

HITAĆU ASSEMBLY

MONDAY, OCTOBER 17, 2022

**5PM DINNER & 6PM ASSEMBLY
CIX^wATIN CENTRE GYM, HITAĆU
VIA ZOOM & LIVESTREAM**

Cix^watin Centre Gym

- 5pm Dinner starts
- 6pm Assembly starts

Zoom

- **6pm Assembly starts**
 - www.zoom.us
 - Meeting ID: **822 5475 0029**
 - Meeting Passcode: **164458**
 - Tel: **1(778) 907-2071**

Livestream available on ufn.ca & Facebook

To **participate** in the meeting you must attend via **ZOOM**. *Questions will not be taken from Facebook.*



HITAĆU ASSEMBLY

MONDAY, OCTOBER 17, 2022
5pm Dinner & 6pm Assembly
Cixwatin Centre Gym, hitaću
via Zoom & Livestream

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Tel: **1(778) 907-2071** Meeting Passcode: **164458**

TO ACCESS A ZOOM MEETING

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2. Select '**Join A Meeting**', top right hand tab
3. Enter Meeting ID: **822 5475 0029**
4. Enter Passcode: **164458**
5. Choose your audio connection; phone, computer, with or without video. *Your computer will notify you if you have no audio connection and force a call in.*
6. You are connected!

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ZOOM ETIQUETTE

- Your microphone will be muted upon meeting entry. Please stay muted unless called on or at the request to ask a question.
- If attending via video, **please raise your hand in request to speak**. If via phone, un-mute your audio to request to speak when the time is available and right.
- You can un-mute the audio on the lower left hand of the Zoom screen or by *6 on your telephone.
- You will be muted for profanity or out of line communication.
- The chat box will be monitored but not public. **Chat is not a guaranteed form of communication** for answering questions or requests during the Assembly.

VOTING & QUESTION PERIOD

- When asked to **VOTE**, please use the raise hand function or state your name for objections or in favour.
- At any time before speaking, **please state your name**.
- **Questions will not be accepted from Facebook. In person and Zoom attendance only.**



NOTICE IN ACCORDANCE WITH YUULU?IL?ATH LAW

hita?u Assembly

In accordance with Sections 4.2 and 4.3 of the *Government Act* YFNS 2/2011, notice is hereby given that a meeting of the hita?u Assembly has been called for:

Date: Monday, October 17, 2022
Time: 6:00 p.m.
Location: Cix?atin Centre Gym, hita?u / Zoom

DRAFT AGENDA

The agenda is in draft form until approved by the Citizens at the meeting of the hita?u Assembly. Additional items may be added at the time we adopt the agenda.

1. Call to order
2. Opening Ceremonies/Welcoming remarks
3. Review and adoption of the agenda
4. Executive Reports
5. Yuulu?il?ath Government Strategies
6. Q&A
7. Other
 - a. _____
 - b. _____
 - c. _____
8. Adjournment

Zoom Instructions

Dial In #: 1 (778) 907-2071
 Meeting ID: 822 5475 0029
 Passcode: 164458

Voting

When the Chairperson calls for a vote, the Chairperson will request that Zoom attendees use the "raise hand" feature on Zoom (click *Reactions > Raise Hand*), or state their full name followed by "yay" or "nay".



Yuutu?it?ath

Legislature/Executive Report Form

Prepared by: Lorri Touchie

Date: October 17, 2022

Executive Portfolio: Community Services

PORTFOLIO HIGHLIGHTS

- A. Healthcare
- B. Community Services
- C. Social Services
- D. Education

DETAILS

A. Healthcare

- TB testing can be undertaken within YFN. Patients who require these tests may choose to contact YFN health staff.
- YFN has been in conversations with BC Pharmacy Association with the hopes in creating pharmacy within YFN.

B. Community Services

- First Aid training will be brought back again for members of the community. The program is expected to return soon for new applicants and for next level training as well.
- Social Service Department has initiated a community cleaning and beautification project. Services are restricted to front yard cleaning and disposal. Services are provided upon request through the Social Services Department. The program has been able to provide services to our elders and to citizens with chronic conditions.

C. Social Services

- YFN is looking into creating/re-instate a YFN based diet support program. The program is still in planning and preparation stages more information to follow.
- Summer program was a huge success. The summer program showed overwhelming support by community members.

D. Education

- YFN citizens interested in trade-based program are requested to connect with YFN education department to receive further support.
- Huupatu Homework Halls. Mon to Thurs from 3:00pm to 5:00pm. Learning support for grades 8 to Grade 12 with USS Indigenous Support Teacher Heather Hendry on Tues and Thurs 10:30am to 5:00pm at the Huupatu Building.

Meetings Attended

- Weekly Bilate Meetings with Director of Social Services Department
- Regular Biweekly Executive Meetings
- Legislature Meetings
- Citizenship & Enrolment Committee Meeting: Oct 5, 2022

Upcoming Meetings

- Community Consultative Committee Meeting: October 2022
- Community Services Department Committee Meeting: October 2022
- NTC Family Health Caucus Meeting: Oct 20 to Oct 21, 2022

Respectfully yours,

Lorri Touchie
Signature, Executive Member



Master Strategic Plan Document
September 2022

1. INTRODUCTION

1.1. Purpose of this Document

The main purpose of this document is to outline how the Yuutu?it?ath Government Strategic Plan, as approved by the Legislature, provides guidance to strategies developed by the Nation's departments, with the understanding that the Yuutu?it?ath Government's strategy supersedes all other department plans, strategies and workplans. The secondary purpose of this document is to outline the importance of the Director of Operations role as the lead administrator, responsible for considering the impact of department plans, strategies and workplans in correlation to the Yuutu?it?ath Government Strategic Plan. The final purpose of this document is to outline the importance of the Yuutu?it?ath constitution, Treaty Final Agreement, portfolios of the Executive, and all Acts within the Legislative Structure, and how they supersede all strategies, and how the Director of Operations manages operations within the purview of these documents.

2. THE YUUTU?IT?ATH GOVERNMENT STRATEGY

2.1. Importance of the Government Strategic Plan

The Yuutu?it?ath Government, led by the Executive and Legislature, develop a high-level government strategy that captures priorities at the government level that represents all Yuutu?it?ath Citizen interests. The Executive identifies priorities for each aspect of government that the administration develops department and employee plans to further advance the Nation within these priority areas. These priority areas are developed within the rotating 5-year Yuutu?it?ath Strategic plan, and subsequent plans support these priorities through fully developed workplans. Refer to 'Appendix A – Current Strategic Directions', as current Yuutu?it?ath Government priority areas in 2022. The Executive and Legislature will be informed and approve subsequent department plans, ensuring continuity between strategies, and will provide insight, role allocation and approval, and overall prioritization of strategies.

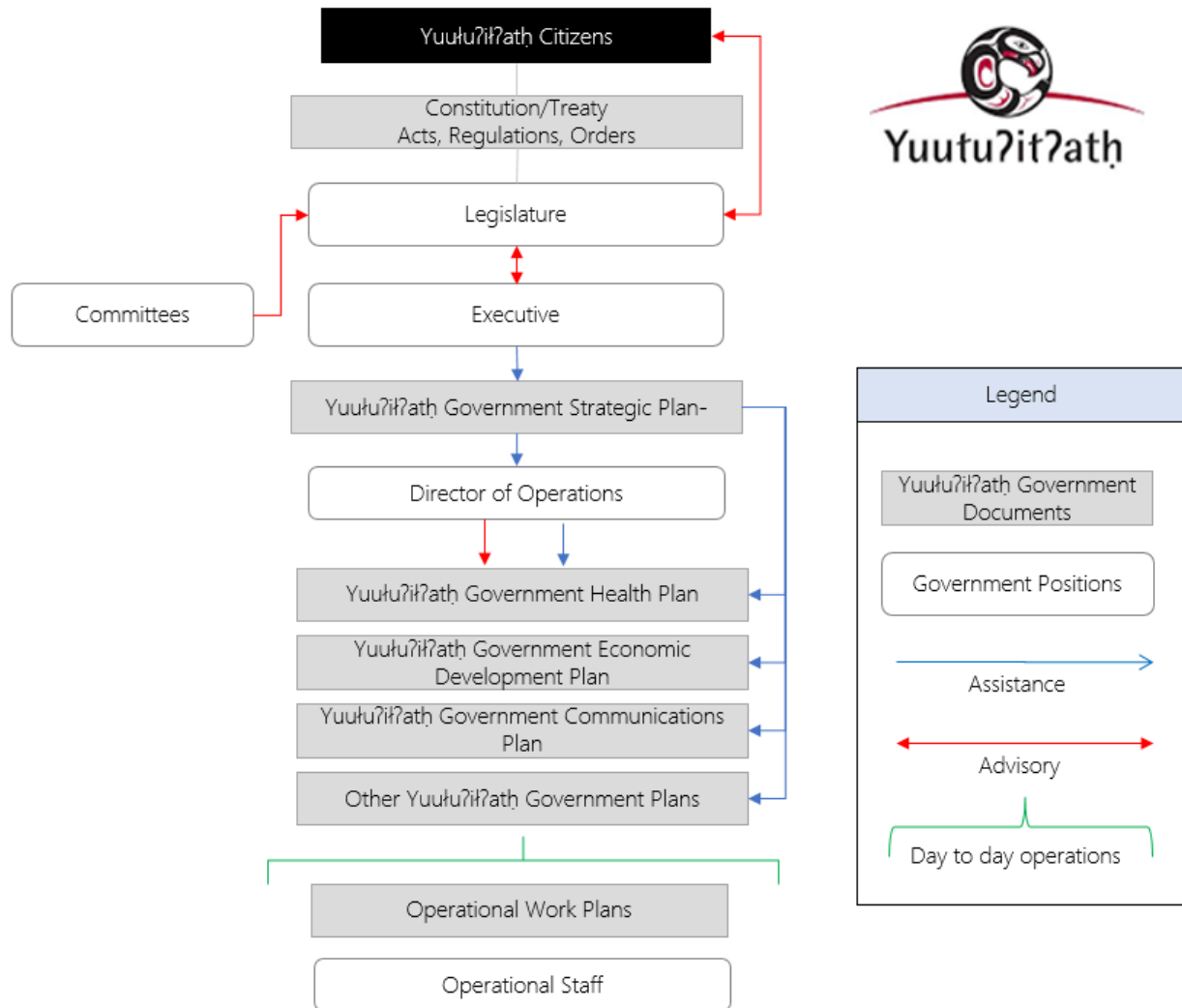
All other strategies developed by Government portfolios and departments of the Nation flow from the Yuutu?it?ath Government Strategy. Figure 1, shown below demonstrates this relationship of strategies (noting that department plans feed into the larger government plan), impacted and guided by Yuutu?it?ath Government laws, Acts, policies, procedures, and other legislative elements.

2.2. YG Document Hierarchy

To further define the hierarchy of documents within the Yuutu?it?ath Government, Figure 1, shown below, illustrates the process and strategy flow extending from foundational documents such as the Constitution and Treaty, down to operational workplans. The purpose of this figure is to illustrate the interconnectedness of Strategic documents and workplans from the Legislature down to day-to-day operations. There is an inherent need to reconcile between overarching strategic documents, such as the Yuutu?it?ath Government Strategic plan, and subsequent operational, department and employee workplans.

It is also important to recognize how Yuutu?it?ath Government Strategic plans can be disseminated into workplans (employee and subdepartment). As shown, workplans outlined on the bottom of the figure stem from the day-to-day operations of the Yuutu?it?ath Government Strategic plans. Some workplans will be subject to multiple Yuutu?it?ath Government Strategic plans and may require assistance or direct involvement of other Yuutu?it?ath Government departments. This complexity of governance reinforces the importance of the Director of Operations oversight and constant communication amongst departments and management.

Figure 1: Yuulu?it?ath Government Hierarchy of Documents / Oversight



OVERSIGHT OF STRATEGIC PLANNING

2.3. The Director of Operations

The Director of Operations (DOO) is responsible to lead and oversee overarching planning assignments, carefully weighing the impacts and trade-offs of strategies and outcomes for citizens. An example may include trade-offs related to investments in economic development versus health, housing, language and culture and other aspects impacting the interests of Yuulu?it?ath Citizens.

The DOO also ensures that strategic plans inspire and align with the vision and values of Yuulu?it?ath Citizens, ensuring continuity of strategy, governance, and vision of the Executive, Legislature, and administration of the Yuulu?it?ath Government. The DOO ensures that strategies adhere to all government legislative documents, acts, laws, policies and procedures. The DOO must also consider the impacts to annual budgets and workplans that Executives must consider before investments are prioritized and confirmed. This is especially true for projects or strategies that stretch multiple fiscal years.

To uphold governance and fairness when considering recommendations before Executive consideration, the DOO will:

- Review and adjust developed workplans to ensure they support the Yuu?u?it?ath Government Strategic Plan,
- Ensure all workplans are assessed separately, and individually, in accordance with appropriate approval processes, and consolidated for the appropriate committee(s) and Executive consideration ,
- Maintain oversight of all approved workplans to manage responsibilities, timelines, milestones, and deliverables,
- Promote and uphold communication and collaboration between departments, especially when workplans and strategies affect decisions or actions of other departments or require collaboration within approved department workplans,
- Promote mindfulness and careful consideration of existing legislative law and policy when implementing any approved workplan. Consultation with the Executive must always be undertaken,
- Communicate the understanding that any workplan or any part of a strategy may be deferred, cancelled, or reconsidered prior to completion or approval by the Executive,
- Manage all workplan and strategies within the approved annual budget, and informing the CFO of any variances,
- Direct management to ensure all workplans and strategies follow existing protocols, including Laws, Acts, Regulations and Legislative Processes, policies, procedures, approvals, and best practices,
- Work with any technical and or political leaders as required / necessary to provide feedback / recommendations and / or final decisions , and
- Manages cross-jurisdiction and departmental considerations, impacts and authorities.

An example workplan is outlined in Appendix B, which clarifies an objective, actions, who is responsible to lead, budgets (as appropriate) and other factors to track progress.

Please note that the workplan is only a SAMPLE to be considered.

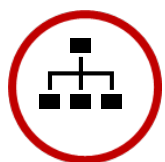
3. ALIGNMENT WITH YUU?U?IT?ATH GOVERNMENT LEGISLATION

3.1. Importance of Government Legislation

Strategies, plans and workplans that are developed must always comply with all legislative documentation of the Yuu?u?it?ath Government. This includes Acts of government, Rules of Order and Procedure Acts, and all other existing policies and procedures. Furthermore, all strategies, plans and workplans must adhere to the extent of the Yuu?u?it?ath constitution, Treaty agreement, and guiding portfolio documentation. These foundational documents supersede even the Yuu?u?it?ath Government strategic plan. Furthermore, any strategy, plan, or workplan must follow proper Legislative approval, as detailed within Figure 1, above.

4. APPENDIX A - STRATEGIC DIRECTIONS

Below is a visual representation of Yuutu?it?ath Governments Strategic Directions, as well as supporting objectives that were discussed during the planning session.



STRENGTHEN GOVERNANCE SYSTEM

- Build key regional relationships
- Review organizational structure
- Review and revise the human resource's function
- Develop a community plan



STRENGTHEN CAPACITY OF STAFF / ADMINISTRATION

- Refine operations through policies and annual planning
- Establish a workforce strategy to manage staffing needs and employee succession
- Sufficient on-boarding, education, and training, for new YG employees



ENHANCE CITIZEN EDUCATION & EMPLOYMENT

- Develop a Community Skills Inventory
- Provide training, mentorship, and employment opportunities for Citizens
- Develop entrepreneur support program



CONSERVE / LEVERAGE NATURAL RESOURCES

- Create supporting conservation regulations



FOCUS ON ENGAGEMENT

- Achieve greater community engagement
- Increase communications with urban citizens
- Build stronger relationships with neighboring governments
- Collaborate with other Nations, NGO's, academic institutions etc.
- Internal communication – within and between departments
- Enhance citizen understanding of governance policies and practices



REVITALIZE CULTURE & LANGUAGE

- Advance education and cultural knowledge of citizens with shared work
- Reconnect citizens with the land
- Develop a traditional healing / treatment facility



DEVELOP LANDS AND INFRASTRUCTURE / HOUSING

- Upgrade Infrastructure to improve community safety and services
- Increase the number of homes to reduce overcrowding and invite citizens to move home
- Expand community lands
- Housing – non-citizens



FOSTER HEALTH & WELLNESS

- Establish a high quality, culturally relevant, holistic approach to providing health services
- Support for babies and young children
- Access funding
- Support for Elders (on/off TSL)



FOCUS ON ECONOMIC DEVELOPMENT

- Review Legislation & Governance Structure
- Analyze & invest in business Opportunities
- Conduct Land and marine Planning
- Empower Entrepreneurs
- Invest and Finance infrastructure Development
- Mobilize Housing initiatives
- Build capacity & Citizen Engagement

5. APPENDIX B

5.1. Sample Workplan to Support Strategies

Workplans are instrumental in enacting Strategic Directions that are defined within Strategic plans. Each individual workplan requires appropriate approval process and budgetary considerations (as defined above). As an example of a workplan, the item below has been taken from the Yuutu?it?ath Government Economic Development Plan.

