western practices; including updating our policies and structures and our cultural practices involved in community development.

OBJECTIVES

1. Develop a community safety plan which includes but not limited to: safety of women and children, domestic violence, addictions, abuse, lateral violence, and an animal bylaw 
2. Finalize human resource policy
3. Finalizing a community health and wellness plan which includes but not limited to: food safety, security and sovereignty, emergency management and prevention
4. Revitalize cultural protocols to protect our community safety 
5. Advocate for and implement the creation of a complete health department with adequate resources and capacity including full-time qualified professionals to address mental health, maternal health, addictions, and all other health programs and service delivery
6. Embrace Tseshaht practices of connection and relationship to our Creator, each other, and the environment

SUCCESS INDICATORS FOR OBJECTIVES

Success within this four-year Strategic Plan will see the safety and well-being of our community's vulnerable and at risk prioritized. Membership will have access to support services and resources, Human Resource policies will be updated to meet the needs of our population and our capacity assessed annually to ensure we are creating sustainable long-term solutions. By addressing the health and safety needs of our members now, establishing proper departments, programs and professionals, we are planning for the future of our Nation and preventing problems from worsening. Programs and policies put in place will both recognize our cultural practices and traditions while acknowledging how these can incorporate modern recommendations and solutions.



GOALS & OBJECTIVES

STRATEGIC GOAL 6: TITLE & RIGHTS



To advance our governance, use, occupancy, and enjoyment of Tseshaht ḥaah̓aah̓uul̓i, establishing our connection to our rightful territories and setting precedent for future use of our natural resources.

OBJECTIVES

1. Leverage and resource every opportunity to assert Tseshaht Title and Rights in our ḥaḥ̓uul̓i
2. Coordinate internal communication and governance protocols to strengthen assertion, negotiation, and legal approval processes
3. Regular review of the Terms of Reference for the land claims panel
4. Establish focused and strategic advocacy/lobbying efforts with Federal, Provincial, and Municipal governments



SUCCESS INDICATORS FOR OBJECTIVES

Success within this four-year Strategic Plan will solidify our Nation's rights and use of our territories, and the unified work between Tseshaht and all levels of Government to see these changes sustainably established. Through governance and occupancy of our traditional territories, our cultural practices will be strengthened through use of the land to support our membership and Nation.



LOOKING AHEAD

This Strategic Plan represents the continuation of the Tseshaht Council's conversations and planning with staff and membership. The Mission, Vision, Principles, Values and Goals laid out in this plan will help guide and influence the day-to-day work of the Nation moving forward over the next four years. As goals are met and the Vision of Council is realized, this plan can and should be adjusted to best suit the changing circumstances and landscape of our Nation. This Strategic Plan is meant to be a "Living Document", growing, and changing as it is needed for our Council to see success in our planning and work.

To ensure we are working towards the goals we have set out for ourselves and staying accountable in our efforts, we will evaluate our progress and success regularly, assessing where we are in the plan and what is needed moving forward. By 2025, we will be able to know how far we have come, where we have succeeded and be able to plan for the continual growth and progress of our Nation.

Through collaboration and unified efforts of Council, Staff and Membership in seeing this work come to life, our Goals and Vision for the Tseshaht Nation will be achieved.



