

Malahat Nation

Community Safety Plan

2026



Malahat



Acknowledgement

We begin by expressing our deep gratitude to the community members, Elders, youth, and Chief and Council of Malahat Nation who generously shared their time, experiences, perspectives, and knowledge throughout this process. We are especially thankful to those who participated in focus groups, responded to the community survey, and attended the Tea and Tumuhw open house. Your willingness to speak openly is a testament to your commitment to collective wellbeing and a safer future for all Malahat members. Your insights are at the heart of this report and will directly shape the development and implementation of a future Community Safety Plan that reflects the needs, priorities, and strengths of the Nation.

We additionally acknowledge the commitment of the many staff, directors, interns, and Malahat Nation departments who have contributed to this process. Your collaboration, guidance, and support have been instrumental. We honour the many staff working on safety-related endeavours and hope this report builds upon your important work.

Table of Contents

ACKNOWLEDGEMENT	2
TABLE OF CONTENTS	3
1. LAYING THE FOUNDATION: INTRODUCTION	4
1.1 PURPOSE OF THE COMMUNITY SAFETY PLAN	4
1.2 PLANNING PROCESS: BUILDING TOGETHER	4
1.3 HOW TO USE THIS PLAN.....	4
2. INSIDE THE BIG HOUSE: PLAN AT A GLANCE	5
2.1 “THE TEACHINGS ARE IN THE LONG HOUSE”	5
2.2 VISION FOR A SAFE AND THRIVING COMMUNITY.....	6
2.3 MALAHAT COMMUNITY SAFETY PLAN SUMMARY.....	7
2.4 RELATIONSHIP TO OTHER MALAHAT PLANS.....	10
3. BUILDING TOGETHER: PRIORITIES AND PATHWAYS	11
3.1 PRIORITY #1: COMMUNITY CONNECTION.....	11
3.2 PRIORITY #2: CULTURAL ROOTEDNESS AND CULTURAL SAFETY	13
3.3 PRIORITY #3: COMMUNITY RESILIENCE, PROTECTION, AND PREPAREDNESS	14
3.4 PRIORITY #4: SUSTAINABLE AND HEALTHY INFRASTRUCTURE	15
3.5 PRIORITY #5: THRIVING COMMUNITY SERVICES	16
4. KEEPING THE FIRE LIT: MONITORING, ADAPTING, AND GROWING	18
4.1 MONITORING AND EVALUATION.....	18
4.2 IMPLEMENTATION.....	19
5. LOOKING AHEAD: WALKING IN UNITY.....	19
CONTACT INFORMATION	20

1. Laying the Foundation: Introduction

1.1 Purpose of the Community Safety Plan

The Malahat Community Safety Plan is a living roadmap created to strengthen community wellbeing, safety, and resilience in ways that reflect Malahat values, priorities, and vision for the future. It is grounded in the belief that true safety comes not just from emergency response or enforcement, but from strong relationships, cultural belonging, inclusive services, and proactive planning. The plan supports a coordinated and holistic approach to community safety that is rooted in self-determination, responsibility to one another, and care for the land and future generations.

This document outlines shared priorities, key actions, and initiatives designed to guide safety efforts over the next five years, while remaining flexible enough to adapt to new needs as they arise.

1.2 Planning Process: Building Together

This Community Safety Plan was developed through a collaborative and community-led process that brought together diverse voices and experiences. From early conversations to final drafting, the process was grounded in listening, reflection, and accountability.

Engagements included a community survey, focus groups and interviews with Malahat community members, staff, and Chief and Council, as well as a Tea and Tumuhw open house that welcomed all community members to share their thoughts and ideas.

This plan is not the endpoint. It is part of an ongoing effort to deepen trust, build safety from within, and walk forward together.

1.3 How to Use this Plan

This document is designed to guide both day-to-day actions and longer-term strategic decisions related to community safety across Malahat Nation.

