

Developing a 4 Year Action Plan:  
Report on Consultation and Communication Engagement

Report for the 2015 People's Assembly

November 2015



huu ayaht

ANCIENT SPIRIT, MODERN MIND

## Table of Contents

<b>1.0</b>	<b>Background and Timelines</b> .....	1
	<i>The current Strategic Plan (2014-2017)</i> .....	1
	<i>4 Year Action Plan</i> .....	1
	<i>Consultation</i> .....	1
<b>2.0</b>	<b>Critical Themes and Goals: 2014-2017 Strategic Plan</b> .....	2
<b>3.0</b>	<b>A Summary of What We Heard</b> .....	3
<b>4.0</b>	<b>Next Steps</b> .....	5
<b>APPENDIX A: Summary of 2014-2017 Strategic Plan</b>		

## 1.0 Background and Timelines

### *The current Strategic Plan (2014-2017)*

- In late 2013 and early 2014, Huu-ay-aht Executive Council went through a long-term strategic planning session and reviewed:
  - successes and challenges in the organization
  - opportunities that exist in the region and beyond
  - feedback received from Huu-ay-aht citizens and staff from the Nation's Values Survey and HFN Staff Survey (157 citizens provided input to 48 questions)
- Council and hereditary leadership considered the treaty, their mandate, the issues that face citizens, the government, the administration, the businesses and best practices in setting strategic goals in the plan
- In addition, an extensive citizen survey was conducted and the responses from 157 citizens were considered and incorporated into the plan
- A summary of the 2014-2017 Plan including strategic goals, critical themes, goals, objectives and priorities is included as Appendix A to this document

### *4 Year Action Plan*

- Section 15 of the HFN Financial Administration Act requires that Executive Council, each year, "review the existing strategic plan and approve, for a three-year time period, a) the existing plan, or b) a new or amended strategic plan"
- As required and desired by Executive Council, the Four-Year Action Plan will:
  - include input from citizens, H̱aw̱iiẖ and advisory committees
  - set out objectives and priorities for the first year on which Executive Council will focus based on the different portfolios
  - contain measurables to be reviewed on an annual basis at the People's Assembly

### *Consultation*

- Executive Council wishes to obtain input from citizens, H̱aw̱iiẖ, advisory committees and staff prior to finalizing a 4 Year Action Plan which will include short, medium and long-term priorities and action items
- The Financial Administration Act requires that Executive Council consult the H̱aw̱iiẖ Council and citizens before approving a strategic plan or amended strategic plan
- Executive Council, along with staff and others undertook an extensive round of consultations in October and November including:
  - Meeting with the H̱aw̱iiẖ Council in Anacla
  - 2-day "all Committees" meeting in Port Alberni including extensive small group discussions on priority areas

- Community engagement/dinner sessions with citizens in Anacra, Vancouver and Port Alberni
- One-on-one conversations as opportunities arose
- Citizens were asked to provide feedback on the priorities and goals in the 2014-2017 strategic plan and to share input on their priorities, concerns and interests
- Detailed record of all meetings was kept, and continues to be analyzed and summarized

## 2.0 Critical Themes and Goals: 2014-2017 Strategic Plan

A summary of the 2014-2017 Strategic Plan is attached to this document as Appendix A. Following is a summary of the critical themes and goals identified in the strategic plan. At a very high level, it is these themes and goals that citizens were asked to contemplate as to whether they are still the most appropriate as we continue to move forward.

