

Weaving Our Future



2022 – 2027

Ts'uubaa-asatx Strategic Plan

OUR
PROJECTS

GET
INVOLVED

WHO WE
ARE

WHAT
MATTERS



Dedication

The strategic plan builds upon the work of past leaders, chiefs, and community members and reflects the resiliency of Ts'uubaa-asatx. We honour the strong leadership and commitment to the community by the late Chief Cyril Livingstone who played a vital role in Ts'uubaa-asatx's continued growth, rekindling of tradition, and preservation of heritage. We raise our hands to our ancestors and all members who laid the foundation for success for our current leadership.

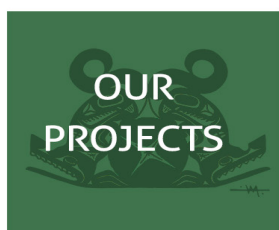


Acknowledgement

We would like to acknowledge the support of the Ts'uubaa-asatx staff, community members, allies and all those that contributed to the development of the strategic plan. This is important work that will ensure that future generations can thrive within the Nation. Our success would not be possible without the support of every individual in the community. Klecko, klecko (thank you) for your contributions and guidance.

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Celebrating Our Successes

Ts'uubaa-asatx is engaged in a variety of initiatives that are increasing the size and strength of the Nation. Membership is growing and the Nation is providing economic and housing opportunities to ensure members can live and thrive within the community. The Nation is also actively involved in negotiations with both Provincial and Federal governments to reclaim our land, which in turn creates a wide array of opportunities. The future is bright for Ts'uubaa-asatx, and this strategic plan paired with strong leadership and community support will assist Ts'uubaa-asatx in becoming prosperous for generations to come.

Background & Context – Our Story

We strive to be a strong and healthy community. Ts'uubaa-asatx is working on being a self-determining, innovative, progressive, and prosperous nation. We are a distinct tribe (with roots to the Ditidaht group of tribes) who continue to govern in a harmonious and balanced way. We aim to be inclusive of all our members and wish to govern ourselves with honor and respect for our culture and the environment, for future generations.

Today, Ts'uubaa-asatx has approximately 30 people residing on its reserve and many more wanting to come back home. Although small in population, Ts'uubaa-asatx is mighty on goals. This strategic plan sees us being responsive to the community's voices that were shared during our economic development and strategic planning processes. We desire a strong and healthy community, connected to our lands and culture. We strive to build capacity for effective economic growth, planning for the now, and well into the future.

Currently, Ts'uubaa-asatx grapples with a variety of challenges including impacts of climate change, implications of colonization which significantly impacted our culture, and an ever-changing world. Fortunately, we continue to be resilient and persistent in reclaiming our traditions and emphasizing cultural revitalization.



Vision, Mission and Values



Vision

Ts'uubaa-asatx is a self-determining, innovative, and prosperous nation. We are a distinct tribe who continues to govern in a harmonious and balanced way, inclusive of all members, valuing relationships, customs, and traditions, with honor and respect for our culture and the environment, continuing for future generations. We govern in a harmonious way that prioritizes inclusivity for all members, our culture and environment to ensure that future generations can thrive on our lands.

Mission

To build a solid foundation for our current and future generations to grow and prosper while acknowledging our culture and heritage as distinct people of Lake Cowichan.

Values

The following values help guide our actions and decisions: Respect, Culture, Honesty, Education, Integrity, Healthy Economy (jobs), Inclusiveness, Healthy Living, Transparency, Fiscal Responsibility, Commitment (to each other and neighbouring communities), Sustainability, Responsible Stewardship, Humility, Celebrating Accomplishments, and Valuing the lands, waters, and ecosystems of this beautiful place we call our homeland.



Environmental Scan: The World Around Us



Context

This section presents some of the trends, current opportunities and challenges that exist for Ts'uubaa-asatx. Noting these current conditions assist us in creating strong goals, objectives, and strategies that are relevant to our specific economic, cultural, educational, and community needs.

Trends

The size and culture in Ts'uubaa-asatx creates a tightly knit community that can respond quickly and efficiently to emerging opportunities. Ts'uubaa-asatx benefits from the strong leadership and community support that guide the nation's initiatives.

Housing and employment opportunities within the geographical area have resulted in challenges regarding member retention for the Nation. However, leadership is actively working to enhance employment and housing opportunities for community members, so that they have the option to return home (or not leave in the first place). Capacity building initiatives are a high priority to ensure community members become qualified and employed in delivering services to membership.