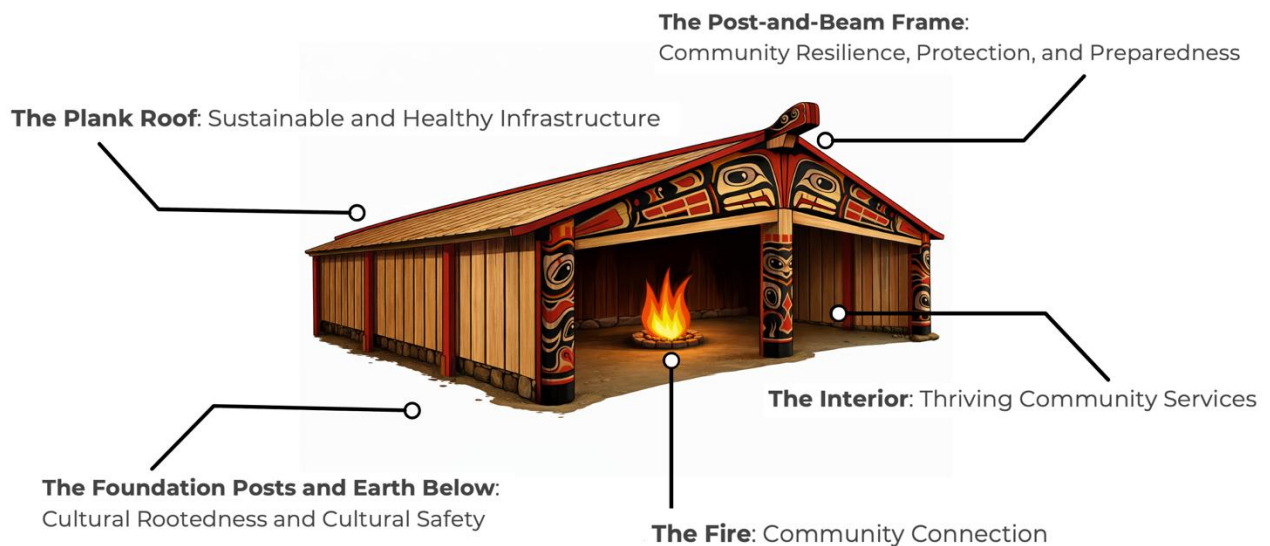
- For *Chief and Council*, the plan provides a clear set of community-defined priorities and actions to guide decisions, investment, and coordination across departments.
- For *staff and service providers*, it outlines shared protocols, training needs, and areas for collaboration to strengthen responses and improve support.
- For *community members*, it offers a transparent view of safety efforts and a framework for ongoing participation, feedback, and accountability.

The plan is organized around five key priority areas, each with associated strategic actions and initiatives. Together, they form a framework to support a thriving, connected, and safe Malahat community.

2. Inside the Big House: Plan at a Glance

2.1 “The Teachings are in the Long House”

The title of this section is a sentiment shared by a community member during the community gathering to inform this Community Safety Plan. The Big House is a powerful metaphor for community safety. Just like a Big House, the safety of a community relies on the strength and harmony of many interconnected parts. The priorities of the Safety Plan are each conceptualized as a part of the Big House structure, reflecting the roles, relationships, and responsibilities that are needed to keep Malahat safe. From the post-and-beam frame to the fire at the centre, the Safety Plan reflects how every piece must work in harmony. This plan builds on what community shared and offers a path toward a safer, stronger Malahat for generations to come.



1. **The Fire:** Community Connection

At the heart of the Big House is the fire. This represents the relationships, trust, and sense of belonging that form the emotional and social core of community safety. Strong relationships and connections sustain community safety.

2. **The Foundation Posts and Earth Below:** Cultural Rootedness and Cultural Safety

The Big House rests on deep foundations that root it to the land. Cultural continuity, language, and cultural safety ground this plan in a strong Malahat sense of identity. Without this connection to culture and land, the structure becomes unsteady.