Workplans illustrate the complexity, strategy, inputs and outputs, and overall foundations of multiple objectives, and how they correlate to the strategic directions defined within an overall strategic document. Workplans, as defined above, require approval, input, and oversight of the DOO.

Detailed below is one sample objective to support the Strategic Direction: Empower Entrepreneurs. The intent of each column heading can be defined as follows:

- Objective: Defines the strategy, project or purpose supporting the greater strategic direction.
- Steps: These are the defined steps required to help implement the objective and strategic direction. Steps need to be prescriptive to provide clarity on how to implement the objective.
- Timeline: Stated as a timeline of preferred completion.
- Budget: Defined as a budgetary estimate to implement the step (e.g., costs of assets, external support, licenses, etc.) as required to complete the step.
- Responsibility: Defined as the project or strategy lead, supports or advisors to a step. These roles do not supersede YG's organizational chart or purviews of authority and are subject to approval by the DOO. These are merely individuals assigned to a project (all other regulatory measures are required).
- Success indicators: Defined as Key Performance Indicators (KPI's) or results of successfully completing and measuring the step.
- Risk factors: Defined as results that may occur if the step is not taken, or, in some cases, of completing the step.

5.4. Empower Entrepreneurs

Objective #1: Provide Clarity of Structure for Citizen Entrepreneurs					
Steps	Timeline	Budget	Responsibility	Success Indicators	Potential Risks
Step 1 Clarify zoning regulations, business licensing processes, business requirements, etc. for entrepreneurs to have certainty over investment decisions and operations. This activity relates to strategy of reviewing and revising legislation (Direction #1) to review / clarify record of title holders, land survey processes, land use zoning tools, and business licensing policies and procedures.	By December 31, 2022	\$	Lead: EDO Support: AMM, EDC, DOO, EPH	<ul style="list-style-type: none"> o Clarity of process, structure. o Feedback from participating citizens. o Number of businesses started. o Assessed value of investments. 	<ul style="list-style-type: none"> o Citizens not making investments due to unclear policies and processes. o YG may miss out on growing YG Citizen entrepreneurs.



Yuutu?it?ath Government

Strategic Plan

September 2022

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1. INTRODUCTION

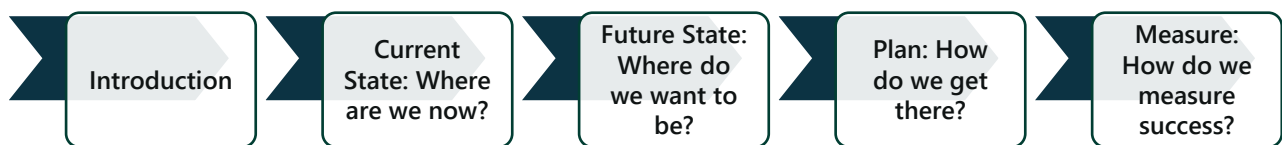
1.1. PROJECT BACKGROUND

The Yuukuʻiifʻath Government Strategic Plan, developed by the Yuukuʻiifʻath Government (YG), illustrates our path to supporting the YG Departments and the Nation through economic prosperity, transparent governance, and community development. The development of our Strategic Plan will enhance annual workplan and budget development by YG departments to support the strategic directions of the Nation through specific, planned, and orchestrated activities. The intent of this high-level Strategic Plan is to provide direction for all departments and initiatives of the Nation, such that activities are coordinated and consider financial, human, land, and other implications.

The roadmap outlined in our Strategic Plan has been set out with all YG Citizens in mind. Our Strategic Plan tells a story of who we are, where we are today, how we plan to realize our goals in the future.

1.2. LAYOUT OF REPORT

This report is organized according to the following sections:



1.3. PROJECT METHODOLOGY

The development of the Yuukuʻiifʻath Government Strategic Plan was supported through extensive engagement with Yuukuʻiifʻath Citizens, Government Legislature Members, and Department Leaders throughout April and May of 2022. The methodology to develop this Strategic Plan featured four phases as outlined below.

Phase 1	Phase 2	Phase 3	Phase 4
<p>Initiate Project</p> <ul style="list-style-type: none"> • Confirm project scope, contacts, and workplan • Review relevant background resources • Prepare for engagement sessions and strategic planning workshop 	<p>Engage & Discover</p> <ul style="list-style-type: none"> • Engage with citizens: <ul style="list-style-type: none"> ◦ Step 1: citizen Survey ◦ Step 2: Validation Session • Engage with Government Legislature Members and Department Leaders • Facilitate Strategic Planning session • Conduct Citizen Validation Session 	<p>Document & Validate</p> <ul style="list-style-type: none"> • Capture outcomes of engagement sessions • Draft Plan • Communicate back to Yuukuʻiifʻath Government on how community information is included in the Plan 	<p>Finalize Report</p> <ul style="list-style-type: none"> • Incorporate feedback and final comments from all stakeholders • Finalize the Yuukuʻiifʻath Government Strategic Plan

2. CURRENT STATE: WHERE ARE WE NOW?

2.1. BACKGROUND OF YUULUʔILʔATH GOVERNMENT

The Yuułuʔiłʔatḥ Government is a modern treaty government located in the community of Hitaću, on the west coast of Vancouver Island, on the eastern shore of Ucluelet Inlet.

Currently, there are approximately 700 Yuułuʔiłʔatḥ Citizens located in Hitaću, Port Alberni, Nanaimo, Victoria, Vancouver, Campbell River, and across Canada and the United States. Yuułuʔiłʔatḥ Government jurisdiction extends over nearly 5,500 hectares of Treaty Settlement Land (TSL) surrounding the community of Hitaću, as well as territory north of Ucluelet, in the Effingham Inlet and along the Nahmint River.

The Yuułuʔiłʔatḥ Government is a member of the Maa-nulth Treaty Society and through the Maa-nulth First Nations Final Agreement, is a modern treaty nation operating with a government-to-government relationship with Canada and the province of British Columbia. Further, as a member of the Nuu-chah-nulth Tribal Council, the Yuułuʔiłʔatḥ Government promotes education and community programs that enhance Yuułuʔiłʔatḥ and Nuu-chah-nulth identity.

Yuułuʔiłʔatḥ Government Act, Preamble

“It is the desire of the Yuułuʔiłʔatḥ government to govern in a manner that is responsible, transparent, democratic and accountable, blending hereditary and modern-day governing institutions. In doing so, our governing structures honour our past and embrace the future ensuring the continued existence of the Yuułuʔiłʔatḥ First Nation as a strong political, social and cultural community that aspires us to grow as an organized, determined, successful and self-reliant peoples.”

The Yuułuʔiłʔatḥ Government has three branches of government, comprising the Legislative Branch, Executive Branch and the Hitaću Assembly.

Government Structure

The Legislative Branch is made up of the Legislature, which consists of 8 members; 6 who are elected as legislators, 1 elected president and 1 Ha'wiih chosen by the Ha'wiih (hereditary position). Each term of the Legislature runs for four years, and legislators must be 16 years or older to hold office. In addition to the individuals who sit on the Legislature, a chairperson who is not a legislator is selected by the Legislature at the start of each term to chair meetings, while the Ha'wiih Advisory Council exists in order to determine the Ha'wiih. The Legislature's primary responsibility is to enact legislation, which is achieved by a majority vote of a quorum of the Legislature.

The Executive Branch is made up of the President and those members of the Legislature who are designated by quorum of the Legislature to hold a specific portfolio. The President serves as the primary representative of the Yuułuʔiłʔatḥ Government and serves as its chief executive.

The Hitaću Assembly serves as an advisory body and consists of any citizens at least 16 years old who may vote on resolutions at the Assembly.

2.2. CITIZEN SURVEY

To obtain broad feedback on this plan, YG Citizens were issued an 18-question survey in January 2022 prior to the interactive planning sessions with YG Government Legislature Members and Department Leaders. The survey included the following elements:

- YG Citizen beliefs related to high-level visions, values, and goals for the Nation
- YG Citizen service and programming interests
- Areas that Yuukuṯiṯaṯḥ Government can support YG Citizens with business and personal development
- Understanding of the Maa-nulth Treaty and related taxation commitments

Citizen participation was close to an even split between respondents that live on YG Treaty Settlement Lands (30) and those that do not (32). Citizens provided significant amounts of feedback and information for the Yuukuṯiṯaṯḥ Government to consider in generating this plan.

The following highlights selected components of Citizen feedback based on the survey.

Service Provision

With regards to service provision confidence, citizens were asked to rate how strongly they agree with the following statement: *“I receive the service I expect from the following programs and services”*.

Top rated on-TSL YG Citizens services were:

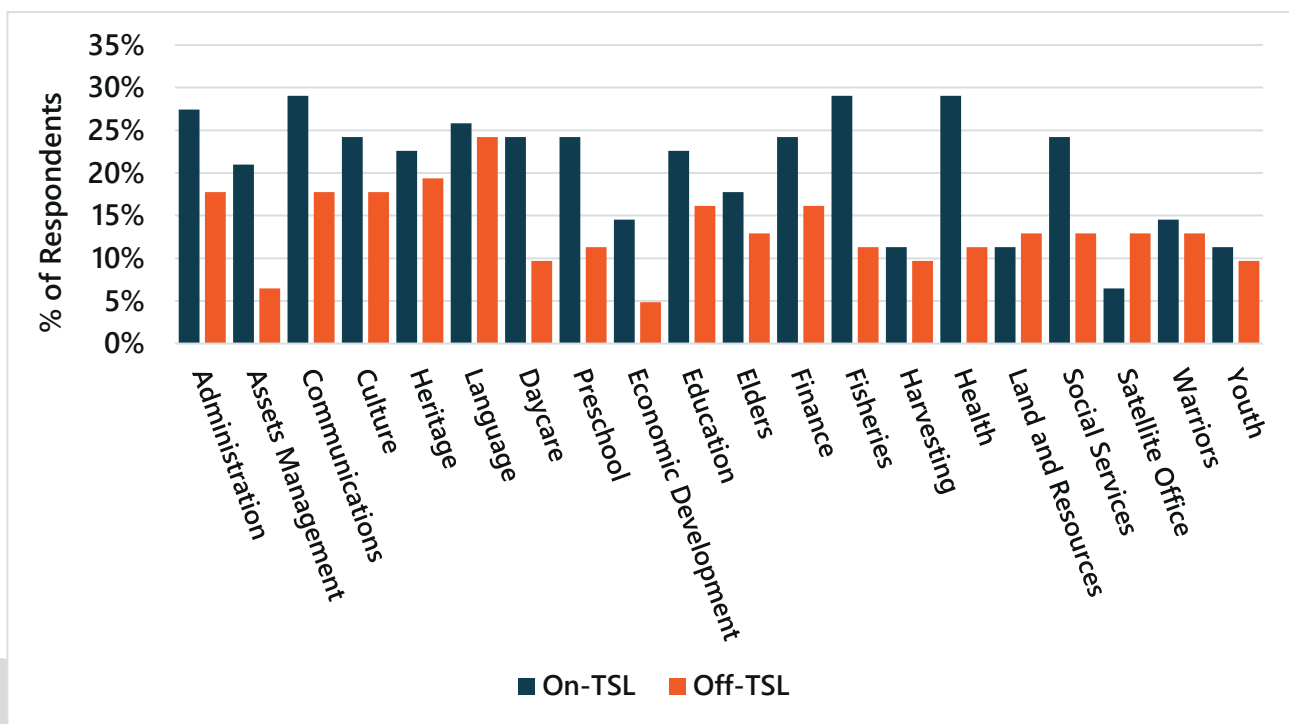
1. Communications
2. Fisheries
3. Health
4. Administration
5. Language

Top rated off-TSL YG Citizen services were:

1. Language
2. Heritage
3. Culture
4. Communications
5. Administration

Figure 1 below outlines YG Citizen service rating for on vs off-TSL of all departments within the survey.

Figure 1: Top Rated YG Citizen Service Rating



Lowest rated YG Citizen services are as follows:

On-TSL respondents selected:

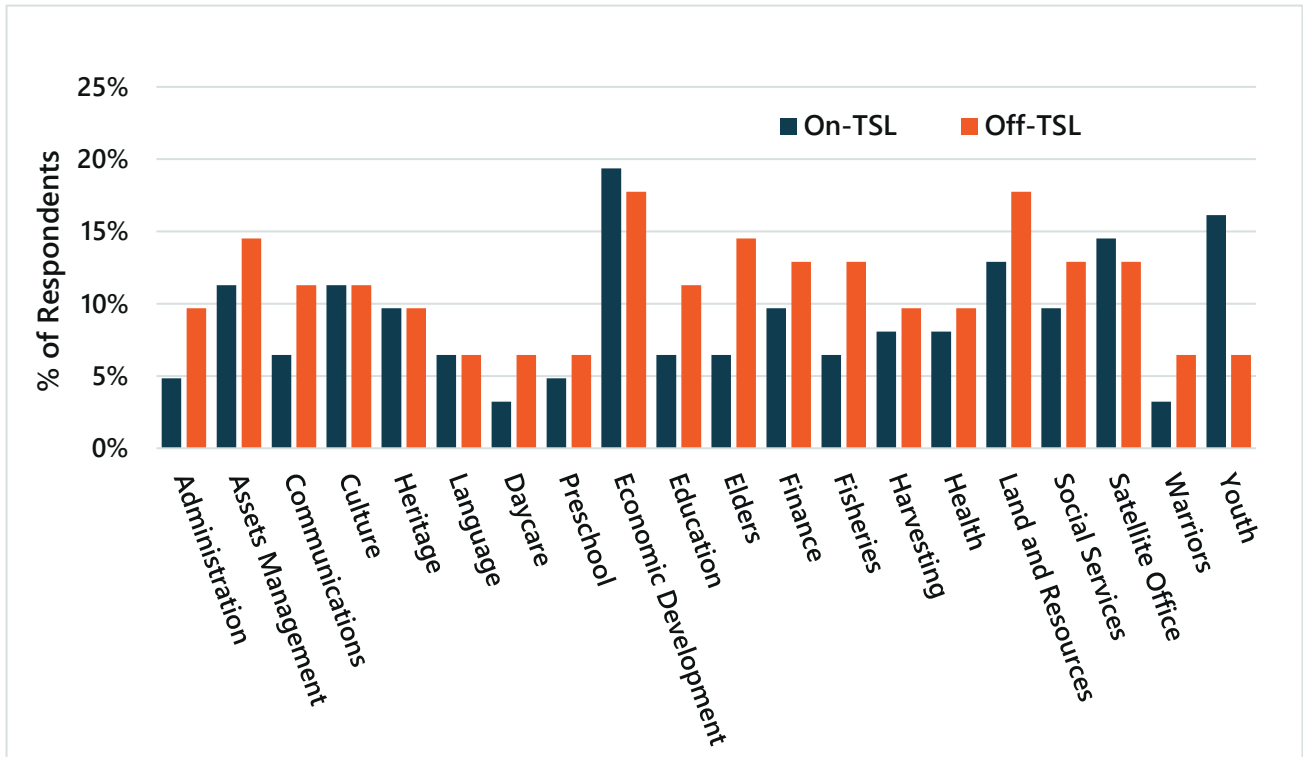
1. Economic Development,
2. Youth,
3. Satellite Office,
4. Land and Resources,
5. Culture.

Off-TSL respondents selected:

1. Economic Development,
2. Land and Resources,
3. Elders,
4. Asset Management,
5. Fisheries.

See Figure 2 for the full YG Citizen service rating on vs off-TSL.

Figure 2: Lowest Rated YG Citizen Services



Below is a summary of the open-text responses to the service provision expectation question above.