Opportunities

- The Marina and Kaatza Adventures draw business from surrounding areas and are supported by the beautiful natural landscapes and ideal weather year-round.
- North Shore Estates is progressing quickly on creating housing options that will fill the needs of property buyers, investors, and community members at a variety of different life stages.
- Leadership is taking action to enhance self-governance which will serve the Nation with more freedom to implement sustainable, revenue generating initiatives for members and the community.
- The Nation and its access to land is growing rapidly, which could assist in growth of the community.

Environmental Scan: The World Around Us



Challenges

- The rural location and lack of amenities force members to travel longer distances to utilize basic community resources.
- Historically, employing members has been a challenge with limited housing options and job/career opportunities. With a growing range of developments and economic development opportunities, the nation is now facing an acute labor shortage and striving towards obtaining housing for members returning home for employment.
- The loss of vital knowledge keepers, partly due to a lack of infrastructure to support aging in place, threatens the cultural identity of Ts'uubaa-asatx.
- While the small size of the Nation is an asset, it also creates risks to the nation, specifically regarding the loss of cultural knowledge, capacity to keep up with the needs associated with rapid growth, and the needs of youth to ensure retention of members and preservation of culture and traditions.



About This Plan

This plan offers a way forward for Ts'uubaa-asatx by analyzing the current realities that the Nation faces, identifying the Mission, Vision, and Values that guide the Nation's work, and offers attainable goals and objectives which are supported by realistic strategies specific to

Building The Plan

During initial stages of creating this strategic plan key community documents such as the Lake Cowichan First Nation Comprehensive Community Development Plan and the 5 Year Economic Development Strategy were analyzed to build off previous work that Ts'uubaa-asatx has completed already. An online community launch through the community Facebook group happened in February 2022. A survey questionnaire was used to gather feedback from community members, and interviews were used to collect more in-depth responses. Finally, meetings with the council and community members in June 2022 were held to give everyone the opportunity to engage in meaningful conversations regarding the needs and future of Ts'uubaa-asatx. See some of the initiatives below were used to build this plan:

- Documents analyzed & background research (CCP, OCP, C2C Protocol, Economic Development Plan, Community Profile, Web Page etc.)
- Surveys
- Community Engagement Sessions
- Leadership Engagement Sessions



About This Plan

The Process

- We hosted Facebook Live sessions
- We used surveys and interviews with members to collect data
- We held a two-day community engagement session and wellness retreat
- We presented the draft plan to community at a lunch at the band office in June 2022 and received feedback which was incorporated
- We engaged with neighboring allies through the Community-to-Community dialogues.

The community engagement process was impacted by Covid-19 and thus limited our opportunities to gather face to face for community engagement throughout parts of the planning process.

PROCESS GUIDED BY COMMUNITY STEPS INCLUDED:



About This Plan



Using This Strategic Plan

This section offers an overview of how this Strategic Plan may be used by council and community members. The goals, objectives, and strategies are categorized into 6 overarching themes that were identified during the data analysis process.

Decision making processes will be guided by the objectives and strategies that are specifically designed for Ts'uubaa-asatx to assist with achieving each of the larger goals associated with each theme.

Each theme section clearly lists the goal of that theme, the objectives that the Nation should work towards and the subsequent strategies that emphasize specific initiatives or actions that can be taken to move the nation towards achieving each goal. \

With many opportunities, it can be tempting to undertake new projects that are exciting and emergent. Decisions to take on new work should be reviewed considering this strategic plan and the following questions:

- Is this opportunity aligned with our mission, vision, and values?
- Does this new opportunity help us achieve the goals and objectives we've identified as a community?
- Do we have the capacity to pursue and deliver this new opportunity without compromising the commitments in our plan?
- Have we consulted with our community to know if this is worth pursuing?
- How does this integrate and align with other initiatives that we are currently committed to maintaining?
- How does this inform the planning cycles?

This plan can also be used to apply for funding, inform partners about our work and to monitor our progress towards our goals identified in the plan.



Theme: Economic Development

Goal: Ts'uubaa-asatx is economically self-sufficient through sustainable economic development.