3. **The Post-and-Beam Frame:** Community Resilience, Protection, and Preparedness

The interlocking beams and posts represent the strength of guardianship, emergency response, and conflict resolution. These must be coordinated, responsive, and built with care. They hold the shape of the Big House through storms.

4. **The Plank Roof:** Sustainable and Healthy Infrastructure

The outer shell of the Big House shields the people and maintains comfort and protection. In this Community Safety Plan, that includes housing, roads, lighting, and climate resilience. If any part is broken or missing, the people inside are vulnerable.

5. **The Interior:** Thriving Community Services

Inside the Big House, spaces and places serve different functions. Services like health, education, harm reduction, and youth development are the internal systems that help Malahat thrive, grow, and take care of each other.

2.2 Vision for a Safe and Thriving Community

Malahat's vision for community safety goes beyond responding to harm – it's about creating the conditions for everyone to feel connected, protected, and supported in all aspects of life. A safe community is one where people know they belong, where relationships are strong, and where wellness is nurtured across generations.

This Community Safety Plan is grounded in the belief that safety is a shared responsibility – upheld by trust, cultural values, and care for one another. It recognizes that true safety includes

physical, emotional, spiritual, and cultural wellbeing – and must be rooted in Malahat knowledge, relationships, and connection to land.

The Community Safety Plan envisions a thriving Malahat Nation where services are trauma-informed and values-based, where the Big House is strong, the fire is tended, and everyone has a place – and a voice – in shaping a safe future together.

2.3 Malahat Community Safety Plan Summary

Priorities and strategies are more long-term while initiatives can be revisited every few years.

Priority Areas	Vision	Strategic Actions	Initiatives
Community Connection	A community built on mutual trust and open communication, where all members feel heard, respected, included, and represented.	Strategic Action 1.1: Rebuild trust between community members, staff, and Leadership	1.1.1. Host regular community forums for open dialogue with Chief and Council. 1.1.2. Develop communication protocols between departments and members. 1.1.3. Increase access to clear, timely, and consistent information (e.g., through physical and digital newsletters).
		Strategic Action 1.2: Support inclusive community engagement	1.2.1. Create drop-in spaces and opportunities for Elders, youth, and off-reserve members to be involved and informed. 1.2.2. Develop a community inclusion and belonging strategy.
		Strategic Action 1.3: Strengthen dispute resolution pathways	1.3.1. Train staff and leadership in non-violent communication. 1.3.3. Establish a clear, fair process for addressing community complaints.
Cultural Rootedness and Cultural Safety	A Nation where programs and services are grounded in Malahat culture,	Strategic Action 2.1: Ensure cultural safety in all programs and	2.1.1. Mandate cultural safety and humility training across departments. 2.1.2. Embed Elders and Knowledge Keepers in health, education, and youth

	<p><i>language, and teachings, supporting sovereignty, belonging, and intergenerational learning.</i></p>	<p>services</p>	<p>services.</p> <p>2.1.3. Create a cultural safety review process for existing policies.</p>
		<p>Strategic Action 2.2: Strengthen connection to land, culture, and sovereignty</p>	<p>2.2.1. Increase land-based and seasonal cultural programming.</p> <p>2.2.2. Develop protocols to further assert Malahat jurisdiction and identity.</p> <p>2.2.3. Support language revitalization and intergenerational learning opportunities.</p>
<p>Community Resilience, Protection, and Preparedness</p>	<p><i>A safe and prepared community with strong emergency response systems, trauma-informed approaches, and protective protocols for all.</i></p>	<p>Strategic Action 3.1: Strengthen response capacity and training</p>	<p>3.1.1. Clarify emergency response roles and communication chains.</p> <p>3.1.2. Provide conflict de-escalation and emergency training to Guardians and Patrol.</p> <p>3.1.3. Expand cross-departmental training on trauma-informed and community safety practices.</p>
		<p>Strategic Action 3.2: Develop a coordinated incident response system</p>	<p>3.2.1. Create a Nation-wide phone tree and building access protocols</p> <p>3.2.2. Standardize internal incident reporting processes.</p> <p>3.2.3. Clarify emergency access and after-hours roles across departments.</p> <p>3.2.4. Clarify wildlife response protocols and promote awareness across departments and among community members.</p>
		<p>Strategic Action 3.3: Protect Malahat lands and community from harmful settler interactions</p>	<p>3.3.1. Implement protocols for ferry traffic, beach access, and trespassers.</p> <p>3.3.2. Increase signage about Malahat jurisdiction and respectful visitor conduct.</p> <p>3.3.3. Collaborate with BC Ferries and RCMP to improve accountability and respectful engagement.</p>