"I receive the service I expect from the following programs and services"

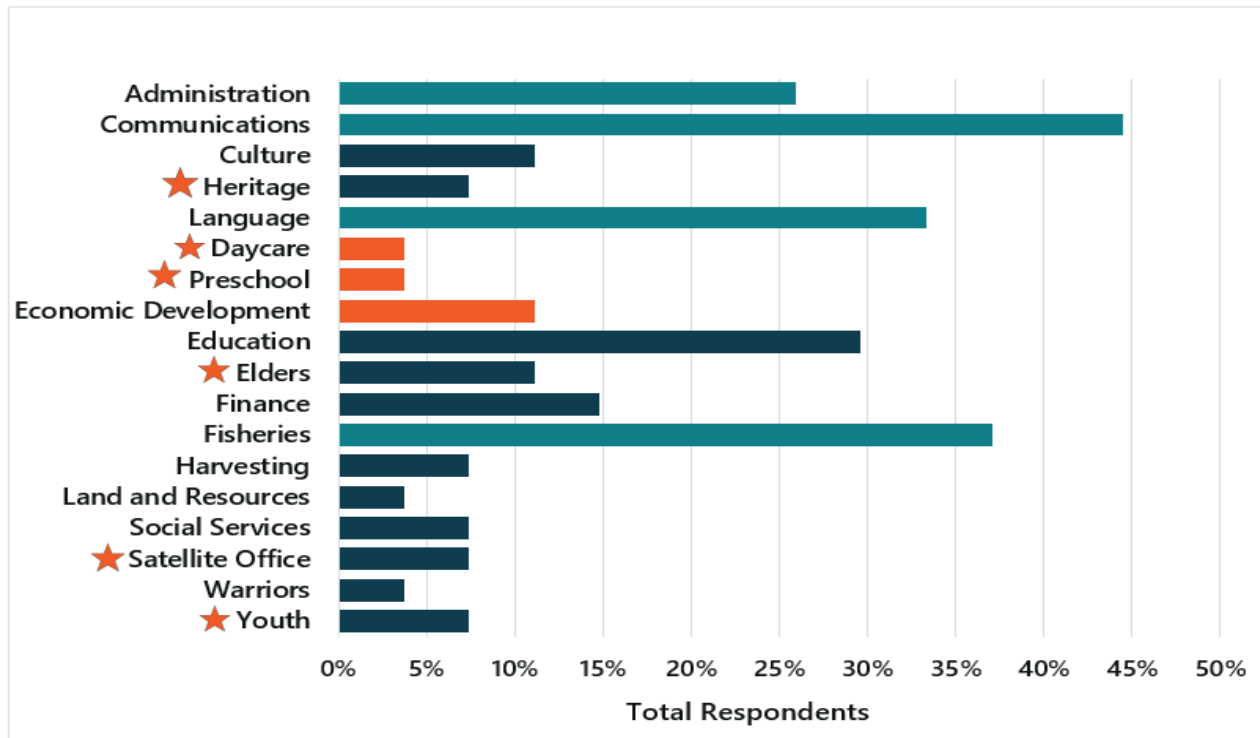


A follow-up question was asked to those living off-TSL: "In your personal experience, which Departments are best meeting your needs as a Citizen living off Treaty Settlement Lands?". The top-rated Departments included: 1) Communications, 2) Language, 3) Education, and 4) Administration.

The lowest rated Departments were: 1) Warriors, 2) Land & Resources, 3) Preschool, and 4) Daycare.

See Figure 3 for the full off-TSL department satisfaction rating.

Figure 3: Off-TSL Department Satisfaction



★ Indicates mainly on-TSL Department programming.

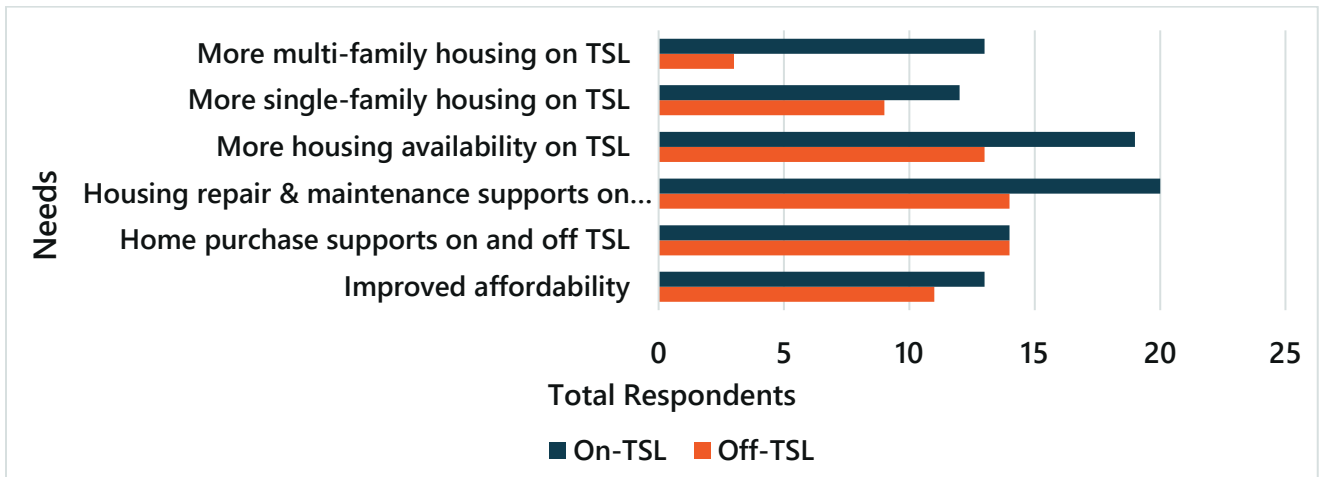
A summary of the open-text responses to the same off-TSL department satisfaction question provided the following responses:



Housing

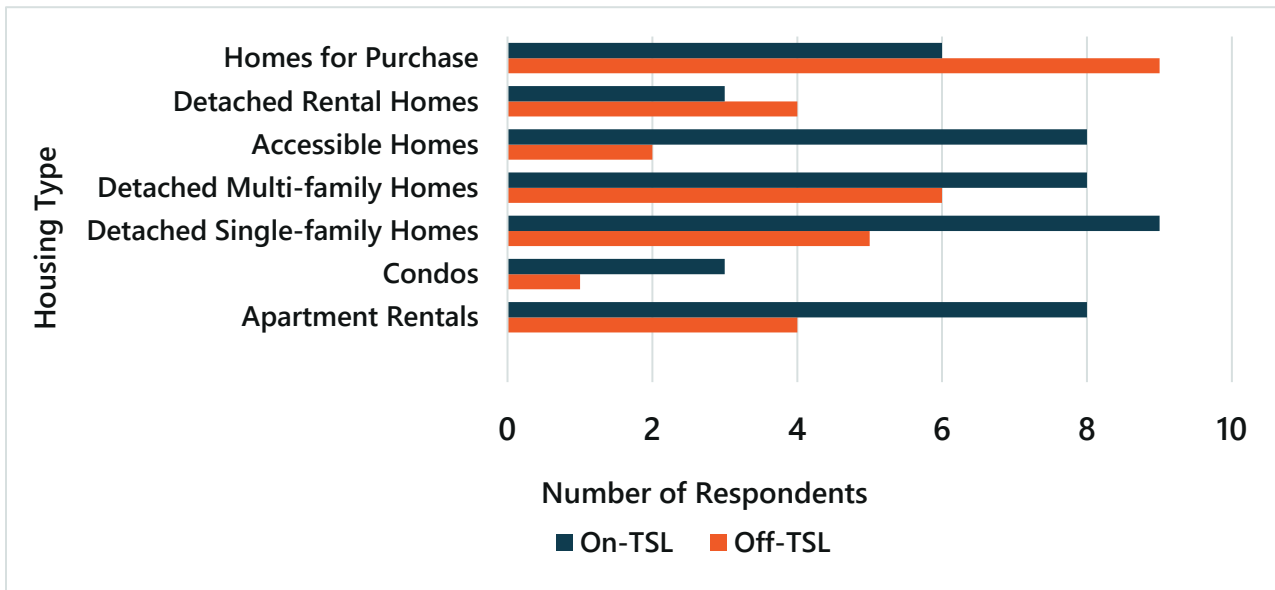
The next section of questions centered around housing needs of on and off-TSL citizens. The most important housing needs identified by respondents (See Figure 4) were housing repair and maintenance supports on and off-TSL, more housing availability on-TSL, and enhanced home purchase supports for Citizens living on and off-TSL. Respondents also indicated a desire for the provision of senior housing, as well as support to retrofit homes to be more suitable to host multiple generations.

Figure 4: Housing Needs On vs Off-TSL



In terms of desired housing type, responses indicated that homes for purchase, detached single and multi family homes were in high demand. Accessible homes were also a higher priority for on-TSL respondents. Condos and detached rentals were identified as a lower priority for all respondents as indicated in Figure 5.

Figure 5: Desired Housing Type On vs Off-TSL

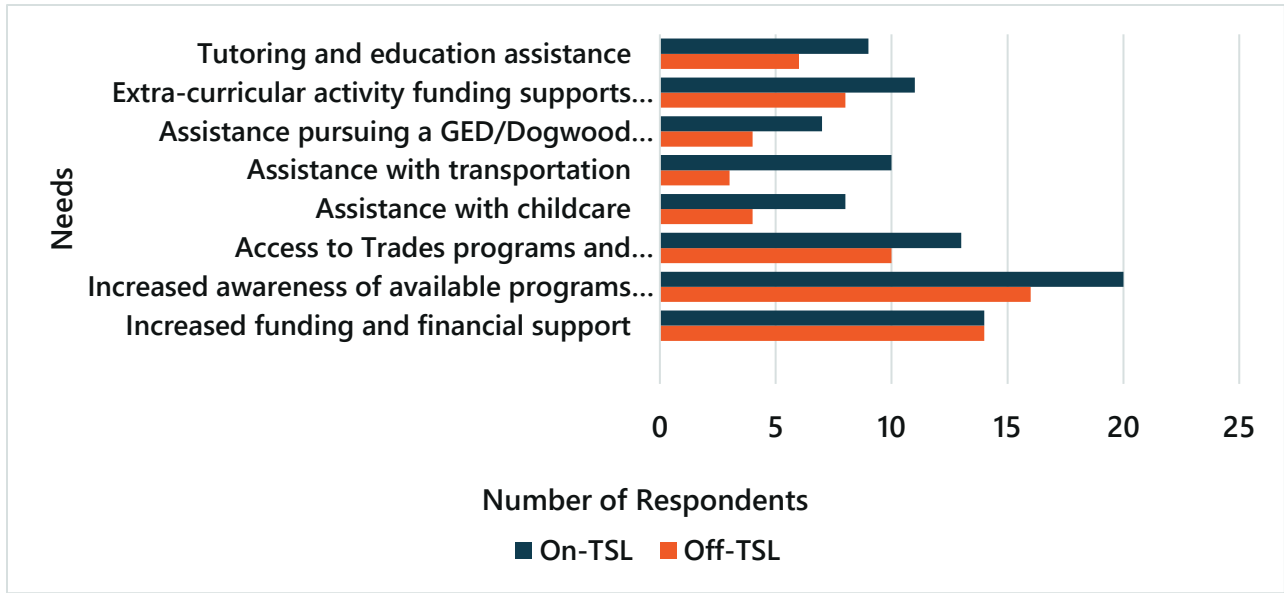


Education

As indicated in Figure 6 below, the highest education priorities for all respondents included:

1. Increased awareness of available programs and services
2. increased funding and financial supports
3. access to trades and apprenticeship programs

Figure 6: Education Needs on vs off-TSL



Other education needs that were expressed by respondents included having a new student support worker, greater supports for students with disabilities, enhanced cultural programming, and increased results reporting.

Property Taxation

Respondents were asked to rate their understanding of property taxes to be charged to Citizens that own houses and / or land on Yuukuṯiṯaṯh TSL. Responses in Figure 7 below indicate a low level of understanding amongst Citizens, suggesting that more communication and information may be required.

Figure 7: Citizen Understanding of Property Taxes



Income Taxation

Similarly, respondents were asked to rate their understanding of the new income tax laws to be paid to the Yuukuʻiʻiʻath Government. Survey responses suggested that alongside limited understanding of income taxes to be paid, there are low levels of preparedness to pay. Close to half of survey respondents indicated they have not heard of the impending changes (See Figure 8 below).

Figure 8: Citizen Understanding of Impending Income Tax Changes



Business Development

Government leaders were also interested in understanding the efficacy of YG business development activities and opportunities. Survey results indicated the top three areas that YG Citizens feel YG can support citizens with business development were 1) job training and capacity development, 2) entrepreneurship (training, development, funding), and 3) clarity / further supports around business licensing and regulation. Open-text responses to this question included the leasing of commercial / industrial lands to non-YG affiliated entities, hire / train citizens before hiring non-citizens, and greater youth involvement.

Personal Development

Akin to an interest in business development, leaders desired to poll citizens on ways in which personal development areas could be further supported. The top three areas that citizens felt government can support personal development was: 1) education, 2) housing supports, and 3) cultural preservation. Open-text responses to this question included an interest in after school programs, healing for those suffering from substance abuse, and external mentorship opportunities.

Community Future

The section of the survey asked respondents to provide an open-text response to the question “What does success for the Yuukuʻiʻiʻath Community look like in 25 years?”. See below for a summary of open-text Responses.

- Increased Housing Availability & Home Ownership
- Sustainable Fishery and Forestry Sectors
- More Supports for Citizens Pursuing Higher Education and Sustainable Employment
- A Functioning Professional Civil Service
- Greater Balance Between Funding on and off TSL
- Greater Investment in Youth Mentorship
- Continued Cultural Revitalization Efforts
- Greater Community Safety and Security
- Increased Business Activity
- Healthy Community – In Mind, Body, and Spirit
- Enhanced Community Infrastructure, Landscaping
- Enhanced Service Provision All Realms, Accessibility, Offering Expansion
- Nation with a Thoughtful, Democratic Electoral and Engagement Process
- Greater Communication between Departments and citizens

2.3. CITIZEN FACILITATION FEEDBACK

After survey results were gathered and analyzed, citizens were invited to participate in a facilitated engagement session, where the objective was to:

- Provide a high-level summary of the project, with intended objectives, outcomes, and deliverables
- Provide input into the development of a Vision, Mission, and Values for YG
- Consider survey feedback and confirm / validate areas of interest related to strategic priorities of YG
- Capture input on YG's Strengths, Weaknesses (Challenges), Opportunities, and Threats (SWOT)
- Receive final feedback of other concerns, directions to inform the other planning sessions

The following outlines Citizen responses to the SWOT exercise.

Citizen Identified YG Strengths

- Programming
- Planning
- Natural resources
- Access to financial tools, bonds
- Capital assets
- Operating in a post COVID-19 world
- Economic Development Committee
- Settlement Trust
- CORP Fund (economic development)
- Funding availability, grant access
- Valuable land resources, desirable location, ocean access
- Passionate citizens, dedicated to sustainable economic development
- Endless opportunities for growth
- Strong governance
- Citizen engagement
- Health promotion
- Communication
- Rich culture and history

Citizen Identified YG Weaknesses /Challenges

- Lack of entrepreneurship
- Access to capital / inability to source capital
For business start up
- No separation between business and politics
- Lack of training and business development support
- Lack of infrastructure for business development
- Lack of engagement in feasibility studies
- Gaps in services / service delivery in the Coastal Communities
- Pollution
- Local business competition
- lack of investors
- Absence of market valuation
- Inadequate communication
- Lack of transportation options
- Inadequate disability supports
- Limited land and resource inventory
- Slow moving with regards to goal implementation
- Limited supports for Urban Citizens
- Understanding of Inflation
- Unclear governance processes

Citizen Identified YG Opportunities

- Youth engagement
- Departmental growth
- Revitalization of Junction Lands – billboards, promote YG businesses
- Tourism – eco / cultural / Indigenous-based tourism
- Cottage industry, acquire licenses
- Seafood establishment (clams, oysters, seaweed)
- Focus on green development
- Asset management
- Wind energy
- Crypto & Non – Fungible Tokens (NFT’s)
- Recycling programs
- Electronics (drones)
- Dispensary
- Training and capacity development
- Community beautification
- Food security and sustainability
- Biking destination development

Citizen Identified YG Threats

- Inflation
- Natural disasters/climate change impacts
- Health / global pandemic, emerging illness
- Losing Elders, cultural leaders – threatens survival of cultural practices
- World economy, rising prices, speed at which change occurs
- Transportation
- External investors, business ethics
- Treaty in terms of property value, no equity – access to capital
- Lack of qualified Indigenous personnel and businesses
- Lack of investment in asset management, economic stimulation, and reinvestment
- Trust in economic stimulus
- Western worldviews of incarceration

Following an inquiry into the SWOT exercise, citizens were asked “What should YG invest its time / money / resources into?”. Big focus areas identified were:



