



Huu-ay-aht First Nations

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REPORT TO EXECUTIVE COUNCIL

Title: Huu-ay-aht Strategic Plan

Type of Decision: Approval in principle of Huu-ay-aht Strategic Plan

Submitted by: John Jack and Rob Botterell

Date: December 16, 2012

ISSUE

Approval in principle of Huu-ay-aht strategic plan.

BACKGROUND

A. Strategic Plan

The draft strategic plan was prepared in accordance with s. 15 of the Financial Administration Act (FAA excerpts attached). For a variety of reasons, including the delay in the People's Assembly, the strategic plan was not approved by the legislated deadline of November 30, 2012.

After being presented at the December 8th, 2012 People's Assembly, Executive Council reviewed the strategic plan at its regular December 12, 2012 meeting. A variety of new strategic priorities were identified. Executive Council decided to revise the draft strategic plan and then once the revised strategic plan is approved in principle by EC:

- consult with citizens, and
- consult with the Ha'wiih Council.

By mid to late January 2013 the above consultation work will be complete and EC will be in a position to approve the 3 year Huu-ay-aht strategic plan before the end of January.

B. Budget Decisions

While consultation work is underway, Finance Committee will be able to begin work on the budget forecast and options to implement the draft strategic plan as per s. 16 of the FAA (copy attached).

This work will likely include information regarding status quo expenditures:

- Projected actual cash operating and capital expenditures in Fiscal 2012/2103,
- The required amount of expenditure reduction to balance the budget one year early or to achieve the reduced budget deficit of \$300,000 permitted under s. 98 of the FAA,
- New sources of revenue, and
- Options for reducing the cost of existing government programs and services unrelated to achievement of strategic priorities to free up funds for balancing the budget or strategic priorities.

EC will then have the information it needs to decide a) which key 2013 projects to approve, b) how much funding to approve for each key project and c) what spending cuts to make to pay for the new projects.

In order to allow time for legislative drafting and full consideration of all budget options, it will likely be necessary to hold special budget meetings of Executive Council in early February 2013.

DISCUSSION

Please refer to the attached draft strategic plan summary spreadsheet. This spreadsheet is based on the strategic plan presented at the December 8th, 2012 People's Assembly, by EC discussions on December 12th, and a further review of current priorities.

The green column in the spreadsheet summarizes draft EC strategic priorities for the next three years. Please review this column and identify changes, additions, deletions.

The next two columns (yellow) set out a) key 2013 projects and b) 2013 deliverables related to implementation of each strategic priority. Please review this column and identify any changes or other specific projects or deliverables you would like Finance Committee to review and cost. Please note Finance Committee may also come up with additional implementation options for EC to consider.

The final column (blue) will be completed by Finance Committee. Sample figures have been inserted for illustrative purposes.

Recommended Motion

Be it resolved to approve in principle the Haa-ay-aht strategic plan as set out in the December 16th report to EC entitled "Haa-ay-aht Strategic Plan" and to direct the Executive Director & Law Clerk to take the necessary steps to ensure the Finance Committee completes its budget forecast by January 31, 2013 and further to make arrangements as necessary and appropriate to support consultation meetings on the strategic plan held by EC members.

EXCERPTS FROM FINANCIAL ADMINISTRATION ACT

Budget cycle

14 The following table sets out the tasks for each stage of the budget cycle and the required monitoring activities:

TIME REQUIRED	BUDGET CYCLE TASKS		SECTION
November 30	Strategic Plan	Determine strategic plan setting out Huu-ay-aht priorities	15
January 31	Budget Forecast	Develop budget forecast as context for budget decisions	16
March 31	Financial Plan	Develop financial plan documenting budget decisions	17
March 31	Budget Act	Enact Budget Act to implement budget decisions	20
	MONITORING ACTIVITIES		
Within 30 days of month end	Monthly Financial Report	Monitor actual financial results against budget and take action as needed	21
Within 30 days of end of quarter	Quarterly Financial Report	Quarterly financial statements published after Executive Council review	22
Before June 30	Draft Annual Financial Statements	Executive Director provides draft financial statements; Finance committee reviews draft financial statements	23, 24
Before July 10	Audited Annual Financial Statements	Auditor provides audited financial statements; Executive Council approves audited annual financial statements and auditor's report	25
Before July 15	Draft Annual report	Executive Director prepares draft annual report for Finance Committee review	26
Next session of People's Assembly	Annual Report	Executive Council adopts an annual report; Annual report and audited annual financial statements presented to People's Assembly	27

Strategic plan

- 15 (1) By November 30 each year, Executive Council must review the existing strategic plan and approve, for a 3 year time period,
- (a) the existing strategic plan, or
 - (b) a new or amended strategic plan.
- (2) Executive Council must consult with the Ha'wiih Council and Huu-ay-aht citizens before approving a strategic plan under subsection (1).
- (3) The strategic plan may, in addition to other matters, consider
- (a) Huu-ay-aht citizen development, and
 - (b) Huu-ay-aht employment.
- (4) Executive Council must publish the strategic plan as soon as practicable after it is approved.

- (5) Executive Council may establish
 - (a) a process for reviewing the strategic plan and consulting with Ha'wiih Council and HUU-ay-aht citizens,
 - (b) the form and content of a strategic plan, and
 - (c) a committee to do any of the following:
 - (i) make recommendations to Executive Council on whether to approve the existing strategic plan, approve revisions to it or approve a new strategic plan;
 - (ii) prepare draft revisions to the strategic plan;
 - (iii) prepare a new draft strategic plan for consideration by Executive Council;
 - (iv) advise Executive Council on any other matter relating to the strategic plan as Executive Council considers necessary or advisable.
- (6) Executive Council must approve a 3 year strategic plan on Effective Date.

Budget forecast

- 16** (1) By January 31 of each year, the Finance Committee must provide Executive Council with a 3 year budget forecast.
- (2) The budget forecast under subsection (1) must set out all of the following information:
 - (a) a forecast of revenue from each revenue source, with no revenue policy changes;
 - (b) an estimate of non-discretionary capital and operating expenditures;
 - (c) options for revenue policy changes;
 - (d) options for changes to capital and operating expenditures;
 - (e) financial and operating implications for all options, including implications for cash balances, invested funds and borrowing requirements;
 - (f) recommendations made by the Finance Committee.