<p>Sustainable and Healthy Infrastructure</p>	<p><i>A vibrant and safe environment where housing, roads, and community infrastructure support the wellbeing of every member and the land.</i></p>	<p>Strategic Action 4.1: Invest in housing safety and quality</p>	<p>4.1.1. Increase investment in home maintenance and repairs.</p> <p>4.1.2. Provide home maintenance and repair workshops to community members.</p> <p>4.1.3. Provide wellness supports for those at risk of eviction.</p>
		<p>Strategic Action 4.2: Ensure road and pedestrian safety</p>	<p>4.2.1. Install traffic calming measures, especially near school bus and pedestrian routes.</p> <p>4.2.2. Expand street lighting and signage along key roads.</p> <p>4.2.3. Develop safer walkways and crossings along key paths.</p>
		<p>Strategic Action 4.3: Build environmental safety and climate resilience</p>	<p>4.3.1. Improve waste management and education to reduce wildlife risks.</p> <p>4.3.2. Build heatwave resilience through heat pumps and cooling spaces.</p> <p>4.3.3. Implement wildfire safety and air quality response plans.</p>
<p>Thriving Community Services</p>	<p><i>A seamless system of services that support health, healing, opportunity, and lifelong wellbeing.</i></p>	<p>Strategic Action 5.1: Strengthen access to health, wellness, and family supports</p>	<p>5.1.1. Reduce barriers to service access (transportation, hours, drop-in options).</p> <p>5.1.2. Improve outreach and retention for mental health services.</p>
		<p>Strategic Action 5.2: Apply harm-reduction approaches to addiction</p>	<p>5.2.1. Revise housing policy to ensure consistency and harm reduction.</p> <p>5.2.2. Expand low-barrier and culturally safe addictions programming.</p> <p>5.2.3. Build staff capacity to support fair, trauma-informed substance use responses.</p>

		<p>Strategic Action 5.3: Improve coordination across departments</p>	<p>5.3.1. Increase clarity around staff roles, responsibilities, and policies.</p> <p>5.3.2. Improve interdepartmental communication.</p> <p>5.3.3. Review internal policies to ensure they are flexible and equitable</p>
		<p>Strategic Action 5.4: Support youth wellbeing and opportunity</p>	<p>5.4.1. Create more accessible, inclusive, and drop-in spaces for youth (e.g. gym, field, swimming dock).</p> <p>5.4.2. Develop youth mentorship and employment readiness programs.</p> <p>5.4.3. Prioritize cultural supports for youth, including land-based programming and intergenerational learning opportunities.</p>

2.4 Relationship to Other Malahat Plans

The Malahat Community Safety Plan is not a standalone document. It is interconnected with the Nation’s broader vision for health, self-determination, and community wellbeing. While this plan focuses specifically on safety, it complements and supports the goals of other key plans (i.e., Comprehensive Community Plan 2021, Strategic Plan 2024-2029, etc.) and priorities already in motion.