2.4. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Within the strategic planning approach undertaken, strengths, weaknesses, opportunities, and threats (SWOT) were identified for YG’s consideration.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Intelligent, hardworking, and forthright citizens • Creative and intelligent staff • Strong in departments • Commitment to progress • Childcare and daycare • Supportive leadership • Commitment to continued training and development • Audit and budget process compliance • Sovereignty – laws • Taxation • Living wages • Natural resource base (<i>harbor, forest, gravel / aggregates</i>) • Tourism and Eco-Tourism • Funding availability • Medical accessibility (<i>dental, vision, counselling</i>) • Disbursements to community 	<ul style="list-style-type: none"> • Bureaucracy • Change management • Absence of support channels • Accountability (<i>unethical behavior, abuse of system</i>) • Missing policies and inefficient HR - processes • Overall lack of implementation • Zoning laws • Lengthy policy approval process • Overwhelmed by policy and treaty complexity • Lack of meaningful on-boarding – clarity surrounding roles and responsibilities • Lack of citizen representation on staff • Behind on reporting • Budgeting difficulty (<i>cuts, underfunding</i>) • Gaps in capacity, understaffed, high turnover • Lack of accommodation – condition of homes, lack of rental options, inability of citizens to return home • Limited serviced land availability • Maps / GIS difficult to navigate • Require office space • Lack of maintenance funding • Lack of equipment and storage • Misalignment of Information • Generational trauma • Inadequate health and wellness support • Communication to Off-TSL • Executive committee engagement • Communication between departments • Limited financial literacy

Opportunities	Threats
<ul style="list-style-type: none"> • Increased funding access & range of funding opportunities • Support skills training and development • Guardians program • Citizen employment • More affordable housing • Repair existing Homes • Establish meaningful connections with citizens • Develop community lands • Treaty alliance • Capitalize on tourism opportunities • Adapt policies and laws to increase equity and efficiency • Build relationships with neighboring governments • Focus on supporting youth • Health (mental, spiritual, physical, cultural) • Further engage in cultural community-wide gatherings, ceremony • Develop community infrastructure (<i>Sports Field & Court, Off-TSL Health, Healing / Opioid Centre, Ocean House, Youth Centre, School</i>) • Develop communication plan • Hire grant writer • Charter of Accounts • Engage in succession planning • Hire HR Manager, Policy Analyst • Enhance financial reporting/transparency • Distinguish between business development and economic development • Aggregates • Explore the feasibility of business interests (<i>ecotourism, land stewardship, mining, timber supply renewal, fishing, and foreshore</i>) • Transparent Land registration 	<ul style="list-style-type: none"> • Political climate • Economy, inflation • Lack of efficiencies – policy & procedures • Low Return on current investments • Difference of opinion on economic development • Lack / denial of funding • Lack of housing, homelessness • Aging infrastructure • Lack of opportunities for youth on-TSL • Natural disasters – forest fires, tsunami, earthquakes • Climate change impacts on traditional ways of life • Disenrollment of citizens due to taxation • Time value of money • Communication and collaboration – siloed departments • Social Issues- intergenerational trauma, substance abuse, mental health, pandemic isolation • Political issues - family vs family • Lack of accountability / discipline • Treaty - alliance of modern-day treaty, funding, programming • Term and title jurisdiction • Safety of community - shooting, dogs, unknown males • Lack of land use plan • Food insecurity

3. FUTURE STATE: WHERE DO WE WANT TO BE?

3.1. YUUKUṚIṚṚATH GOVERNMENT VISION

Yuukuṛiṛṛath are grounded in our history. Our citizens continue to learn from our elders, who share the teachings of our ancestors. We know who we are and where we come from, and we will pass this knowledge on to our children. As Yuukuṛiṛṛath we understand and fulfill our traditional and historic roles, and responsibilities as a Nation. We know that our language is essential to the practice of our culture, and we continue to promote the use of our language and full understanding of our history and our culture.

We value and respect the Ha-houlthee of our Ha'wiih. We manage and protect our resources for future generations. The respectful use of our territories and the practice of our traditional ways contributes to our physical and spiritual health and our cultural wellbeing.

3.2. YUUKUṚIṚṚATH GOVERNMENT MISSION

"We commit to principles of business excellence that supports community economic development, inspire and promote Citizen entrepreneurship, honour Yuukuṛiṛṛath culture, traditions, and languages, and excel at effective communication with Leadership."

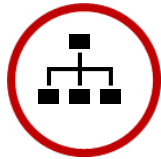
3.3. YUUKUṚIṚṚATH GOVERNMENT VALUES

Based on our Constitution, the Yuukuṛiṛṛath Government will conduct itself with the following values in mind:

1. A belief in, and reverence for, Naas
2. Honouring our ancestors
3. Respecting our elders
4. Respecting our family and kinship systems
5. Our unique language
6. A respect for the land, air, water, and environment which encompasses the Hahoulthee of our Ha'wiih

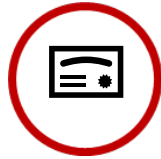
4. OUR STRATEGIC DIRECTIONS

Below is a visual representation of Yuukuʔitʔath Governments Strategic Directions, as well as supporting objectives that were discussed during the planning session.



STRENGTHEN GOVERNANCE SYSTEM

- Build key regional relationships
- Review organizational structure
- Review and revise the human resource’s function
- Develop a community plan



ENHANCE CITIZEN EDUCATION & EMPLOYMENT

- Develop a Community Skills Inventory
- Provide training, mentorship, and employment opportunities for Citizens
- Develop entrepreneur support program



FOCUS ON ENGAGEMENT

- Achieve greater community engagement
- Increase communications with urban citizens
- Build stronger relationships with neighboring governments
- Collaborate with other Nations, NGO’s, academic institutions etc.
- Internal communication – within and between departments
- Enhance citizen understanding of governance policies and practices



DEVELOP LANDS AND INFRASTRUCTURE / HOUSING

- Upgrade Infrastructure to improve community safety and services
- Increase the number of homes to reduce overcrowding and invite citizens to move home
- Expand community lands
- Housing – non-citizens



STRENGTHEN CAPACITY OF STAFF / ADMINISTRATION

- Refine operations through policies and annual planning
- Establish a workforce strategy to manage staffing needs and employee succession
- Sufficient on-boarding, education, and training, for new YG employees



CONSERVE / LEVERAGE NATURAL RESOURCES

- Create supporting conservation regulations



REVITALIZE CULTURE & LANGUAGE

- Advance education and cultural knowledge of citizens with shared work
- Reconnect citizens with the land
- Develop a traditional healing / treatment facility



FOSTER HEALTH & WELLNESS

- Establish a high quality, culturally relevant, holistic approach to providing health services
- Support for babies and young children
- Access funding
- Support for Elders (on/off TSL)

5. IMPLEMENTATION WORKPLAN

The Strategic Directions above inform the development of individual department workplans as captured in the below graphic (and attached as Appendix 1 of this document). Department leaders are encouraged to use this approach and template to draft objectives, actions, timelines, budget, responsibilities, and success indicators that support the achievement of each of the Nation’s Strategic Directions. There are some suggested objectives identified with each Strategic Direction; these are examples identified during the strategic planning session that may help leaders develop their own objectives for their Departments.

STRATEGIC DIRECTION: _____

Goals / Objectives	Action Steps	Timeline	Budget	Responsibility	Success Indicators
Objective #1:	1.				
	2.				
Objective #2:	1.				

Frame out objectives specific to the Department that support the overall Nation Strategic Direction

Develop support steps, timelines, etc. to support implementation

For example: A **Strategic Direction** of the Nation is *“Focus on Engagement”*, as shown on the previous page. An **Objective** within this Strategic Direction is *“Achieve Greater Community Engagement”*, which could include **Action Steps** such as *“weekly social media posts”* with a **Timeline** of *“prepared every Friday (for Monday distribution)”*, with a proposed **Budget** of *“\$7,000 per year”*, a proposed **Responsibility** of *“Communications Department”* and **Success Indicators** such as *“8 posts in 30 days”*.

Department leaders are responsible for creating workplans that support the Nation’s Strategic Directions as identified on the previous page.

6. MEASURE: HOW DO WE MEASURE SUCCESS?

Yuutu?it?ath Government monitors the progress every month and conducts a more detailed review with the Board and Leadership every quarter (and on an annual basis to ensure that progress is on track).

To do this, the following questions will be asked:

- What objectives have been completed?
- What objectives have not been completed, and why?
- What needs to change to complete the objectives? Or do the objectives need to change?

**Yuuluʔitʔath Government
Strategic Plan
2022**

Appendix 1 – Department Work Plan Template (Strategic Directions)

STRATEGIC DIRECTION: _____

Goals/Objectives	Action Steps	Timeline	Budget	Responsibility	Success Indicators	Potential Risks
Objective #1	1.					
	2.					
	3.					
Objective #2	1.					
	2.					
	3.					
Objective #3	1.					
	2.					
	3.					
Objective #4	1.					
	2.					
	3.					



Economic Development Strategic Plan

September 2022

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1. INTRODUCTION

1.1. Project Background

Based on successful Treaty negotiations, businesses, and projects already being led and undertaken by the Yuuluʔiʔath Government (YG), this 5-Year Economic Development Strategic Plan outlines strategic directions and an implementation workplan for YG to move forward. This plan will serve as a reference for YG to evaluate and invest in future economic development opportunities.

The pathway outlined in our 5-Year Economic Development Strategic Plan has been set out with consideration with all YG citizens in mind, wherever they live, work, and raise their families.

1.2. Methodology and Layout of Report

The development of the Yuuluʔiʔath Government 5-Year Economic Development Strategic Plan was supported through extensive engagement with (1) Elders, (2) Youth, (3) Yuuluʔiʔath, (4) Yuuluʔiʔath Entrepreneurs, and (5) Yuuluʔiʔath in Port Alberni (virtual) in April and May of 2022. The methodology to develop this Strategic Plan featured four phases as outlined below.

Phase 1	Phase 2	Phase 3	Phase 4
<p>Initiate Project</p> <ul style="list-style-type: none"> • Confirm project scope, contacts, and workplan • Review relevant background resources • Prepare for strategic planning workshops 	<p>Engage & Discover</p> <ul style="list-style-type: none"> • Engage with Yuuluʔiʔath: <ul style="list-style-type: none"> ◦ Elders ◦ Youth ◦ Entrepreneurs ◦ Citizens in Port Alberni • Draft an engagement report that captures the discussion from the engagement sessions • Facilitate one-day strategic planning session 	<p>Document & Validate</p> <ul style="list-style-type: none"> • Capture outcomes of engagement session • Draft strategy • Communicate back to Yuuluʔiʔath Government on how community information is included in the strategy 	<p>Finalize Report</p> <ul style="list-style-type: none"> • Incorporate feedback and final comments from all stakeholders • Finalize the 5-Year Economic Development Strategy

2. CURRENT STATE: WHERE ARE WE NOW?

2.1. Background of Yuułuʔiłʔatḥ Government

The Yuułuʔiłʔatḥ Government is a modern treaty government located in the community of Hitaću, on the west coast of Vancouver Island, on the eastern shore of Ucluelet Inlet.

There are currently approximately 700 Yuułuʔiłʔatḥ located in Hitaću, Port Alberni, Nanaimo, Victoria, Vancouver, Campbell River, and across Canada and the United States. Yuułuʔiłʔatḥ Government jurisdiction extends over nearly 5,500 hectares of Treaty Settlement Land surrounding the community of Hitaću, as well as territory north of Ucluelet, in the Effingham Inlet and along the Nahmint River.

The Yuułuʔiłʔatḥ Government is a member of the Maa-nulth Treaty Society and through the Maa-nulth First Nations Final Agreement, is a modern treaty nation operating with a government-to-government relationship with Canada and the province of British Columbia. Further, as a member of the Nuuchahnulth Tribal Council, the Yuułuʔiłʔatḥ Government promotes education and community programs that enhance Yuułuʔiłʔatḥ and Nuuchahnulth identity.

Yuułuʔiłʔatḥ Government Act, Preamble

“It is the desire of the Yuułuʔiłʔatḥ government to govern in a manner that is responsible, transparent, democratic and accountable, blending hereditary and modern-day governing institutions. In doing so, our governing structures honour our past and embrace the future ensuring the continued existence of the Yuułuʔiłʔatḥ First Nation as a strong political, social and cultural community that aspires us to grow as an organized, determined, successful and self-reliant peoples.”

The Yuułuʔiłʔatḥ Government has three branches of government, comprising the Legislative Branch, Executive Branch and the Hitaću Assembly.

Governance Structure

The Legislative Branch is made up of the Legislature, which consists of 8 members; 6 who are elected as legislators, 1 elected president and 1 Ha'wiih chosen by the Ha'wiih (hereditary position). Each term of the Legislature runs for four years, and legislators must be at least 16 years old in order to hold office. In addition to the individuals who sit on the Legislature, a Chairperson who is not a legislator is selected by the Legislature at the start of each term to chair meetings and the Ha'wiih Advisory Council exists in order to determine the Ha'wiih that will serve as a member of Legislature. The Ha'wiih Advisory Council also provides advice to Legislate in relation to Yuułuʔiłʔatḥ culture, traditional values and customary laws. The Legislature's primary responsibility is to enact legislation, which is achieved by a majority vote of a quorum of the Legislature.

The Executive Branch is made up of the President and those members of the Legislature who are designated by a majority of a quorum of the Legislature to hold a specific portfolio. The President serves as the primary representative of the Yuułuʔiłʔatḥ Government and serves as its chief executive.

The Hitaću Assembly serves as an advisory body and consists of any citizens at least 16 years old who may vote on resolutions at the Assembly.

2.2. Environmental Scan

This section summarizes select economic factors that impact YG businesses and provides a brief background of demographics and trends seen in the Alberni-Clayoquot regional economy – focusing on the District of Ucluelet, which forms the foundation of YG’s economic development strategic directions.

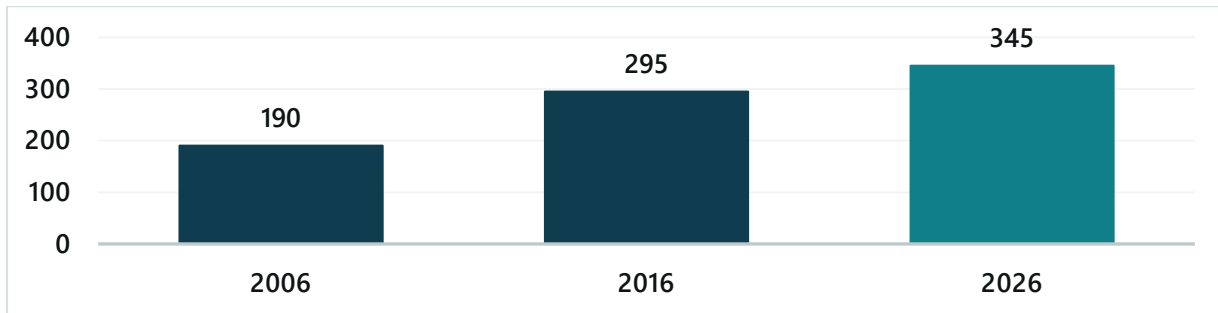
Community Profile

In September 2021, the total Yuułuııʔath population reached approximately 674 people¹ – an increase of 3.6 percent from 2016, an annual population growth rate of 0.35 percent. If growth continues at this pace, there will be approximately 698 total Yuułuııʔath in 2026. In terms of age distribution, 24 percent of the total population is between 25 and 44 years of age and 32 percent of the population is between 45 and 64. The median age of Yuułuııʔath is approximately 34 years of age – as compared to British Columbia at 43 years of age.

There has been an increasing number of citizens seeking to live on Yuułuııʔath Treaty Settlement Lands (TSL). Young families continue to make up a significant portion of the demand, especially single parents with multiple children, as well as Elders seeking housing and accommodation. Of the total Yuułuııʔath population, there are approximately 295 citizens living on TSL centered around the community of Hitaču across Ucluelet Harbor from the District of Ucluelet.²

As noted in Figure 1 below, the overall Yuułuııʔath population on TSL is expected to increase from 295 citizens 2016 to approximately 345 citizens in 2026 (an approximate 17 percent rise).

Figure 1: Yuułuııʔath On TSL Population | Historical and Projected



Economic development on Yuułuııʔath lands is headed by several Nation-led corporations, where significant investments have been made into key sectors - particularly tourism and accommodation. Current holdings include a Wya Point Resorts, Thornton Motel, Junction Site Infrastructure, Wya Surf Shop, and Superior Propane Site. Overall, the Yuułuııʔath Government has several operating limited partnerships within a broader corporate structure of the Nation.

¹ Indigenous and Northern Affairs Canada (INAC). First Nation profiles, Registered Population.