<i>Communication:</i>	Informing, educating, and engaging with citizens, staff, and businesses. Increase communication and engagement with citizens, increasing citizen’s satisfaction and communicating effectively as an organization
<i>Children and Families:</i>	Supporting, protecting, nurturing HFN families and children with quality comprehensive programming and activities
<i>Culture and Values:</i>	Ha’wiih Council to identify, support, promote culture and values. HUU-ay-aht families are healthy and connected to community, culture and values. Increase number of people engaging in cultural practices, number of language speakers, and increase education levels.
<i>Infrastructure:</i>	Designing, building, operating enabling infrastructure. Develop community programs and community infrastructure to meet the needs of the citizens, administration and government. Ensure there are sound processes for management of records and governance.
<i>Natural Resources/Trade:</i>	Developing, promoting, and conserving natural resources. Build self-sufficiency and sustainability by investing in and planning for our natural resources. Promote tourism and recreation opportunities, develop Integrated Resource Management Plan (IRMP), and increase Own Source Revenue (OSR). Build, sustain and maintain natural resources.

### 3.0 A Summary of What We Heard

Executive Council and staff received extensive feedback from Hāwiih and citizens in the engagement process. The detailed input from each of the sessions is extensive and has been categorized into the critical themes (see separate handout). The input will continue to be analyzed to include those ideas into Executive Council and the Nation’s 4 Year Action Plan. The October-November 2015 engagement and consultation process confirms that no major amendments will be required to the 2014-2017 strategic plan but suggests a minor restatement of the themes as follows:

Themes identified in 2014-17 Strategic Plan	Themes emerging from 2015 consultations
<i>Communication*</i>	
<i>Children and Families</i>	<i>Children and Families</i>
<i>Culture and Values</i>	<u><i>Language and Culture</i></u>
<i>Infrastructure</i>	<i>Infrastructure</i>
<i>Natural Resources/Trade</i>	<i>Natural Resources/Trade</i>
	<u><i>Economic Development</i></u>

*\*the feeling is that the theme of Communications must span all areas of strategic priorities and is not a stand-alone item*

The following is a very brief overview of some of the areas of critical concern to citizens; that is, we heard these comments over and over. The comments are listed randomly and in no particular priority order.

- Generally, the indication is that the critical themes are still relevant, perhaps with some minor adjustments (for example, communications extends through all themes, the priority of language needs to be emphasized, and development of our economy and economic opportunities may be a theme of its own)
- Our Nation needs to be unified at all levels; we need to get into the same canoe and paddle together
- The need to communicate with citizens on a regular basis, in a meaningful way, and using a variety of communication methods was a common theme in all engagement sessions. Personal, one-on-one communication is always the ultimate, of course
- Citizens need to know ‘who does what’ and how to contact appropriate staff members to obtain the assistance or answers they require; it’s difficult with staff working out of 2 locations
- Citizens are craving access to and ability to practice and share culture and language, whether they live at home or away from home; revival of language is a priority
- Exercising cultural protocols at all times and respecting and utilizing elders is important

- We should not isolate ourselves from other Nuu-chah-nulth Nations; we still need to recognize we are family and enjoy celebrating together (graduation, Ha-shilth-sa etc)
- The need to fully access resources, especially our traditional foods is essential (either to be able to directly harvest or have access to traditional foods); and enable our people to process our own traditional foods
- Education and support for students remains a priority
- Promote and encourage independence for individuals and families; provide support that will allow citizens to become more independent
- Development of infrastructure at home to enable people to realistically consider moving home is critical (community infrastructure such as housing and servicing as well as other related facilities such as health centres, recreational facilities, transportation needs, schools, emergency services and others are also essential)
- Land use/resource management plan including use of natural resources as well as uses of lands (eg variety of housing types, economic development, citizen entrepreneurs)
- Consider and be supportive of the needs of the people who are still living at home; the transition to treaty has perhaps impacted them the most
- Continue to provide programming to support the health and well-being of citizens (enhanced health services, good food boxes, job readiness, education, youth programs, cultural programs); expand those programs into urban areas
- There are challenging discussions that need to be held with respect to our citizenship and the criteria and requirements to become a citizen
- To finance our requirements, it is essential to develop and maintain a strong economy that generates revenue, creates full time well-paying jobs and provides entrepreneurial opportunities for citizens; how can we rebuild our economy? How can citizens help?
- Our sacred values and principles of *iisaak*, *uu-a-thluk*, and *hishuk tsa'walk* must be applied to the conservation, preservation, sustainable use, and enhancement of our natural resources; sacred areas and culturally sensitive sites need to be protected and cared for in a proper way
- Programs and services of the Nation should support the needs of all citizens to the greatest degree possible
- Make sure our laws and regulations reflect what we want and how we want to operate while still respecting our need for good governance; we need laws that help us to achieve our goals, not that stand in the way of achieving our agreed upon objectives
- Continue to seek and secure resources required to carry out our responsibilities
- Start to get youth involved in both culture and governance in a variety of ways
- Take care of elders at home and away from home; provide home care, provide for adequate housing etc
- Operate within our means; follow approved budgets, ensure all plans align with budgets and financial resources