Many of the strategic actions and initiatives outlined in this plan build upon strengths and initiatives identified in other planning efforts. They also align with the Nation’s broader goals around cultural revitalization, governance, and sustainable development.

This plan does not duplicate existing work but instead seeks to bridge gaps, improve coordination across departments, and bring safety into sharper focus across all areas of community life. Implementation of the plan will require strong partnerships with other departments, as well as alignment with existing and emerging plans to ensure shared direction, efficient use of resources, and meaningful outcomes for Malahat members.

As other plans continue to evolve, the Community Safety Plan will serve as a living document, designed to adapt and stay aligned with the Nation’s holistic vision for the future.

3. Building Together: Priorities and Pathways

This section of the Community Safety Plan outlines the path forward: shared priorities, strategic actions, and specific initiatives that will help strengthen safety and wellbeing for all Malahat members. These actions are grounded in what community members shared.

Each priority area corresponds to a key aspect of community safety, as envisioned in the long house metaphor outlined in [Section 2.1](#). Together, these strategic actions form a cohesive framework for building a safer, more connected, and more empowered Malahat. While the strategic actions shape a longer-term vision for Malahat, the initiatives are shorter-term actions that should be revisited and reshaped regularly.

3.1 Priority #1: Community Connection

A community built on mutual trust and open communication, where all members feel heard, respected, included, and represented.

Community safety begins with connection: strong relationships between members, staff, and Leadership. This priority recognizes that safety is not only physical, but emotional and relational. Through transparent communication, inclusive engagement, and fair dispute resolution, the Nation can foster a deeper sense of belonging and trust across generations and community roles.

Strategic Action 1.1: Rebuild trust between community members, staff, and Leadership

Trust is built through transparency, consistency, and opportunities to be heard. Many community members shared that they want more opportunities to connect directly with elected Chief and Council, understand decisions that affect them, and feel that their concerns are acknowledged and addressed in good faith. At the same time, community members and staff shared a desire for more clarity around communications, feedback loops, and protocols when concerns arise.

By holding regular forums and developing clear communication protocols, the Nation can begin rebuilding this trust—ensuring that community members know where to bring concerns, how information is shared, and that their voices are not only heard but valued.

Initiatives:

- 1.1.1. Host regular community forums for open dialogue with Chief and Council.
- 1.1.2. Develop communication protocols between departments and members.

- 1.1.3. Increase access to clear, timely, and consistent information (e.g., through physical and digital newsletters).

Strategic Action 1.2: Support inclusive community engagement

Community safety is strengthened when all members feel included in shaping the future of the Nation. During the planning process for this Community Safety Plan, members emphasized the importance of creating safe spaces where people can connect, learn, contribute, and be involved in meaningful ways.

This strategic action focuses on ensuring that everyone has opportunities to participate, share their voice, and be part of community life. That means both creating the right spaces for gathering and ensuring that engagement efforts are inclusive, culturally appropriate, and welcoming.

Initiatives:

- 1.2.1. Create drop-in spaces and opportunities for Elders, youth, and off-reserve members to be involved and informed.
- 1.2.2. Develop a community inclusion and belonging strategy.

Strategic Action 1.3: Strengthen dispute resolution pathways

Conflicts, misunderstandings, and harm are part of any community, but how they are addressed makes all the difference. In community conversations, members shared frustrations about the lack of clear pathways for resolving interpersonal issues or raising concerns in a good way. Many shared experiences of feeling dismissed, excluded, or unsure where to turn when issues arise.

This action focuses on strengthening dispute resolution approaches by increasing staff and Chief and Council capacity in non-violent communication and establishing a transparent, fair, and community-informed complaints process. These pathways can help transform conflict into an opportunity for healing, accountability, and stronger relationships.

Initiatives:

- 1.3.1. Train staff and Chief and Council in non-violent communication.
- 1.3.2. Establish a clear, fair process for addressing community complaints

3.2 Priority #2: Cultural Rootedness and Cultural Safety

A Nation where programs and services are grounded in Malahat culture, language, and teachings, supporting sovereignty, belonging, and intergenerational learning.