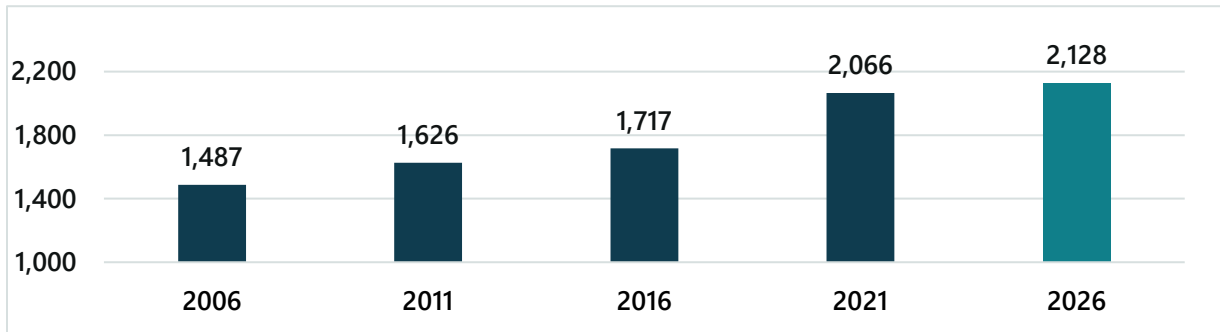
² The District of Ucluelet and the District of Tofino Land Use Demand Study, March 2, 2021.

Overview of the Ucluelet District Municipality

The Ucluelet District Municipality area is located on the Ucluth peninsula, south of Tofino and Pacific National Park Reserve on the traditional territory of the Yuułuʔiłʔatḥ. Like Tofino, access to the community is largely restricted to Highway 4, with flights available to Vancouver from Long Beach Airport and seasonal ferry service to Port Alberni on the Lady Rose Marine Service.³

In 2021, Ucluelet had a total population of 2,066 – a 4.7 percent increase from 2020 and a 20% increase from 2016. Ucluelet experienced the third highest growth rate on Vancouver Island in 2021.⁴ The total population may continue to grow through to the next census (2026), although impacted by a limited land base. Assuming a three percent growth rate, the Ucluelet population may grow to approximately 2,128 people by 2026 (See Figure 2).

Figure 2: District Municipality of Ucluelet Population | Historical and Projected






Ucluelet’s median age of 39.2 years indicates a relatively young when compared to the province and Vancouver Island but has also seen dramatic growth in older population groups.⁵ Other regional economic trends are summarized in Table 1 below.

³ The District of Ucluelet and the District of Tofino Land Use Demand Study. Urban Systems. March 2, 2021.

⁴ Statistics Canada 2021 Census. Ucluelet, District Municipality [Census subdivision]. Accessed May 20, 2022.

⁵ The District of Ucluelet and the District of Tofino Land Use Demand Study. Urban Systems. March 2, 2021.

Table 1: District of Ucluelet Economic Trends

Factor	Trend	Description
Business Incorporations⁶		<ul style="list-style-type: none"> Growing overall trends, with an uptick of incorporations in 2019 and 2020 (to 27 in 2019 and 23 in 2020) as compared to a previous 5-year average of 16 incorporations between 2014 and 2018).
Employment⁷		<ul style="list-style-type: none"> Ucluelet's labour force participation and employment rates are higher than provincial, Vancouver Island, and BC averages. <ul style="list-style-type: none"> Ucluelet Participation Rate: 77.8% Employment Rate: 72.7% Vancouver Island Coast Participation Rate: 60.0% Employment Rate: 55.9% BC Participation Rate: 63.9% Employment Rate: 59.6% Based on the 2016 Census, 44% of jobs in Ucluelet were in tourism related sectors and a further 18% were in fishing, aquaculture, and seafood processing. Compared to the rest of BC, Ucluelet has a very high percentage of its resident labour force working in management.⁸
Visitation Trends⁹		<ul style="list-style-type: none"> In 2003, the Long Beach Unit (Pacific Rim Park) had approximately 764,000 visitors, by 2017 the number of visitors had increased to over 1,131,000, a 48% increase over this period.¹⁰ Presently, approximately 1.5 million people visit the Long Beach Unit each year. Visitation is expected to increase over the next 40 years. BC Transit is expected to implement buses traveling between Tofino and Ucluelet in 2022. Visitors to Pacific Rim Park contribute significantly to the local economy through use of accommodation, retail, and other commercial services.

⁶ British Columbia Incorporations by Development Region, Regional District and Municipality, 2005-2021. https://www2.gov.bc.ca/assets/gov/data/statistics/economy/business-formations-failures/econ_incorporations.pdf. Accessed May 20, 2022.

⁷ Statistics Canada 2016 Census. Ucluelet, District Municipality [Census subdivision]. Accessed May 20, 2022.

⁸ Ucluelet – Life on the Edge. Labour Force. <https://ucluelet.ca/development/community-profile/labour-force>. Accessed May 20, 2022.


⁹ Statistics Canada, West Coast Housing Needs and Demand Study.

¹⁰ The District of Ucluelet and the District of Tofino Land Use Demand Study. Urban Systems. March 2, 2021.

Regional Industries


Similar to other communities in the West Coast Region, economic activity in the District of Ucluelet has transitioned from a primarily resource-based economy, to largely centered around tourism and marine industries.¹¹ Commercial and retail land uses are largely driven by tourism demand and the large visitor population during the summer months. The community is a gateway location to many regional recreational opportunities such as the Broken Group Islands and Pacific Rim National Park Reserve. Table 2 indicates select characteristics of the regional tourism industry.

Table 2: Tourism Trends¹²

Trend	Economic Factors
	<ul style="list-style-type: none"> • In the combined Tofino and Ucluelet Census Subdivisions, tourism directly contributes 2,670 jobs. This is greater than the related employment provided by all other occupational categories combined. • As of the 2016 Census, 25.5% of the Ucluelet population worked in accommodation and food services, compared to only 8.4% of British Columbia’s population. • The most recent count of accommodation units in the District of Ucluelet was completed in 2014. Based on this data, the total number of accommodation rooms in Ucluelet was 644, with 65.2% in resorts, hotels, or motels. It is expected that the total number of accommodation units has increased since 2014 given the growth and popularity of the region as a tourist destination. • The Ucluelet Land Use Study indicated a low growth scenario need for 563 new accommodation units by 2050 (high growth scenario predicting a need for 2,745 new units).

Like commercial and tourism services, the institutional and government sectors experience seasonal stresses that exacerbate existing issues with access to health care. Often community members will leave the west coast region to seek out health care in other communities, particularly Port Alberni and Nanaimo. Table 3 indicates real estate and housing trends.

Table 3: Real Estate & Housing Trends

Trend	Economic Factors
	<ul style="list-style-type: none"> • In 2018, the median assessed value of single-family home in Ucluelet was \$361,000 compared to \$241,300 in Port Alberni – a rise of 32% from 2012. • The total value of residential building permits in the District Municipality has risen substantially between 2016 and 2021 as indicated in Figure 3 below. • Projections indicate there could be need for 1,530 to 2,948 new housing units by 2050 to accommodate a potential population of 6,377 to 8,986 (Tofino and Ucluelet). • Housing starts in Port Alberni were up 7.7% (2022 vs. 2021)

¹¹ Ucluelet – Life on the Edge. Community Profile. <https://ucluelet.ca/development/community-profile>. Accessed May 20, 2022.

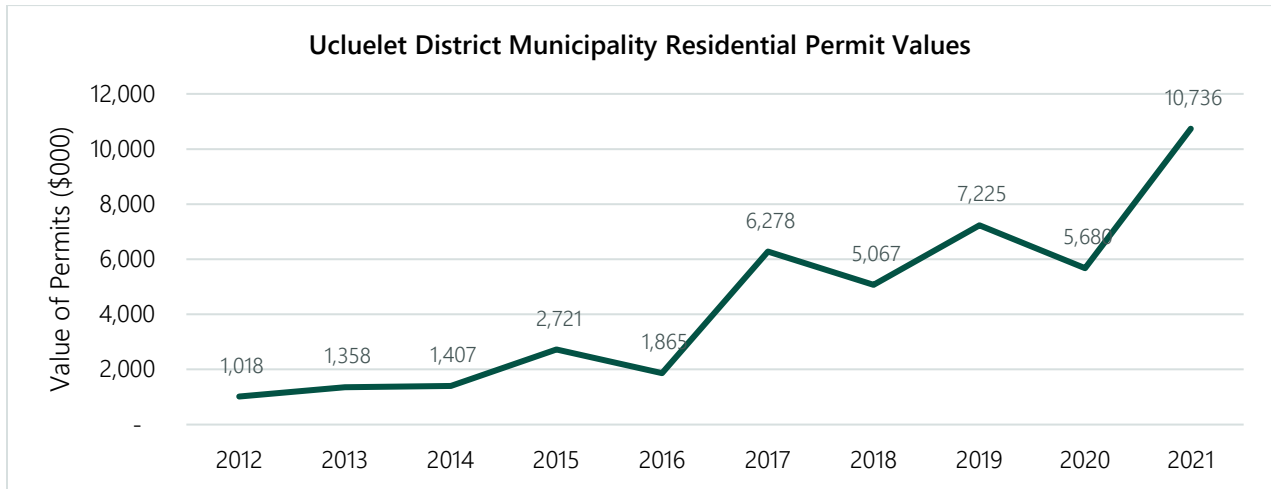
¹² The District of Ucluelet and the District of Tofino Land Use Demand Study. Urban Systems. March 2, 2021.

Housing affordability and availability is a prevalent issue across Vancouver Island. Real estate and rental markets in Ucluelet largely reflect broader trends in increasing housing costs.

The District of Ucluelet has more underutilized and vacant lands available for development than Tofino, at approximately 486 acres. Residential demand in Ucluelet will likely continue to outpace development in Tofino considering this characteristic, in addition to relative affordability compared to Tofino, as well as the large Onni and Weyerhaeuser projects located in the District.¹³

Demand is assumed to shift towards a lower proportion of single-detached homes and higher proportions of missing middle housing, such as duplexes, triplexes, or townhouses, among other housing typologies, and apartment units required in the future. An example of this is the proposed “First Light” affordable housing development in Ucluelet where 33 units will be offered for sale and for rental to residents. This project further quantifies the shifting needs of the housing market in the area.

Figure 3: Value of Residential Building Permits – 2012 to 2021 (thousands of dollars)¹⁴



*Building permits indicate construction intentions, while housing starts indicate construction activity.

As indicated, the value of residential building permits in the Ucluelet District Municipality rose significantly between 2017 and 2021 (at over \$10M in 2021) as compared with the previous five-year period (2012 to 2016). The graph indicates a compound annual growth rate of 34 percent between 2016 and 2021. Values from 2021 may be a bit of an outlier considering the first three months of data in 2022 (January to March), that shows a drop in permit value by 59 percent (data for April and beyond is not available). From 2016 to 2019, 101 residential building permits were issued in Ucluelet (and 92 in Tofino), which aligns with findings from stakeholder interviews suggesting that demand far exceeds supply in the local market. The above information appears to indicate sustained interest in the Ucluelet regional housing market.

In contrast, demand for commercial building permits is limited within the District Municipality, reported at an average of \$500,000 per year over the last five years (2017 to 2021). Reported industrial permit

¹³ The District of Ucluelet and the District of Tofino Land Use Demand Study. Urban Systems. March 2, 2021.

¹⁴ BC Stats. British Columbia Building Permits. For Development Regions, Regional Districts, and Communities 2012 – 2022. Accessed May 20, 2022.

values for 2021 were \$200,000, with limited and smaller values in years prior.

The above data further supports primary research activities undertaken within the environmental scan, suggesting that opportunities exist in real estate and land development activities, particularly those associated with tourism and recreation activities, as well as demand for regional housing.

Other Prominent Work Completed

YG continues to explore and invest into various works surrounding economic development, through its development corporation (led by YFN Holdings LP), by promoting other Nation owned enterprises (with perhaps more of a social mandate), as well as in support of Yuułuʔiłʔatḥ entrepreneurs to start / expand their own businesses.

Completed works to date include the previous economic development plans, the YG Health Strategy, West Coast Housing Need and Demand Study, and Commercial Recreation Opportunities Memorandum of Understanding, among many others.

The economic development plan completed in 2021 identifies significant background research and development data, assessments related to economic development readiness, and numerous data sets related to overarching Economic Development plans. As referenced in Strategic Direction 2 below (Analyze & Invest in Business Opportunities), this past analysis and evaluation directly aligns with that direction and focus.

2.3. Background of YG’s Strengths, Weaknesses, Opportunities, and Threats

Within the strategic planning approach, Strengths, Weaknesses, Opportunities, and Threats (SWOT) were identified for YG, as outlined in the tables below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cultural knowledge is strong • Lands rich in natural resources • Availability of land for development • Self-governance – ability to amend legislation • Citizen and government commitment to fulfilling the community vision • Access to capital • Qualified YG citizens living within the community – strong interest in economic development • Strong entrepreneurship mindset of citizens • Passionate and involved youth that generate ideas to improve the community • Good governance practices – proactive planning 	<ul style="list-style-type: none"> • Citizen engagement and empowerment • Behind the curve in terms of business development • Lack of qualified professionals • Citizen access to funding • Lack of adequate housing and accommodation • Desired infrastructural upgrades • Division in opinions on direction • Economic development is disrupted by political divisions • Lack of clarity with regards to businesses vs economic development • Absence of fully established acts and regulations • Community entrepreneurs face barriers • Lack of clarity with regards to roles and responsibilities • Risk averse government • Economic climate – inflation

Opportunities	Threats
<ul style="list-style-type: none"> • Provide housing – rentals, apartments • Upgrade community infrastructure • Develop community lands • Expand capacity – hire new positions: HR Manager, Grant writer • Support community entrepreneurs • Invest in youth • Provide enhanced education and training • Engage in business development – storage units, campground, eco-tourism, waterfront development • Focus on cultural promotion 	<ul style="list-style-type: none"> • Political climate • Economy, inflation • Lack / denial of funding • Lack of housing, homelessness • Aging infrastructure • Lack of opportunities for youth on-TSL • Natural disasters – forest fires, tsunami, earthquakes • Climate change impacts on traditional ways of life • Disenrollment of citizens due to taxation • Time value of money

3. FUTURE STATE: WHERE DO WE WANT TO BE?

The goal of the Yuukuŋiŋaṯh Government Economic Development Department is to assist and streamline the process to develop businesses for citizens and non-citizens within Yuukuŋiŋaṯh treaty settlement lands. The Yuukuŋiŋaṯh Government Economic Development Department is not a business operator or investor, but rather provides services to the Yuukuŋiŋaṯh to assist in the commercialization and development of the Yuukuŋiŋaṯh land and its assets based on best practices, legislation, budgets, and Land Code.

3.1. Vision

To generate economic prosperity for Yuukuŋiŋaṯh by maintaining a healthy, culturally strong, proud, inclusive and self-sufficient community with jurisdictional control of our lands and resources. We commit to supporting the development of a thriving regional economy that continues to provide revenue, employment, and skills training benefits to Yuukuŋiŋaṯh.

3.2. Mission

The mission of Yuukuŋiŋaṯh economic development is to:

- (a) Actively seek, secure and promote economic initiatives that will enhance the quality of life and prosperity of Yuukuŋiŋaṯh,
- (b) Develop diverse, sustainable and profitable business for Yuukuŋiŋaṯh and Yuukuŋiŋaṯh that respect the history, culture and traditions of Yuukuŋiŋaṯh and the environment in which we live, and,
- (c) Assist in building the capacity of Yuukuŋiŋaṯh to be successful entrepreneurs.

3.3. Values

Part 1 of the YG Economic Development Act outlines several economic development values of Nation owned businesses. Of the 9 major value statements (and sub-bullets in some cases), the following paraphrases these values. Yuukuŋiŋaṯh businesses will (to the greatest extent possible):

- Operate free from political interference
- Operate transparently and be held accountable to YG
- Operate profitably in a manner that provides a return on investment to YG
- Operate within and comply with the governance and fiscal agreement
- Be self-sufficient and independent of financial resources of YG
- Engage in economic development that is socially, economically, and environmentally sustainable and respects the Nation's history
- Maximize employment and contracting opportunities of other Yuukuŋiŋaṯh businesses and businesses owned by Yuukuŋiŋaṯh, as well as to work with contractors and suppliers to

maximize employment opportunities for Yuuluʔiʔath

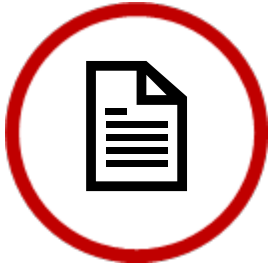
- Preferentially hire Yuuluʔiʔath subject to demonstrable / adequate skills and capabilities and provide training opportunities for Yuuluʔiʔath throughout

Engagement with citizens during this strategic planning process echoed many of these core values as listed within the Economic Development Act. Additional specific values perhaps implied and considered within values of the Act also revealed:

- Sound financial and administrative management
- Promotion of mental, spiritual, and physical health
- Supporting Yuuluʔiʔath laws and policies
- Responsible stewardship of the land and culture
- Clarity of business licensing and land acquisition processes for Yuuluʔiʔath entrepreneurs

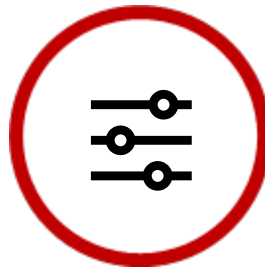
4. OUR STRATEGIC DIRECTIONS

Below is a visual representation of Yuuluʔiʔath Government economic development strategic directions and major supporting objectives.