## 4.0 Next Steps

Input received from the consultations and community engagement to date has provided Executive Council with valuable information with which to proceed with the 4 Year Action Plan for Huu-ay-aht First Nations. The 2014-2017 strategic plan included input from Council, Ḥaw̓i̓iḥ and citizens through engagement processes, and for 157 citizens, through a direct survey process. The October-November 2015 engagement and consultation process confirms that no major amendments will be required to the 2014-2017 strategic plan, but suggests a minor restatement of the themes (see page 3).

Council will conduct a final review of all input gathered in the consultation process and will incorporate any further input from the 2015 People's Assembly along with any further input from additional consultations may deem necessary. In addition, Executive Council will meet to discuss priority areas for the coming year in order to align financial resources with the strategic priorities that will be identified and confirmed in the 4 Year Action Plan.

Once Council has completed the 4 Year Action Plan it will be made public and available to all citizens.

*Executive Council thanks citizens for your input into this important process!*

## Summary of 2014-2017 Strategic Plan (4 year plan)

### **20 year Strategic Goals (5 posts to support the Nation):**

1. People are de-colonized (free from negative effects of colonization)
2. Children grow up safe, healthy and connected to home and culture/values
3. Home is safe, healthy appealing place where ½ of our people choose to live
4. Land provides sustainable wealth, respects HUU-ay-aht values of conservation
5. Economy operates sustainably, is major employer and major source of revenue for HUU-ay-aht

### **Critical Themes**

- Communication: Informing, educating, engaging with citizens, staff, businesses
- Children and Families: Supporting, protecting, nurturing HFN families and children
- Culture and Values: Ha'wiih Council to identify, support, promote culture and values
- Infrastructure: Designing, building, operating enabling infrastructure
- Natural Resources/Trade: Developing, promoting, conserving natural resources

### **Goals and Objectives:**

- Communication:
  - Goal:* Increase communication and engagement with citizens, increasing citizen's satisfaction and communicating effectively as an organization
  - Objectives:*
    - Communicate and engage with citizens using a variety of media including increasing numbers of citizen forums, community rounds, better voting and quorum turnouts
    - Increase HFN citizen satisfaction with programs and services by using survey results to modify and make changes
- Children and Families:
  - Goal:* Supporting, protecting and nurturing HFN families with quality comprehensive programming and activities
  - Objectives:*
    - Families stay together
    - Children know HFN values and responsibilities placed on them
    - Early intervention through Early Childhood Education (Pawaats) program
    - Increase school completion rates
    - Provide education to children in Anacla PreK-12
    - Access to quality health and dental care (achieving parity and exceeding)
    - Support for families (crisis grants, job opportunity grants, cultural programs)
    - Children and families education on HFN history and culture

➤ Culture and Values:

*Goal:* Huu-ay-aht families are healthy and connected to community, culture and values.  
Increase number of people engaging in cultural practices, number of language speakers, and increase education levels