Culture is at the root of safety. Throughout engagements, participants emphasized that safety is not just about protection from harm, it is also about feeling a deep sense of belonging, pride, and cultural continuity. When programs reflect Malahat values and practices and services are delivered with respect, safety grows for everyone.

This priority area aims to ensure that all programs and services delivered through Malahat Nation uphold cultural safety, while also deepening connections to land, language, and traditional governance. From the voices of Elders to the footsteps of youth, cultural rootedness is essential for a strong, sovereign future.

Strategic Action 2.1: Ensure cultural safety in all programs and services

Cultural safety requires more than acknowledgment. It demands action, accountability, and daily practice. Community members spoke about the need for culturally safe service delivery across health, education, child care, housing, and more. This includes consistent training, community-led oversight, and active inclusion of community voices to ensure Malahat ways of being and knowing are at the forefront of service delivery.

Initiatives:

- 2.1.1. Mandate cultural safety and humility training across departments.
- 2.1.2. Embed Elders and Knowledge Keepers in health, education, and youth services.
- 2.1.3. Create a cultural safety review process for existing policies.

Strategic Action 2.2: Strengthen connection to land, culture, and sovereignty

Connection to land, language, and self-determination was repeatedly raised as vital for wellbeing and safety. Initiatives that support cultural continuity and community resilience are core to this plan.

Initiatives:

- 2.2.1. Increase land-based and seasonal cultural programming.
- 2.2.2. Develop protocols to further assert Malahat jurisdiction and identity.

- 2.2.3. Support language revitalization and intergenerational learning opportunities.

3.3 Priority #3: Community Resilience, Protection, and Preparedness

A safe and prepared community with strong emergency response systems, trauma-informed approaches, and protective protocols for all.

Safety is not only about reacting to crises, it is about being prepared, responsive, and resilient in the face of challenges. During the planning process, community members emphasized the need for clearer protocols, stronger training for frontline staff, and consistent communication during incidents and emergencies.

Whether facing a wildfire, a wildlife encounter, a trespasser, or an interpersonal conflict, Malahat needs systems that are prepared. This priority focuses on strengthening Malahat's ability to respond to emergencies, protect its lands, and care for its people, especially those who are most vulnerable.

Strategic Action 3.1: Strengthen response capacity and training

Emergency response and community safety rely on frontline teams being properly equipped and trained, including Guardians, Patrol, and others. Community members raised the need for clearer approaches to safety and crisis response.

Initiatives:

- 3.1.1. Clarify emergency response roles and communication chains.
- 3.1.2. Provide conflict de-escalation and emergency training to Guardians and Patrol.
- 3.1.3. Expand cross-departmental training on trauma-informed and community safety practices.

Strategic Action 3.2: Develop a coordinated incident response system

Currently, staff and community members may not know who to call or what to do during different types of incidents. This strategic action seeks to build a clear, coordinated, and consistent response system that spans departments and supports timely, safe action.

Initiatives:

- 3.2.1. Create a Nation-wide phone tree and building access protocols.
- 3.2.2. Standardize internal incident reporting processes.
- 3.2.3. Clarify emergency access and after-hours roles across departments.

- 3.2.4. Clarify wildlife response protocols and promote awareness across departments and among community members.

Strategic Action 3.3: Protect Malahat lands and community from harmful settler interactions

Community members raised concerns about disrespectful and even dangerous interactions with non-member traffic. This strategic action aims to uphold Malahat safety by strengthening boundaries and asserting sovereignty.

Initiatives:

- 3.3.1. Implement protocols for ferry traffic, beach access, and trespassers.
- 3.3.2. Increase signage about Malahat jurisdiction and respectful visitor conduct.
- 3.3.3. Collaborate with BC Ferries and RCMP to improve accountability and respectful engagement.