1. Review Legislation & Governance Structure

- Review & Revise Legislation
- Review Business Governance Structure



2. Analyze & Invest in Business Opportunities

- Prioritize Investment Opportunities
- Explore the Feasibility of New Business Interests
- Form Relationships and Joint Venture Partnerships



3. Conduct Land and Marine Use Planning

- Develop Land Use Plan
- Develop Marine Use Plan



4. Empower Entrepreneurs

- Provide Clarity of Structure for Citizen Entrepreneurs
- Provide Financial, Training, and Business Supports for Citizen Entrepreneurs



5. Invest in & Finance Infrastructure Development

- Prepare Overarching Development Plan



6. Mobilize Housing Initiatives

- Integrate Market Housing Initiatives



7. Build Capacity & Citizen Engagement

- Review Department Organizational Structure
- Review Department Processes
- Build Citizen Engagement

5. MEASURE: HOW DO WE MEASURE SUCCESS?

The EDO will monitor the progress of this plan on a quarterly basis, conducting a more detailed review with the Economic Development Committee every 6 months to ensure that progress is on track.

To do this, the following questions will be asked:

- What objectives have been completed?
- What objectives have not been completed, and why?
- What needs to change to complete the objectives? Or do the objectives need to change?

APPENDIX A: HIGH-LEVEL SUMMARY OF COMMUNITY ENGAGEMENT

Yuułuʔiłʔatḥ Elders, youth, entrepreneurs, and citizens in Port Alberni were invited to participate in a series of community meetings on March 7 – 9, 2022. The purpose of these meetings was to obtain feedback from citizens with regards to what types of opportunities citizens would like to advance to best meet the goals of YG. The session centered around:

- Vision, Mission, and Values for economic development
- YG Economic Development focused Strengths, Challenges, and Opportunities

Citizens offered large amounts of feedback for the Yuułuʔiłʔatḥ Government to consider in generating this plan. A summary of responses has been provided below.

Vision, Mission, Values – Elders & Entrepreneurs



Strengths – All Participants



Government

- Education funding
- Health services
- Strong governance
- Engagement / Communication
- Programming
- Grants and funding availability



Community

- Small, supportive and welcoming
- Passionate citizens
- Resilient (moving past COVID)
- Unified Planning



Lands & Assets

- Coastal location (desired)
- Diverse habitat
- Land value
- Capital assets
- CORP Fund



Social

- Language
- Rich culture
- Committees (EcDev / Financial)
- History



Thoughts

- Endless opportunity

Challenges – All Participants



Government

- Lack of engagement
- Communication
- Separation between business / politics
- Slow implementation
- Unclear governance model
- Policies (Fed/Prov.)
- Risk averse



Community

- Lack of gathering opportunities
- Employment
- Entrepreneur support
- Transportation options
- Participation in events
- Loss of traditional knowledge
- Remote



Services

- Opportunity awareness
- Business development support
- Education / Learning opportunities
- Financial literacy
- Disability supports
- Gaps in services provided (off TSL as well)
- Service availability / delivery (based on location)



Lands & Infrastructure

- Minimal infrastructure
- Lack housing
- Business frontage
- Space to showcase artists
- Gathering spaces
- Pollution
- Market valuation
- Limited resources
- Treaty land designation



YG Businesses

- Access to capital and/or credit
- Lack of investors
- Local business competition
- Awareness of opportunities

Opportunities – All Participants



Government

- Youth engagement
- Departmental growth
- Training and capacity development
- Enhance existing (campground/Wya)
- Accountability
- Employment
- Create connection between On TSL / Off TSL
- Understanding with FI's of Land value



Services

- Water taxi/city bus
- Promote UFN businesses
- Recycling/waste
- Food security
- Traditional games
- Brand awareness
- Resource studies
- Parenting programs
- Elders teaching youth



Land

- Development
- Ecotourism/excursions
- Fishing
- Farming
- Junction lands
- Indigenous tourism
- Green development
- Community beautification
- Traditional resources
- Campground expansion
- Festival



Infrastructure

- Housing Apartments (Port Alberni)
- Trading Post
- Museum with giftshop
- Fitness centre
- Grocery or corner store
- Gas Station
- Hotel / Cabins
- Youth Centre
- Biking / skateboard infrastructure
- Culture Centre
- Treatment Centre



Business Ideas

- Pharmacy
- Tobacco / Marijuana
- Electric bikes & Skateboards
- Barbershop
- Billboards
- Cottages (buy licenses)
- Seafood establishment
- Crypto / Non-Fungible Tokens (NFT's)
- Electronics (drones)
- Partnerships



Yuutuʻiʻfʻath Government
Economic Development Strategic Plan
2022



Yuutu?it?ath



5-YEAR COMMUNITY HEALTH STRATEGY

MAY 2019 - MAY 2024





CONTENT	05	Welcome
	05	Background
	06	Yuułıŋıŋatı Governance
	08	We Raise Our Hands: Acknowledgments
	09	Vision: A Healthy and Well Community Is..
	09	How To Get There
	14	Our Process
	16	Looking Forward, Next Steps
	16	Yuułıŋıŋatı 5-Year Health Strategy
	18	nuučaañuł Phrases for Wellness
	19	Health and Wellness Services Directory

Yuułʔułʔath 5 Year Health Strategy

Goal 3

Our community has healthy and strong leadership.

Goal 4

Our citizens are safe.

Goal 7

Our environment is clean for everyone to enjoy.

Goal 2

We are building healthy lifestyles and a healthy community for all generations.

Goal 5

We take care of our elders.

Goal 6

We are connected and we take care of each other.

Goal 8

We empower and support our citizens to reach their education and employment goals.

Goal 1

Our culture and language are strong and vibrant.

Yuułʔułʔath Values

These are the values as outlined in the Yuułʔułʔath constitution under 'Declaration of Yuułʔułʔath Rights and Values' and are foundational for the community. These values will also ground the approach and work to implement this health strategy over the next five years.

1. A belief in, and reverence for, Naas
2. Honouring our ancestors
3. Respecting our elders
4. Respecting our family and kinship systems
5. Our unique language, and
6. A respect for the land, air, water and environment which encompasses the hahoulthee of our Ha'wiih.





WELCOME

The purpose of the 5 Year Community Health Strategy is to outline the health and wellness priorities and areas for action based in the input and vision of Yuułuḡiḡaḡaḡ citizens.

These strategic priorities and areas for action will:

- ▶ be a framework for decision-making for future projects and funding applications;
- ▶ increase support for the activity ideas put forward; and
- ▶ help bring the Yuułuḡiḡaḡaḡ community back into alignment with a tradition of health, strength, wellness and vitality.

Although the plan is broken up into categories, we acknowledge that all of the areas outlined are interconnected and overlapping. All areas of our lives, from our outer surroundings to our inner spirit, are a part of individual and community health and well-being.

We recognize that our culture and language is at the root of everything we do; that our wellness is rooted to our culture and the health of our environment; and that our community holds up our governance and our governance holds up our community. These are just a few examples to illustrate that connections exist between all elements as Yuułuḡiḡaḡaḡ and we acknowledge that this is also the case for this plan.

BACKGROUND

Yuułuḡiḡaḡaḡ means “People of the safe landing place or safe harbour.” In 2011 Yuułuḡiḡaḡaḡ became a modern treaty government after ratifying the Maa-nulth Final agreement. The Yuułuḡiḡaḡaḡ has the tremendous task to innovate forward into a new future of self government. In considering a community health strategy it is important to recognize that the community is in a place of transition and growth between ‘what was’, ‘what is’ and ‘what is going to be,’ and that a community driven health strategy is one piece of paving the way forward.

When citizens were asked how they would rank the quality of life in the context of a healthy community, 46% answered “average” followed closely with “poor” at



“Changing times. Going back and stepping forward into health. We have different choices and learnings now. Acknowledge difference and diversity as we practice. We honor our needs in different ways” - Elder contributor

34%, with 13.9% answering good and 6.9% ‘very good’. The rest didn’t know or didn’t answer this particular question. These answers only highlight what the community and its leadership already know, that energy and effort is needed to have a happy, healthy, and well Yuułuḡiḡaḡaḡ citizens. Planning forward with the input and ideas of the community grounded in the wisdom of our elders and children is a strong and important step. This community health strategy is the voice and ideas of the community on how we can step forward into health together. Leadership and community are encouraged to reference this strategy often, track progress, celebrate successes, and communicate progress each year.

Yuułıı̨ı̨ath GOVERNANCE

Below is the Yuułıı̨ı̨ath Government organizational chart showing the positions in the government that have responsibilities for health and wellness as outlined in this plan.

Senior Management

Director of Operations,
Suzanne Williams

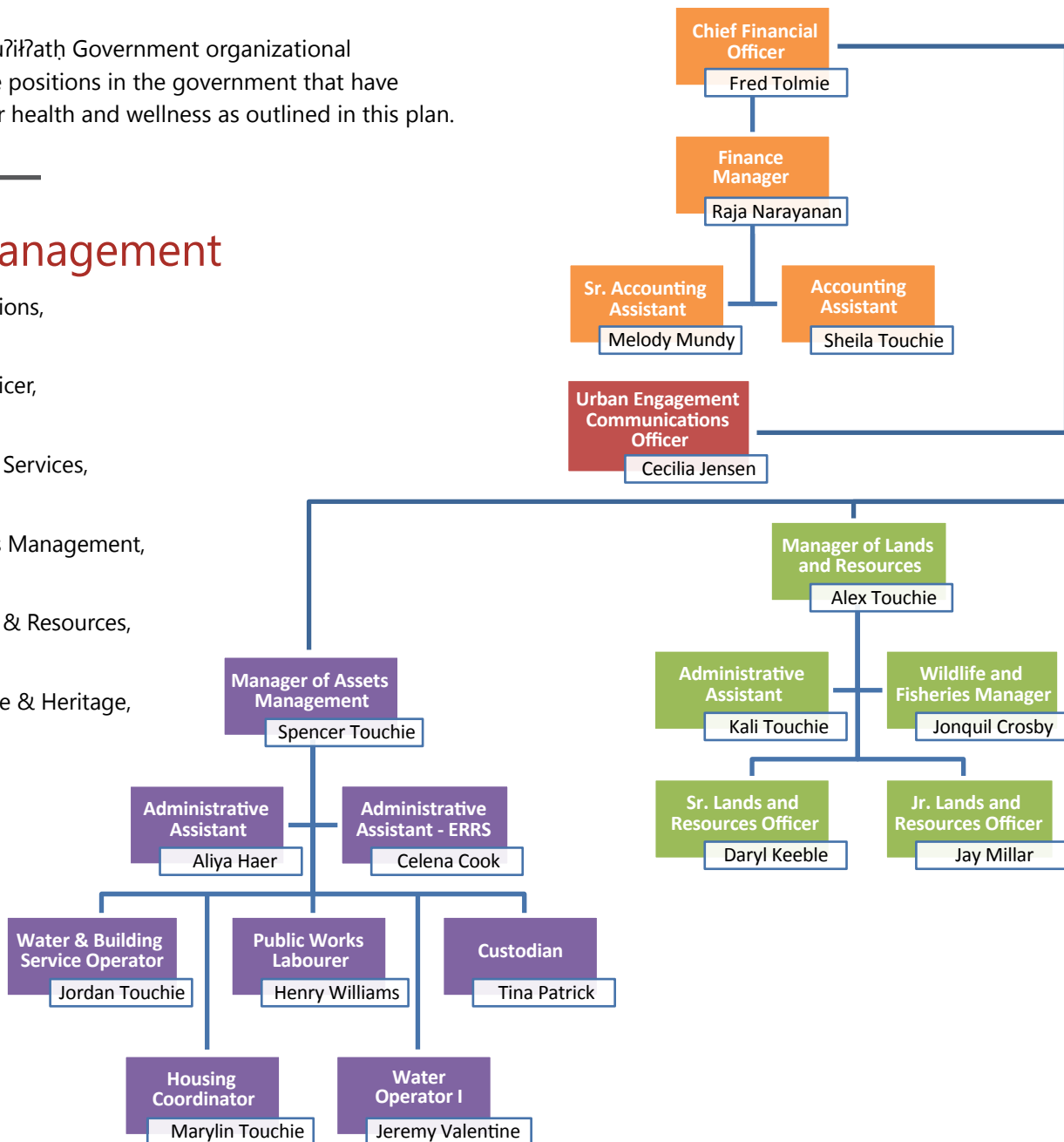
Chief Financial Officer,
Fred Tolmie

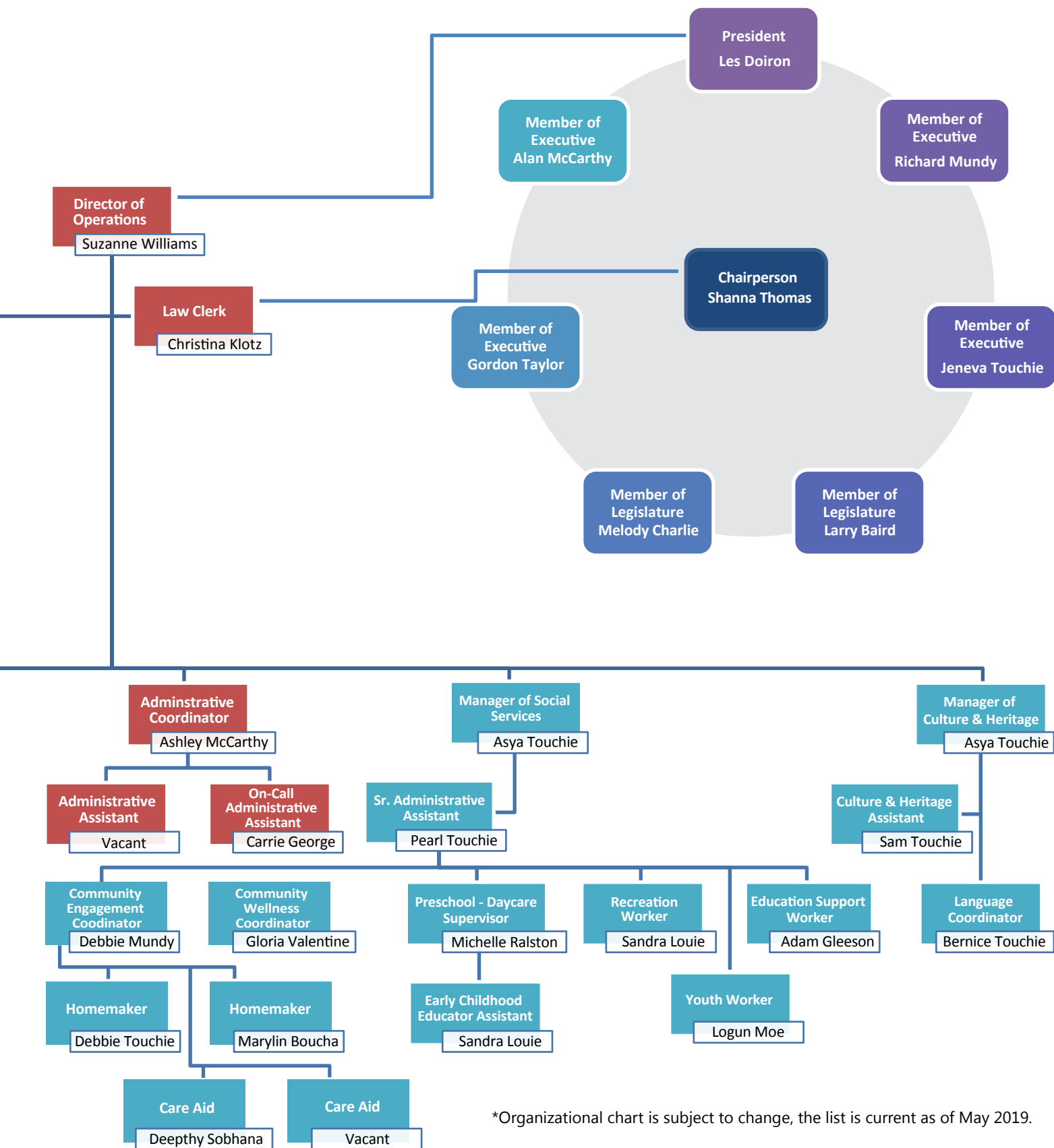
Manager of Social Services,
Asya Touchie

Manager of Assets Management,
Spencer Touchie

Manager of Lands & Resources,
Alex Touchie

Manager of Culture & Heritage,
Asya Touchie





*Organizational chart is subject to change, the list is current as of May 2019.