Objectives And Strategies:

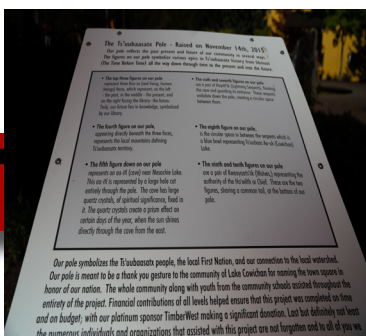
1. Ts'uubaa-asatx has a prosperous tourism and recreation sector that generates sustainable revenue all year round.
 - a. Investigate and pursue viable land-based attractions so that residents and visitors have access to a variety of trail systems and recreation activities such as:
 - i. Ziplining is available and compliments Kaatza Adventures initiatives; Trails and side by sides, spaces for Quads, Meades Creek, mountain BMX/motocross track.
 - ii. Investigate and pursue viable water-based attractions, ensuring that the marina and beach is well preserved and attracts visitors and revenue from water activities such as kayaking, canoeing, water bikes, water toys, floating adventure park, submarine, and stand-up paddle boards. With cultural learning opportunities weaved into workshops at Kaatza Adventures.
 - iii. Other ideas to explore include a tiny home/boutique village along the water and other specific attractions.
 - b. Ts'uubaa-asatx is actively working to:
 - i. Create Lakeview Park which will include an additional playground for children and visitors within the community. The park area will also offer a campground component to support a variety of camping types, including RV spaces with a pump station and tent campers. This will allow visitors to experience the natural environment and all that it has to offer.
 - ii. Develop lot 27 with viable opportunities which could include gas station, a bank, small businesses and more.
 - iii. Identify initiatives that will leverage annual festivals within proximity to Ts'uubaa-asatx, which could complement the needs of the community and visitors.
 - iv. Build upon other tourism specific initiatives that are currently being undertaken.
 - v. Develop the Cowichan Lake Education Center.

Theme: Economic Development

Goal: Ts'uubaa-asatx is economically self-sufficient through sustainable economic development.



2. **Ts'uubaa-asatx owns, operates, and supports private sustainable business ventures that generate revenue in collaboration with members and surrounding community partners.**
 - a. Diversify and support revenue streams through a mix of business ventures both owned by the nation and member-owned based on sound feasibility studies and planning, such as:
 - i. Food sustainability (markets, food banks working with local organizations, cold storage, etc.)
 - ii. RV campsite, Motel/places for tourists to stay
 - iii. Hot House
 - iv. Liquor/Marijuana store opportunities
 - v. Café/restaurant opportunities
 - b. Maintain and enhance resource support for a Woodlot license, forestry, fisheries, aggregates to maximize profitability and ensure effective operations.
 - c. Investigate partnerships for successful business initiatives that are Ts'uubaa-asatx driven/led, such as those in partnership with neighbouring or other local Nations in a meaningful way that benefits all.
 - d. Support members in accessing financing opportunities in building and owning businesses within the community.
 - e. Investigate grant opportunities to support the nation and members.
 - f. Continue to develop housing initiatives that generate revenue.





Theme: Economic Development

Goal: Ts'uubaa-asatx is economically self-sufficient through sustainable economic development.

3. Investigate and implement sustainable energy solutions

- a. Develop opportunities to integrate alternative energy power sources into the community.
- b. Investigate sustainable energy initiatives and opportunities (e.g., ICE Network, solar retrofits).
- c. Reduce emissions, electrify homes/cars.
- d. Look to add electric charging stations for electric vehicles with newly acquired land.



KNS, Stone Pacific, True Engineering, Brock Dupont / Chris Scott North Shore Estates, Jornic Marine, Apex Landscaping, Sign of the Times, Boughton Law



Theme:

Land, Housing and Infrastructure

Goal: Ts'uubaa-asatx provides housing opportunities for members and controls ownership and responsibility of land and infrastructure decisions in the community.

Objectives And Strategies:

1. **All members of Ts'uubaa-asatx have opportunities to secure housing that meets their needs.**
 - a. Complete an annual housing needs report which offers an overview of the current housing needs and highlights progress being made.
 - b. Build a variety of housing types that meets the needs of elders, staff, growing families and all members, including housing opportunities that are accessible and allow residents to “age in place.”
 - c. Develop a program to support members to complete home renovations that will support ‘aging in place’ or shifting family needs and ensure homes are in good working condition.
 - d. Offer community workshops that teach understanding of home ownership for members.
2. **Ts'uubaa-asatx has built necessary amenities, community, and government infrastructure to meet evolving needs of the growing community.**
 - a. Complete North Shore Estates and ensure ongoing operations of the area including taxation, utilities, and services.
 - b. Assess community needs and complete business plans to build community capital assets that are deemed a priority by the community (e.g., community centre, youth space, gym, etc.).
 - c. Explore ongoing opportunities to build and leverage partnerships that may address issues surrounding capacity of the Nation.
 - d. Develop a process plan for a pump station to support the Nations’ wastewater needs and the development of the campsites that support recreational vehicles and all campers.
 - e. Expand the band office to meet the ongoing needs of the community
Identify necessary growth by department to support infrastructure upgrade and improvement projects.
 - f. Review and update the ‘zoning’ map set out in CCDP with zones that are very fluid and inclusive of a variety of uses. Utilize an based on an environmental needs assessment to identify which areas need to be protected (e.g.Park space), where the most suitable locations for development are, how the community will flow with the implementation of a community centre, youth centre and core area.





Theme: Land, Housing and Infrastructure

Goal: Ts'uubaa-asatx provides housing opportunities for members and controls ownership and responsibility of land and infrastructure decisions in the community.

Objectives And Strategies:

3. Ts'uubaa-asatx has a defined framework for land acquisition and management

- a. Identify the necessary organizations that the Nation needs to inquire with about acquiring and retaining land to generate revenue and meet community needs.
- b. Continued removal and transfer of ownership from Crown Land to Ts'uubaa-asatx.
- c. Continue to retain rights and decision-making authority regarding land and infrastructure on the reserve.
- d. Develop protocols around resource management, remediation, referrals, and how the lands department operates.
- e. Develop Land Titles Processes.



**KNS, Stone Pacific, True Engineering,
S Johnson Construction, CMHC**



Theme:

Language and Culture

Goal: Ts'uubaa-asatx is resilient and values customs, traditions, culture, song, dance, and heritage.

Objectives And Strategies:

1. Ts'uubaa-asatx is active in participating in cultural practices

- a. Provide a variety of opportunities for members to engage in culturally significant events of their choosing that are weaved into community and social get-togethers. Maintaining and hosting cultural ceremonies and events for the community.
- b. Identify and create partnerships with knowledge keepers that can assist in strengthening resources and programs regarding hunting, food preservation, language, and ceremony protocols.
- c. Provide resources to members that support ongoing traditional practices such as maps that outline hunting spots and fishing spots including on the Salish Sea, as well as cold storage for food fish and space to process food.

2. Ts'uubaa-asatx preserves and shares cultural teachings and protocols with members and neighbors

- a. Educate members and neighbors about cultural revitalization initiatives through community collaboration and local knowledge keepers.
- b. Strengthen existing pathways to pass on culture and heritage to future generations through song and dance.
- c. Develop a program to keep traditional language alive through research and filming components to support future generations in having the freedom and choice to speak their language and strengthen identity of self.
- d. Host regular celebrations at Ts'uubaa-asatx Square to acknowledge and celebrate our totem pole, culture, teachings, territory and our relationship within the broader lake Cowichan community.



Theme: **Education, Skills and Employment**

Goal: Ts'uubaa-asatx members have access to education and skills development to achieve meaningful and sustainable jobs and careers.

Objectives And Strategies:

- 1. Members of Ts'uubaa-asatx have access to resources and support to pursue educational and work opportunities.**
 - a. Provide youth access to employment and educational opportunities that will prepare them to pursue post-secondary opportunities.
 - b. Identify educational financial supports that are available to members to complete their grade 12 studies and attend post-secondary education.

- 2. Members of Ts'uubaa-asatx have opportunities and the skills to pursue employment that meets their needs for a fulfilling life.**
 - a. Carry out an employment needs assessment to identify barriers and capacity to minimize gaps and help members build new skills and obtain meaningful employment opportunities.
 - b. Provide access to skills training and employment opportunities for members, as well as essential skills programs (e.g. financial literacy, Rent Smart, etc.).
 - c. Develop mentorships and administer programs for members to build skills to own and operate their own businesses or play a senior role in band-run businesses.

- 3. A culturally safe and welcoming daycare is available for members.**
 - a. Complete construction of the daycare and acquire all materials needed to provide a safe, affordable and stimulating learning environment.
 - b. Hire the staff and complete all administrative, legal and policy requirements to offer daycare services.
 - c. Successfully launch and operate the daycare.