3.4 Priority #4: Sustainable and Healthy Infrastructure

A vibrant and safe environment where housing, roads, and community infrastructure support the wellbeing of every member and the land.

Safety is also found in the stability of a home, the brightness of a well-lit path, and the strength of the infrastructure that shelters us. Throughout the planning process, community members spoke about unsafe roads, homes in disrepair, and the impacts of changing weather. Addressing these issues is essential to keeping people safe now and into the future. This priority focuses on creating the conditions for physical safety and long-term sustainability, from home maintenance and street lighting to climate resilience and environmental health.

Strategic Action 4.1: Invest in housing safety and quality

Housing is one of the most direct determinants of community safety. In addition to a housing shortage, participants emphasized the toll of unsafe housing and the need for more support to keep homes safe and families housed. When homes are overcrowded, poorly ventilated, structurally unsound, or lacking regular maintenance, they can pose serious health and safety risks. This strategy focuses on both structural and social supports that ensure every Malahat member has a safe, stable, and dignified place to live.

Initiatives:

- 4.1.1. Increase investment in home maintenance and repairs.
- 4.1.2. Provide home maintenance and repair workshops to community members.
- 4.1.3. Provide wellness supports for those at risk of eviction.

Strategic Action 4.2: Ensure road and pedestrian safety

Members described the urgent need for safe road infrastructure like sidewalks and streetlights that can calm traffic and allow pedestrians to safely commute in community. This strategy is about ensuring roads and pathways are not only functional but actively support pedestrian safety, visibility, and mobility.

Initiatives:

- 4.2.1. Install traffic calming measures, especially near school bus and pedestrian routes.
- 4.2.2. Expand street lighting and signage along key roads.
- 4.2.3. Develop safer walkways and crossings along key paths.

Strategic Action 4.3: Build environmental safety and climate resilience

Environmental hazards such as wildlife, poor waste management, extreme heat, and wildfire smoke are often becoming more frequent and more severe. Community members emphasized the need for proactive infrastructure planning that helps people adapt to climate impacts while minimizing harm to the environment. This strategy invests in building long-term environmental resilience and safer systems.

Initiatives:

- 4.3.1. Improve waste management and education to reduce wildlife risks.
- 4.3.2. Build heatwave resilience through heat pumps and cooling spaces.
- 4.3.3. Implement wildfire safety and air quality response plans.

3.5 Priority #5: Thriving Community Services

A seamless system of services that support health, healing, opportunity, and lifelong wellbeing.

Malahat members shared that safety includes access to responsive, coordinated, and culturally grounded services. From health and mental wellness to youth supports and addictions services, community members want to see integrated systems that meet people where they're at. This priority area focuses on building upon Malahat's existing strengths to improve systems of care that are easy to navigate, culturally safe, and built around the diverse needs of all Malahat members.

Strategic Action 5.1: Strengthen access to health, wellness, and family supports

Some members experience barriers when trying to access supports, including challenges related to limited hours of operation or services that don't feel welcoming. This strategy focuses on removing barriers and expanding wraparound supports for families to work toward a seamless and accessible system of care.

Initiatives:

- 5.1.1. Reduce barriers to service access (transportation, hours, drop-in options).
- 5.1.2. Improve outreach and retention for mental health services.

Strategic Action 5.2: Apply harm-reduction approaches to addiction

Addiction is a complex issue that impacts some Malahat members and families. Community voices emphasized the need for low-barrier, non-punitive, and culturally safe approaches to substance use. This strategy commits to harm-reduction models that focus on safety, dignity, and support rather than punishment or exclusion.

Initiatives:

- 5.2.1. Revise housing policy to ensure consistency and harm reduction.
- 5.2.2. Expand low-barrier and culturally safe addictions programming.
- 5.2.3. Build staff capacity to support fair, trauma-informed substance use responses.