We Raise Our Hands: ACKNOWLEDGMENTS

We would like to acknowledge our ancestors and elders whose strength, perseverance, and wisdom is the reason we are here and able to plan for our children and future generations: deep appreciation to the Ha'wiih who are the guardians of our territories and everything within them. We are grateful to the legislature for their vision to plan forward for their citizens and to the administration and staff for tending so thoughtfully to the logistics for the engagement processes. Thank you to the cooks who continuously

fed and cared for everyone so generously at every event. A big ʻāeekoo ʻāeekoo to all citizens, elders, children, youth, adults, and families who gave their best energy and took the time to share ideas, thoughts, concerns, and dreams, and whose bright light gives us the inspiration to work for better tomorrows. We raise our hands to all of you who have already been working hard, contributing your skills, time, energy, and knowledge towards a healthy Yuuʻuʻiʻiʻath community.



VISION: A Healthy & Well Community Is...

The adjacent hands are filled with the words of our citizens highlighting what a healthy Yuułʷiʷʷath community is. These are the elements we need to hold-up, strengthen, and strive towards.



HOW TO GET THERE

The following are the overall goals and objectives for our strategy, the goals are listed in order of priority as identified through the input of the citizens. Please also refer to Moving Forward Together, our implementation framework document.

Goal 1: Our culture and language are strong and vibrant.

a) Increase the opportunities to learn, share, hear, and celebrate our language:

- Develop an immersion language nest.
- Hold-up our speakers and learners at community dinners and events.

b) Encourage a strong cultural identity amongst community:

- Incorporate culture into everything we do.
- Identify opportunities for intergenerational knowledge sharing, including teachings about fishing, hunting, gathering, carving, and songs with an emphasis on our children and youth.
- Encourage and support activities where intergenerational knowledge sharing is already taking place or is possible.
- Create more cultural activities for youth including art, song, dance, and ceremony.
- Provide opportunities to learn about our territories by being on the land and connecting to the environment.

c) Increase physical spaces for cultural activities:

- Begin to explore the development of a longhouse
- Build a community smokehouse.



"One step at a time."

- Elder contributor

Goal 2: We are building healthy lifestyles and a healthy community for all generations.

a) Improve and increase health services for our citizens:

- Provide opportunities to access doctors and specialists including chiropractic, acupuncture, massage, naturopath, traditional healers, and other alternative therapies with consistency in service providers.
- Provide better access to emergency services.
- Promote collaboration between family doctors and other medical and health services.
- Increase access to services not covered by NIHB (a credit card for health through Scotiabank).
- Ensure urban members know about health services and have access to all services.
- Provide more access and better coverage for dental health.
- Increased extended health services for elders (see Taking Care of Elders).

b) Increase supports for wellness and mental health:

- Provide interventions for suicide prevention, addictions, abuse, and assault including emergency outreach supports, education, and counselling/therapy.
- Offer ongoing workshops, education, and support groups for issues including trauma, PTSD, sexual assault/violence, addictions, grief and loss, cancer, Parkinson's, diabetes, injury prevention, personal growth and self care, immunizations, sex education (youth), technology safety and healthy eating and nutrition.
- Provide opportunities for community members interested in health professions to get education and training in areas such as nutrition and counselling.
- Increase access to mental health workers, counsellors, alternative therapies to address mental health and psychological screening. Have a full-time, in-house counsellor.
- Identify and support the connection of healthy role models to children and youth.
- Support grandparents and parents to provide the best care for their grandchildren/children.

c) Ensure we have spaces in the community designated for health and wellness:

- Develop a medical clinic and wellness centre facility in Hitacu.
- Provide an exercise and fitness facility with equipment, fitness programs, and a personal trainer.
- Explore the possibilities and partnerships to develop recreational facilities in the future including a pool, ice-rink, and an infant playground/park.

d) Develop more recreational activities for individuals and families:

- Develop sports teams and events for all ages including urban citizens.



Goal 5: We take care of our elders.

a) Ensure our elders have regular opportunities to connect with each other and the community:

- Create times and space for elders to share their teachings, values, and stories regularly with each other and the community especially with our children.
- Host regular lunches and dinners for elders organized with their input on menu and what content they might want including workshops, presentations, and facilitated discussions.
- Develop an elders' space that is home-like to regularly share meals, visit, play cards, and have movie nights.

b) Ensure our elders have the highest quality care and access to care:

- Create checks and balances to ensure our elders receive the highest quality care, including performance reviews for home supports, and an "elder care" status report card for the community.
- Provide additional support staff for elders' physical, mental, emotional, and spiritual care.
- Allocate community resources for regular elder transportation to medical appointments, shopping trips, and other basic needs to enhance quality of life and connection.
- Make elder visits a part of the regular work day. Allocate regular time and schedule for staff and leadership to visit and call elders at their homes to check-in.

c) Increase appropriate housing for elders:

- Create housing developments for elders that support connection and community amongst elders.

Goal 6: We are connected and we take care of each other.

a) Increase community gatherings where we can laugh, eat, and share culture:

- Continue bringing together our community with food, including community dinners, cooking together, bulk meal prep, canning, and preserving.
- Create space at gatherings such as community dinners to celebrate the accomplishments and hear the stories of our citizens and staff (recovery, healing journeys, growth, education, language); support opportunities for citizens to share their knowledge and skills (language, artists, harvesters, historians); and share good news and teachings about respect during these events.
- Hold regular fun family activities including family movies and family trips to Nanaimo (wave pool, etc).
- Hold regular fun community activities such as campfires, boat rides, and hikes into the territory.

b) Strengthen our connections as a community:

- Explore and develop effective processes for healing community relationships including sharing culture and language; learning and sharing family trees; supporting community activities; and providing workshops on interpersonal communication, lateral violence, conflict resolution.

c) Explore the possibilities to develop community gathering spaces:

- Provide comfortable community gathering space(s) that are inviting and homey. Explore the possibilities for a true community centre, an elders' centre, and a youth centre.
- Begin planning for a community library, computer centre, and archives to connect to history, culture, photos, and more.

d) Create more housing to accommodate our growing community:

- Create a housing strategy that addresses volume, sustainability, accessibility, and safety.
- Develop more housing for elders and parents and to welcome our members back home.

Goal 7: Our environment is clean for everyone to enjoy.

a) Ensure citizens are able to explore, play, learn from, and be nourished by the environment:

- Provide opportunities for families, children and youth, and all citizens to gather and learn about our territories through exploring trails and gathering wild foods.
- Host trail building and maintenance work bees for Hitacu Lake trail and other possible trails.
- Develop fundraising proposals and a planning committee for outdoor play spaces.
- Ensure citizens have regular access to healthy local foods such as locally harvested seafood and fruits and vegetables.
- Protect our safe water supply. Prepare interventions and mitigation strategies in case of contamination or disruption of supply.

Goal 8: We empower and support our citizens to reach their education and employment goals.

a) Increase educational opportunities for citizens:

- Conduct research towards a community school serving K-12 with a long-term vision of post-secondary.
- Find ways to support quality education that re-centers cultural education, culture based learning, language revitalization and being outdoors on the land.
- Provide materials, brochures, presentations, and career fairs in ways that encourage lifelong learning, including personal growth workshops (financial management, essential skills, parenting, communications, proposal writing); trades certification; and college tours to college and university accredited degree programs.

b) Increase employment and training opportunities for citizens:

- Develop strategies, opportunities, and partnerships that create sustainable employment opportunities and maintain a skilled workforce supporting our citizens and that bring home our educated citizens.





OUR PROCESS

Our goal was to reflect the communities' vision, needs, and priorities for health and wellness. With a goal to create a strategy that reflected community needs and perspectives 'by the community, for the community.' We worked to develop a strategy with full and diverse participation from across Yuułu?it?atḥ citizenship. We employed a spectrum of offerings and ways to listen, learn, and fully receive the ideas, input, and vision for a healthy Yuułu?it?atḥ Nation now and into the future. We met and received input from the Yuułu?it?atḥ citizens through:

Elders' lunches

November 28th, 2018 & January 30th, 2019

It was important to first hear from the elders, our roots, to ground the work in a good way. It was also important to come full circle, in good relationship, and bring back the information and direction to the elders once again at the end of the engagement process to receive further insights. We took the opportunity to report back to the elders who started the engagement process, to tell them a little bit about the progress, what we heard, and honour this relationship and their input and commitment to the importance of health and well-being in the community.

Children and youth games, art-project, and one-on-one interviews

November 28th, 2018

After meeting with the elders we wanted to engage and hear from the children and youth of the

community, our future leaders. We played games and did an art activity with the younger youth. From this a large mural was made with their words, thoughts, and feelings about a healthy Yuułu?it?atḥ community. Later in the afternoon we sat with two of the older youth and gathered their input.

Community dinner presentation and input stations

December 11th, 2018

At the community dinner we displayed the harvest from the engagements with the elders and youth, introduced ourselves, and explained about the work we were doing on the health strategy. After dinner we invited the community to join us at three different stations: one to talk about the issues and opportunities, one to discuss what the roots or what grounds the community and the dreams, and another where community could engage in a photovoice activity.

Webinar engagement

December 12th, 2018

The intention for this type of engagement was for urban citizens, those living away from home, and citizens that were unable to participate in other types of engagement sessions to offer their thoughts using an online platform. No one attended the webinar.

Survey one-on-one

January 15th

In the Cixwatin Center foyer we set up a 'chumas and chat' offering coffee, donuts, and muffins from Tim Hortons and posted the graphic recording posters

from our initial elder and children/youth engagement sessions on the walls. We used a survey that was developed with members of the administration team as a discussion framework to speak with Yuułu?ił?ath citizens and staff one-on-one while number of individuals filled out the hard copy surveys on their own during this time.

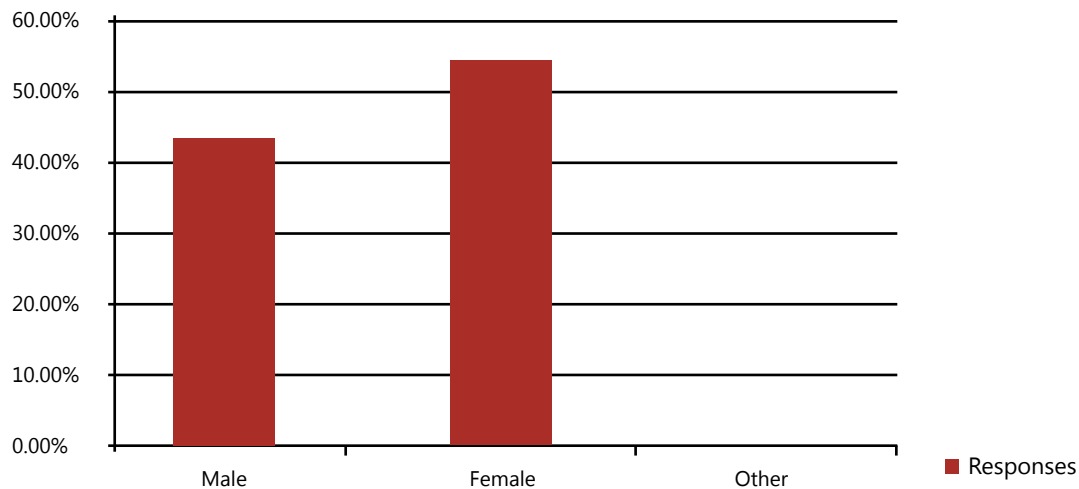
Survey online

January 15th - February 16th, 2019

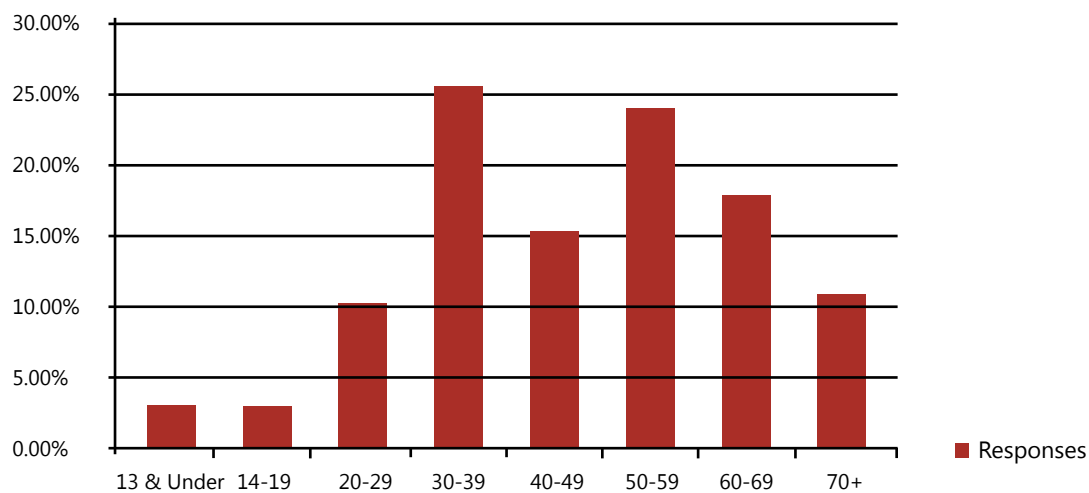
The same survey that was used during the 'chumas and chat' was offered on-line through the platform Survey Monkey. A link to the survey was shared through the Nation's social media accounts.



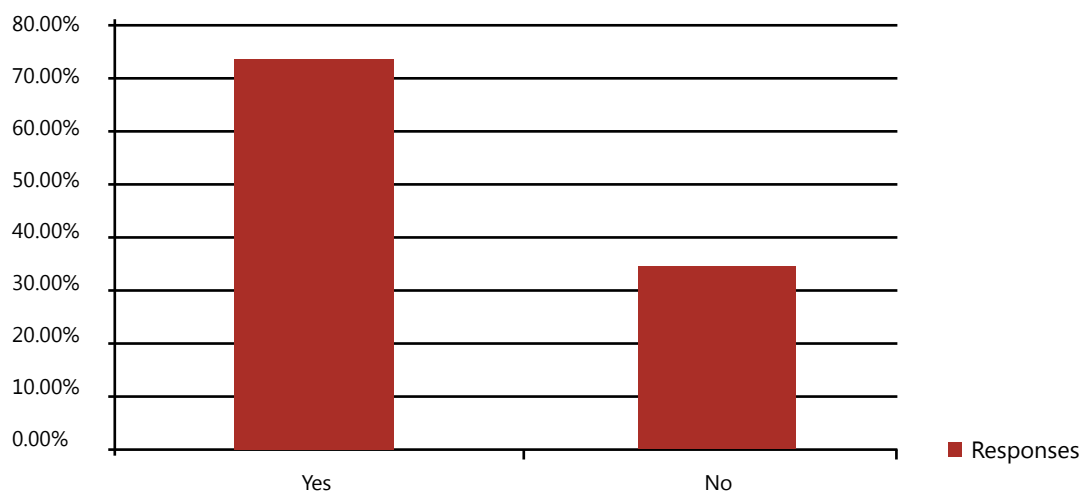
Gender

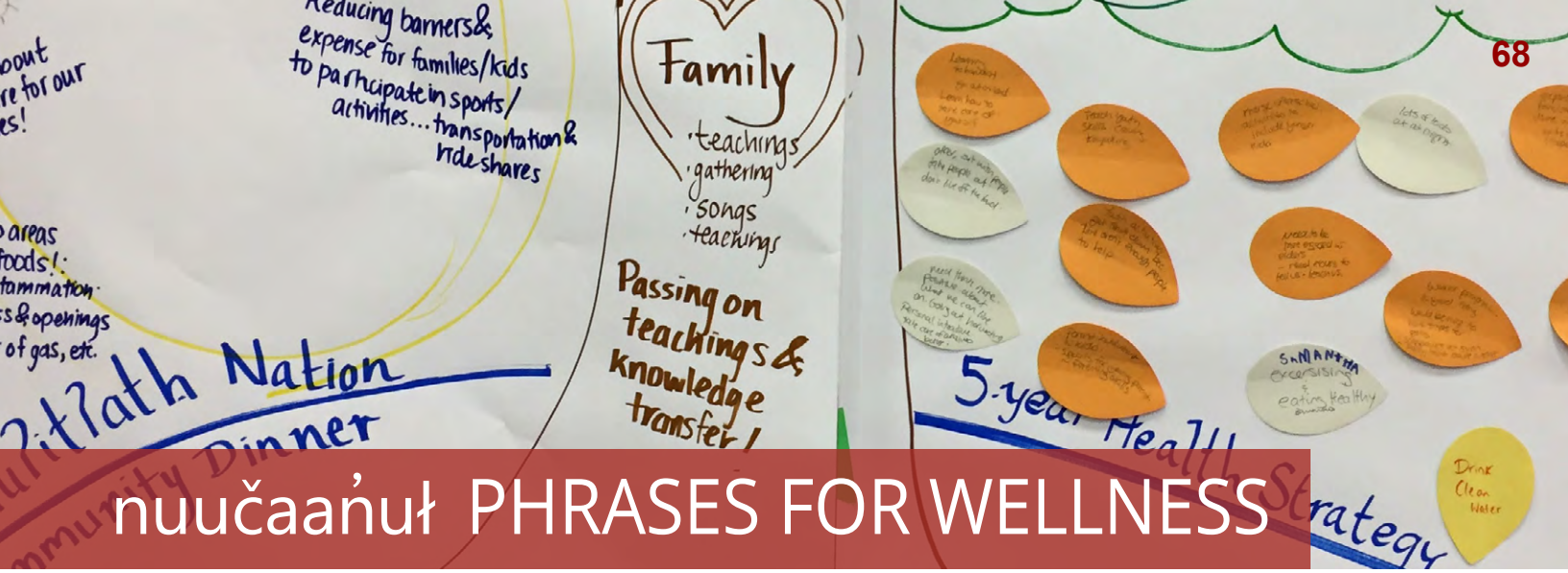


Age Category



Do you live on treaty settlement lands?