*Objectives:*

- Institute a comprehensive educational streaming program to early identify, intervene and support HUU-ay-aht youth
- Create long term study (longitudinal) with Pawaats children to better understand critical success factors of HUU-ay-aht child development
- Promote market-based job skills development and create linkages to current and future community needs
- Promote HFN employment throughout all levels of the organization through co-op, trainee or internship opportunities
- Support Ha'wiih to determine and document areas of responsibility, mandate and program activities in social justice, resource management, and all cultural practices
- Promote HUU-ay-aht carving, carving knowledge transfer, and traditional designs in building appearance and materials
- Identify, develop and support HFN cultural practices including cultural workshops, summer cultural camp and traditional ceremonies (child naming etc.)
- Develop and implement an HFN early childhood education program (Pawaats) in Port Alberni
- Increase the number of language speakers
- Promote HFN culture within the HFN administration

➤ Infrastructure:

*Goal:* Develop community programs and community infrastructure to meet the needs of the citizens, administration and government. Ensure there are sound processes for management of records and governance.

*Objectives:*

- Develop a rental or social housing program
- Develop the subdivision in upper Anacla allowing for future development (cultural centre, assisted living facility, children in care facility, school)
- Improve road in and on the way to Anacla
- Continue focus on potable water and sanitary sewers
- Develop a power security policy and implement
- Develop/implement a marine security policy
- Focus on community law enforcement and emergency services
- Improve telecommunications access and service
- Develop community programs
- Decrease solid waste

➤ Natural Resources/Trade:

*Goal:* Build self-sufficiency and sustainability by investing in and planning for our natural resources. Promote tourism and recreation opportunities, develop Integrated Resource Management Plan (IRMP), and increase Own Source Revenue (OSR). Build, sustain and maintain natural resources.

*Objectives:*

- Develop/implement an IRMP assessing highest and best use of all HFN Natural Resources
- Increase citizen access to harvest rights
- Increase own source revenues
- Promote balanced development including potential major projects
- Promote tourism and recreation opportunities
- Establish a Huu-ay-aht Park and Conservation strategy
- Build, sustain and manage wildlife and aquatic resources

**Priorities:**

Top Priorities for 2014/15	Strategic priorities 2014-17	Strategic Initiatives 2014-17
<ul style="list-style-type: none"> <li>• Communication/engagement with citizens</li> <li>• Increasing citizen satisfaction</li> <li>• Longitudinal children’s study</li> <li>• Tourism/recreational opportunities</li> <li>• Increase the number of language speakers</li> <li>• Integrated Resource Management Plan (IRMP)</li> <li>• Increase Own Source Revenue</li> <li>• Education Streaming Program</li> <li>• Children know HFN value and expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop community programs</li> <li>• Support Ha’wiih mandate and program activities</li> <li>• Families stay together</li> <li>• Identify, develop and support HFN cultural practices</li> <li>• Improve family access to opportunities</li> <li>• Build, sustain and management wildlife and aquatic resources</li> <li>• Provide preK-12 ed (Anacla)</li> <li>• Support for families</li> <li>• Focus on community law enforcement and emergency services</li> <li>• Early intervention through ECE</li> <li>• Marine security protected</li> <li>• Decrease solid waste</li> <li>• Increase school completion rates</li> <li>• Promote balance development</li> <li>• Market based skills and education training</li> <li>• Promote HFN employment</li> </ul>	<ul style="list-style-type: none"> <li>• Access to quality health and dental care</li> <li>• Develop the subdivision</li> <li>• Improve the road in and to Anacla</li> <li>• Ensure potable water and sanitary sewer</li> <li>• Increase citizen access to harvesting</li> </ul>

**Tasks, Timelines, Outcomes and Metrics:**

Specific activities related to themes, goals, objectives and priorities are outlined in the HFN Road Map 2015/2016 (workplan). That document also identifies responsibility areas/departments, specific outputs, and short- (1 year), medium- (2 to 3 years), and long-term (4 to 5 years) outcomes. Finally, it identifies metrics by which progress on each activity can be measured in the current year (2015/16).