Strategic Action 5.3: Improve coordination across departments

Lack of role clarity, inconsistent communication, and siloed operations make it harder for members to get the support they need—and harder for staff to fulfil their roles. Community services work best when departments share information, collaborate smoothly, and know where each other's responsibilities begin and end. This strategy promotes internal clarity and coordination to improve the member experience.

Initiatives:

- 5.3.1. Increase clarity around staff roles, responsibilities, and policies.
- 5.3.2. Improve interdepartmental communication.
- 5.3.3. Review internal policies to ensure they are flexible and equitable.

Strategic Action 5.4: Support youth wellbeing and opportunity

Youth are the future of the Nation and therefore need to be supported, seen, and empowered. Members emphasized the importance of creating safe, inclusive, and exciting spaces for youth, as well as providing opportunities for mentorship, skill-building, and connection to land and culture. This strategy ensures that youth have the resources and supports to thrive.

Initiatives:

- 5.4.1. Create more accessible, inclusive, and drop-in spaces for youth (e.g. gym, field, swimming dock).
- 5.4.2. Develop youth mentorship and employment readiness programs.
- 5.4.3. Prioritize cultural supports for youth, including land-based programming and intergenerational learning opportunities.

4. Keeping the Fire Lit: Monitoring, Adapting, and Growing

Just as the big house must be tended regularly to keep people warm, connected, and safe, this plan must be nurtured, revisited, and adapted over time. “Keeping the Fire Lit” is about turning priorities into action, monitoring progress, and ensuring this plan remains a living document grounded in community voices.

4.1 Monitoring and Evaluation

The Malahat Community Safety Plan is a long-term commitment that requires regular reflection, learning, and adaptation. Monitoring and evaluation will help ensure that the Community Safety Plan stays aligned with community needs and that actions are having the intended impact.

To support this, the Nation will:

- Develop a Community Safety Plan Report Card to track progress on each strategic action using simple, transparent indicators.
- Convene reflection sessions with staff, leadership, and community members every two years to share updates, identify successes and challenges, and co-create adjustments as needed.
- Include community voices in evaluation, through regular check-ins, surveys, or gatherings that invite members to share how safe and supported they feel.
- Assign roles for tracking implementation, including department leads for each priority area.

Tracking outcomes is not just about data, it’s about accountability, learning, and honoring the input that community members shared in the creation of this plan.

4.2 Implementation

While this plan provides the direction, its success depends on clear roles, timelines, and collaborative action. Implementation will be phased and responsive to resources.

Key next steps include:

- Assigning departmental leads for each strategic action who will be responsible for coordination, implementation, and reporting.
- Developing a multi-year implementation timeline, outlining which initiatives will be prioritized in Year 1, 2, and 3 based on urgency, feasibility, and available resources.
- Securing resources by identifying internal and external funding opportunities, partnerships, and capacity supports.
- Embedding the plan in governance structures, by ensuring that it is referenced in annual planning, staff onboarding, policy updates, and community engagement processes.

This is not a static document; it is a path forward. Implementation will be iterative, collaborative, and rooted in the same spirit of shared responsibility that shaped this plan.

5. Looking Ahead: Walking in Unity

This Community Safety Plan reflects the courage, care, and commitment of Malahat community members and staff who shared their voices, experiences, and hopes. But a plan alone does not create safety. It's in how we treat one another, how we respond to crisis, how we support healing, and how we honour our values in action. Safety grows stronger when we check in on each other, when we resolve conflict with care, and when we lead with respect and accountability.

This is not the end of the journey – it's a shared commitment to keep the fire burning. With continued dialogue, shared responsibility, and strong community leadership, Malahat can continue building a future where everyone feels safe, connected, and proud to call this community home

Contact Information

Malahat Nation

110 Thunder Road
Mill Bay, BC V8H 1B8

Contact: +1 (250) 743-3231 | info@malahatnation.com

Website: <https://malahatnation.com/>