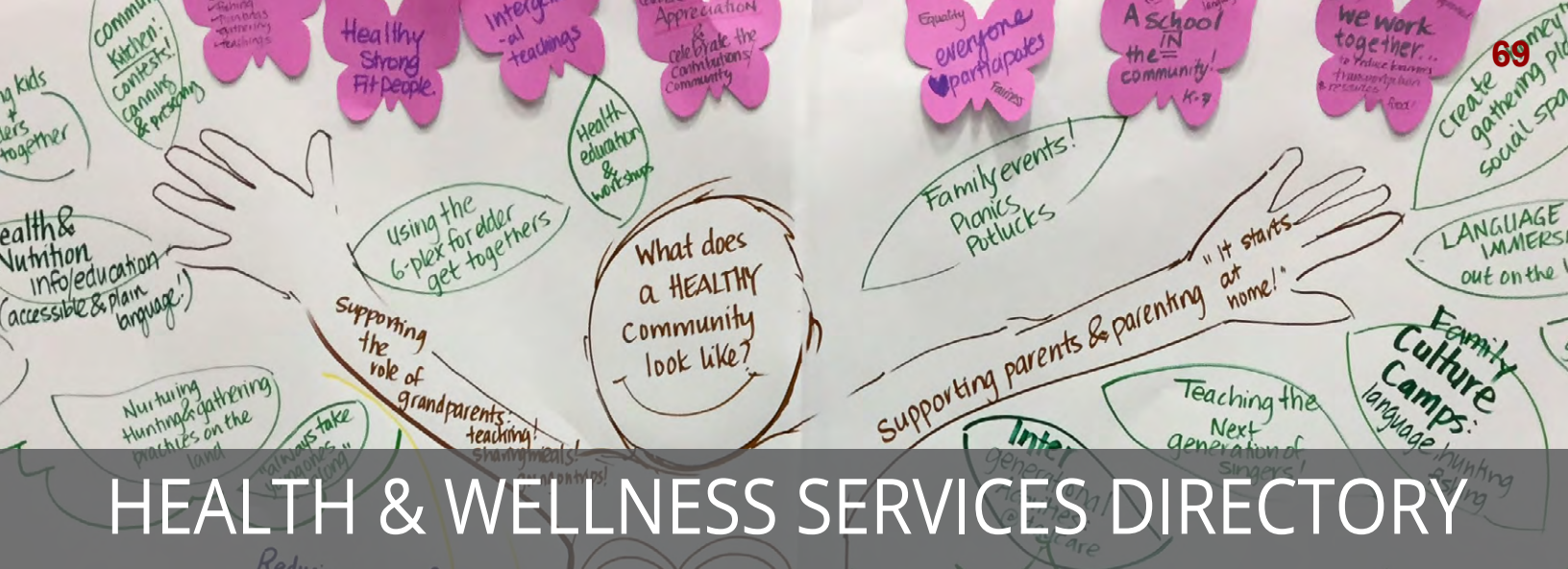




histaqšixah Yuułuñiñath	I am from the Ucluelet Tribe
histaqšixah hitacu	I come from hitacu
Yuułuñiñath ah	I am Ucluelet
yuułuñiñaqsumah	I am a Ucluelet female
čacimhihak	Are you okay?
čacimhimah yuuqʷaahak čacimhi	I'm okay. Are you okay too?
ñuñaałukʷi quqʷaasñi	Look after other people
ñafathñiñaał	Take care
yuuqʷeeñiñaał ñafath	You take care too
ñafathñi / ñafathñaał	Be well / Be always well
ñuñumhihas hupii suwa	Can I help you?
łaałšis hupii	Please help me
łuñatim himaqsti	Be always kind-hearted
łeekoo	Thank you
ñuušyakšixeñic	Thank you
yaañakukʷah suwa	I love you

(sources: kwistuup.net, firstvoices.com)

What are other nuučaañuł words or phrases that you can use for health and wellness?



HEALTH & WELLNESS SERVICES DIRECTORY

The following are contact lists of important health and safety resources for both the community of Hitacu and for urban citizens for easy access. For more information on these services please contact the administration office.

*Health and wellness directory is subject to change the list is current as of May 2019.

Hitacu

WHAT	CONTACT	WHEN & WHERE
First Responder	911	
Yuufu?i?ath Indigenous Wellness Counsellor	Vacant 250-726-7342	
Yuufu?i?ath Government Mental Health	Deb Botting Alcohol & Drug Counsellor 250-726-8790	Sundays and Wednesdays
NTC Quu'asa	Ann Marshall 250-726-5370 Bev Dorward, Wellness Worker 250-725-3367	Mondays 11 am – 8 pm
NTC Counselling Support Teechuktl Mental Health	Vacant, Clinical Counsellors 250-725-3367 Central Region Coordinator Michael McCarthy 250-725-3367 Child and Youth Mental Health Counsellors Alyssa Fleishman & Danielle Serge 250-266-0497 Daye Cooper 250-726-3367	
NTC Community Health Nurse	Amanda Aspinall 250-726-7721	Hitacu Health Centre
NTC Home & Community Care Nurse	Deb Melvin 250-735-2622	Hitacu Health Centre
Grief and Loss Support	Pacific Rim Hospice Society Rep.	Thursdays 10 – 11:30 am
KUU-US Crisis Line	Adult/Elder 250-723-2040 Child/Youth 250-723-2040	24-hour crisis line

Urban Citizens - Victoria

WHAT	CONTACT	WHEN & WHERE
<p>Our Place Community center working with poor, impoverished elderly, mentally and physically challenged, addicted and homeless</p>	250-388-7112	919 Pandora Avenue
<p>Hulitan Social Service Society Family preservation and reunification, parent support, cultural early learning, child and youth mental health, sexual abuse and intervention, supervised/supported access, aboriginal success by 6, out of care caregiver support.</p>	250-384-9466	902A Caledonia Ave
<p>Metis Community Services Family Group Conferencing Collaborative Practices, including Traditional Dispute Resolution Support; Cultural Support and Family Visitation and Cultural Programs</p>	250-391-9924	345 Wale Rd.
<p>Saanich Native Support Program Assistance with education about restorative justice practices, community and family conferences, youth programs, fundraising and court support.</p>	250-544-1812	7449 West Saanich Rd.
<p>Victoria Native Friendship Centre Food box program, housing referrals, counseling, access to medical advice and other referrals. The Family Services Team offers support and advocacy to those families involved or about to be involved with the Ministry of Children and Families.</p>	250-384-3211	101-749 Pandora Ave
<p>Cool Aide Society</p>	250-383-1977	101-749 Pandora Ave
<p>Aboriginal Liaison Nurses (ALNs) Advocate on your behalf</p>		

Urban Citizens - Nanaimo

WHAT	CONTACT	WHEN & WHERE
Aboriginal Child and Youth Mental Health Individual and group therapy No referral required	Ph: 250-741-5709 Fax: 250-741-5749	301-190 Wallace Street Nanaimo, BC V9R 5B1 Walk-in intake from 9 am -12 noon, and 1 pm - 3 pm Wednesdays and Thursdays
New Hope Centre Emergency services and shelter	Ph: 250-714-1142 Fx: 250-753-8071	19 Nicol Street Nanaimo, BC
Nanaimo Aboriginal Centre Early childhood development	Ph: 250-754-3215 www.nanaimoaboriginalcentre.ca	
Family Services	Ph: 250-754-2621 Fax: 250-753-8071	19 Nicol Street Nanaimo, BC
Nanaimo Women's Centre	Ph: 250-753-0633 Fax: 250-753-9506	150 Wallace Street Nanaimo BC
Island Crisis Care Society Crisis counselling clinic, walk-in single session	Ph: 778-441-4227	#3-1200 Princess Royal Avenue Nanaimo, BC V9S 3Z7
Tillicum Lelum Aboriginal Friendship Centre	Ph: 250-753-6578	602 Haliburton
Aboriginal Liaison Nurses	Carol Nelson, RN carol.nelson@viha.ca Shannon Joyce, RN shannon.joyce@viha.ca c/o Tillicum Lelum Friendship Centre Cell: 250-741-4234 Ph: 250-753-6578	Nanaimo General Hospital
Safe Injection Site: Canadian Mental Health Association		437 Wesley Street 10:30 am to midnight, 7 days a week
Nuu-chah-nulth Non-Insured Mental Health Services Program For an extensive list of service providers please contact the administration office or NTC		

Urban Citizens - Campbell River

WHAT	CONTACT	WHEN & WHERE
Laichwiltach Family Life Society Offers holistic services	Audrey Wilson, Executive Director Ph: 250-286-3430 www.lfls.ca	441 4th Ave, Campbell River, BC
CR Women's Resource Centre	Ph: 250-287-3044	105-1116 Dogwood Street Campbell River, BC V9W 3A2
Aboriginal Liaison Nurses	Position is presently vacant Cell: 250-830-8865 Ph: 250-286-7100 Ext. 67305 Fax: 250-286-7177	Campbell River General Hospital
Aboriginal Health Program	Michelle McClain, Manager (Campbell River) 250-286-7100 Ext. 67304 Teliah Vollick, Aboriginal Liaison Nurse (Alert Bay) 250-974-8314 Vacant, Aboriginal Liaison Nurse (Campbell River) 250-830-8865 Kimberley Black, Dietitians (Campbell River) 250-286-7100 Ext. 67306 Laurel Anderson, Aboriginal Liaison Nurse (Comox) 250-650-5714 Lisa Greer, Nurse Practitioner (Port Hardy) 250-230-1100 Rebecca Olesen, Aboriginal Liaison Nurse (Port Hardy) 250-949-0340	1371-C Cedar Street 9 am to 4 pm Mon. - Thurs. 11 am to 3 pm Friday (closed 12:15 pm to 1 pm), 11 am to 3 pm, Sat. and Sun.
Safe Injection Site: Aids Vancouver Island		
Nuu-chah-nulth Non-Insured Mental Health Services Program For an extensive list of service providers please contact the administration office or NTC		

Urban Citizens - Port Alberni

WHAT	CONTACT	WHEN & WHERE
Safe Injection Site: Overdose Prevention Site	778-419-0016 pass-ops@shaw.ca	3699 3rd Avenue, 8 am to 4 pm, 7 days a week
Port Alberni Shelter Society		3699 3rd Avenue 8:30 am to 4:30 pm, 7 days a week
PAFC – Port Alberni Friendship Centre	250-723-8281	3555 4 th Avenue
ACAWS – Alberni Community & Women’s Services Society	250-724-7111	3082 3 rd Avenue
KUU-US Crisis Line	Adults/Elders 250-723-4050 Child/Youth 250-723-2040 Toll Free Line 1-800-588-8717	24 hour
Bread of Life	250-723-4049 portalbernibreadoflife@weebly.com	3130 3 rd Avenue
BC Mental Health and Addictions	250-731-1311	40 Rodger Street
Child and Youth Mental Health	250-720-2650	4088 8 th Avenue
Aboriginal Liaison Nurses	Vanessa Gallic, LPN Aboriginal Liaison Nurse Cell: 250-735-4319 Ph: 250-731-370 Ext. 48109 Fax: 250-731-1342 vanessa.gallic@viha.ca	Westcoast General Hospital
Sobering Center	778-419-2617 pasobering@shaw.ca	3628 5 th Avenue
Legal Aide	Marie 250-724-5137	5029 Argyle
Native Courtworker	Boyd Gallic 1-855-221-1179	
Quu’asa program	Kim Rai, Supervisor kim.rai@nuuchahnulth.org 250-724-3939	3483 3 rd Ave

Nuu-chah-nulth Child and Youth Services	Lynnette Lucas, Manager lynnette.lucas@nuuchahnulth.org Office: 250-724-0202	4000 Stamp Avenue
NTC Social Development Services	Linda Seitcher, Manager linda.seitcher@nuuchahnulth.org 250-724-5757	
NTC Nursing	Jeannette Watts, Manager jeannette.watts@nuuchahnulth.org 250-724-5757	
NTC Health Benefits	Robert Cluett NTC CHS HB Program Coordinator 250-724-5757 robert.cluett@nuuchahnulth.org Jolene Anker-Prest NTC HB Clerk jolene.anker@nuuchahnulth.org	
NETP (Nuu-chah-nulth Employment and Training Program)	Ph: 250-723-1331 netp@nuuchahnulth.org	4090 8th Avenue
Assertive Community Treatment (ACT) VIHA	250-720-9655	4780 Roger Street
Nuu-chah-nulth Non-Insured Mental Health Services Program For an extensive list of service providers please contact the administration office or NTC		

Urban Citizens - Vancouver

WHAT	CONTACT	WHEN & WHERE
Aboriginal Patient Navigator Program	Toll-free: 1-877-875-1131 Fax: 604-675-2552 info.aboriginalhealth@vch.ca	2750 East Hastings Street Vancouver, B.C.
Primary care (Regular medical care) Health care provider providing culturally safe care	Lu'ma Medical Centre 604-558-8822 Urban Native Youth Association 604-254-7732 Vancouver Native Health Society - 604-254-9949	
Child and Youth Aboriginal Mental Health Outreach	Ph: 604-688-0551 outreach@unya.bc.ca	550 Cambie Street
Waaban Housing for First Nations, Métis and Inuit Women	604-836-7280 and 778-877-7824 waaban@atira.bc.ca 1 pm - 3 pm	Staff available Monday-Saturday 8:30 am - 5 pm Drop-ins every Saturday
Vancouver Aboriginal Friendship Centre Society	Ph: 604-251-48441	607 E Hastings Street
Urban Native Youth Association	Ph: 604-254-7732	1618 E Hastings Street
Indian Residential School Survivor Society	604-985-4464 / 1-800-721-0066 www.irsss.ca	413 West Esplanade North Vancouver, B.C.
Vancouver Native Health Society	Ph: 604-254-9949 Fax: 604-254-9948 admin@vnhs.net	449 East Hastings Street Vancouver, BC V6A 1P5
Aboriginal Wellness Program	Ph: 604-675-2551 Fax: 604-675-2552 aboriginalwellnessprogram@vch.ca	2750 East Hastings Street Suite 288, Vancouver, BC Location is between Slocan and Renfrew (close to the PNE), above Shopper's Drug Mart
Safe Injection Site: Insite		139 East Hastings St.
Safe Injection Sites: Providence Health Care St. Paul's Hospital		1081 Burrard Street Vancouver
Safe Injection Sites: Powell St. Getaway		528 Powell Street Vancouver, BC
Nuu-chah-nulth Non-Insured Mental Health Services Program For an extensive list of service providers please contact the administration office or NTC		

Important Information & Phone Numbers

Name		Phone number	
Emergency contacts	911		
Fire			
Police			
Ambulance			
Other contacts			
Doctor			
Community Health Nurse			
Community Health Centre			
Counselor			
Health Link BC (health information and services)		811	
KUU-US Crisis Line (24 hours)		1-800-588-8717	



Yuułu?it?ath

Cixwatin Centre

Telephone: 250-726-7342

Toll-free: 1-877-726-7342

Fax: 250-726-7552

Physical:

Yuułu?it?ath Government –

Ucluelet First Nation

Cixwatin Centre

700 Wya Road

Hitacu, BC V0R 3A0

Mailing:

Yuułu?it?ath Government –

Ucluelet First Nation

PO Box 699

Ucluelet, BC V0R 3A0

Hiłstiis Hupii?uł -

Port Alberni Satellite Office

Telephone: 250-724-1832

Ext. 222

Physical:

5251 Argyle St.

Port Alberni, BC V9Y 1V1

www.ufn.ca