**CSETS, Kwumutlelum Child & Family Services,
Kwumutlelum Foundation**



Theme: Self-Government

Goal: Ts'uubaa-asatx is a self-determining nation governing in a harmonious and balanced way inclusive of all members

Objectives And Strategies:

1. **Self-governance and supporting processes are prioritized.**
 - a. Identify the appropriate self-governance structure that supports Ts'uubaa-asatx's values and helps us achieve our desired future.
 - b. Maintain ongoing negotiations with all levels of government (specific claims, reconciliation agreement, etc) as well as dialogues with the Town of Lake Cowichan and Regional Districts.
2. **Effective band administration leads to positive results for members.**
 - a. Strengthen and maintain our administrative systems to manage, run and review all major sectors and initiatives grounded in ethics, effective financial overights, and Council and Band operations, all the while addressing capacity/gaps to deliver positive outcomes for members
 - b. Develop an ongoing Human Resources and growth strategy to scale up our operations to support the growing needs of the community.
3. **Communications and community involvement are integral parts of all decision- making.**
 - a. Organize community update meetings and an annual planning & wellness retreat to ensure members understand current projects and status of all initiatives of the including those in the Strategic Plan.
 - b. Clarify hereditary system of those born into the nation have more formal rights opposed to those voted in have different rights (e.g., Ucluelet model).
 - c. All our resources are of a high professional calibre such as those created through the Financial Management Board.
 - d. Identify protocols and processes to ensure our nation always remains transparent and keeps members informed.



MEMBERSHIP



Theme: Community Health and Social Development

Goal: Ts'uubaa-asatx members are healthy and socially connected through strong relationships and community programs

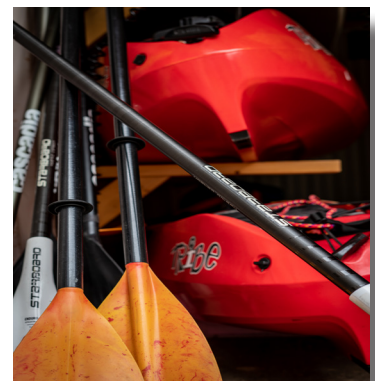
Objectives And Strategies:

1. Members are healthy physically, spiritually, mentally, and emotionally

- a. Develop food systems that are sustainable, local, and ensure food security for the community through initiatives such as community gardens.
- b. Ensure Elders needs are met through local, accessible (including homecare) and trauma-informed services.
- c. Develop relevant health services to support all members from birth to elder care using a holistic definition of health which includes services that are integral to the wellness of our members.

2. Members have strong relationships and feel connected to the community

- a. Ts'uubaa-asatx holds events that provide opportunities to revitalize culture, further strengthen spiritual, emotional, mental, and physical health as well as strengthen social bonds, family ties and relationships in the community.
- b. Ts'uubaa-asatx members have access to a Nurse Practitioner and other health and wellness providers (e.g. dietician, health navigator) at our Health center located in the Band office, which can support the health needs of our members that need support. Our health and wellness services will prioritize traditional and modern approaches to healing and reinforce cultural approaches to wellbeing.





Theme: Community Health and Social Development

Goal: Ts'uubaa-asatx members are healthy and socially connected through strong relationships and community programs

Objectives And Strategies:

3. Youth in Ts'uubaa-asatx feel empowered to utilize opportunities, cultural teachings, and pursue pathways that support their identity.
 - a. Provide opportunities for knowledge transfers to occur between youth and elders in the community in an organic and welcoming way.
 - b. Provide access to cultural learning opportunities for all community members and weave them into social community events.
 - c. Develop programs in communities that support youth in social development as well as partner with organizations offering support such as Kwumut Lelum Child and Family Services.
 - d. Ts'uubaa-asatx has a community centre that supports the Nation's goal of having a central place for gathering and cultural activities, and a defined area allocated for future member housing, a school and community facilities.



**CSETS, Kwumutlelum Child & Family Services,
Kwumutlelum Foundation and FNHA**



Conclusion



This document is designed to guide Ts'uubaa-asatx in taking steps that will move us in the direction of our mission, vision, and values. By engaging in this strategic planning process, members have demonstrated their commitment toward supporting Ts'uubaa-asatx in becoming prosperous for years to come. While Ts'uubaa-asatx is already moving in the right direction, it will take continued leadership and commitment from all our members to ensure that the future is rich with culture and honors the heritage of our resilient and rising community.

