

Skidegate Band Council

Comprehensive Community Development Plan

July 2005



DNA

David Nairne + Associates Ltd.

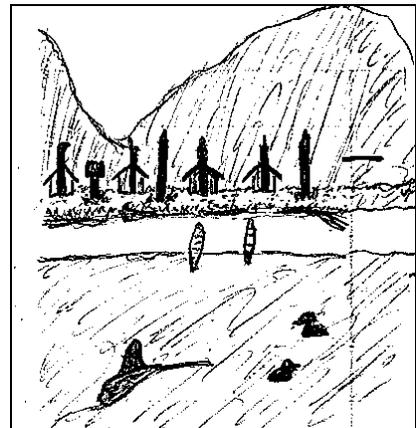
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Project No. 3922

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COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN

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Prepared By

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TABLE OF CONTENTS

CCDP

Introduction	1
Report Structure	1
Acknowledgements	1
Vision and Values	3
Vision	3
Mission Statement	4
Strategic Goals	4
Action Plan	5
Governance	6
Healthy Humans	10
Language and Culture	10
Watchmen Society	13
Education	17
Youth	20
Wellness	23
Families	28
Life Skills	30
Self Sufficiency	32
Revenue Generation	32
Capacity Building	34
Small Business Support	36
Capital	
Land Development + Protection	38
Water System	39
Sewage System	39
Roads, Drainage, Streetlighting + Pedestrian Networks	39
Community Facilities	40
Economic Development	40
Action Plan Timeline	41

TABLE OF CONTENTS (continued)

Tools

A. Situation Assessment	A-1
A1.1 What is Governance?	A-1
A1.2 Mission Statement	A-3
A1.3 Guiding Principles	A-3
A1.4 Communication with the Community	A-3
A1.5 Internal Communication	A-4
A1.6 Policies and Procedures	A-4
A1.7 Evaluation	A-4
A1.8 Summary	A-8
A2.0 Healthy Humans	A-9
A2.1 Language and Culture	A-10
A2.2 Education	A-15
A2.3 Youth	A-17
A2.4 Wellness	A-18
A2.5 Families	A-24
A2.6 Life Skills	A-26
A3.0 Self Sufficiency	A-28
A3.1 Revenue Generation	A-28
A3.2 Capacity Building	A-32
A3.3 Small Business Development and Support	A-33
A3.4 Summary of Key Issues	A-36
A4.0 Funding Resources	A-38
B. Land Use Plan and Development Policies	
B1.1 Goals of the Land Use Plan	B-1
B1.2 General Development Principles of the Land Use Plan	B-2
B1.3 Land Use Requirements	B-2
B1.4 Land Use Designations	B-3
B1.4.1 Residential-R	B-4
B1.4.2 Community Facilities-CF	B-5

TABLE OF CONTENTS (continued)

	B1.4.3 Community Commercial-CC	B-5
	B1.4.4 Tourism Commercial/Community Facilities- TC/CF	B-6
	B1.4.5 Industrial-I	B-6
	B1.4.6 Quarry-Q	B-7
	B1.4.7 Natural Resource-NR	B-7
	B1.4.8 Protected Open Space-POS	B-8
B2.0	Land Use & Development Policies	B-9
B2.1	Introduction	B-9
B2.2	Implementation of the Land Use Development Policies	B-9
	B2.2.1 Administration of the Land Use Development Policies	B-9
B2.3	General Land Use Development Policies	B-10
	B2.3.1 Policies for New Community Facilities	B-10
	B2.3.2 Community & Tourism Commercial Development	B-11
	B2.3.3 Industrial Development	B-12
	B2.3.4 Natural Resource & Quarry Development	B-12
	B2.3.5 Residential Land Use & Development	B-13
B2.4	Specific Development Areas	B-22
	B2.4.1 Skidegate Waterfront Lands	B-22
B2.5	Development at Second Beach	B-23
	B2.5.1 Overview of Second Beach	B-23
	B2.5.2 Second Beach Development Objectives	B-23
	B2.5.3 General Development Guidelines for Second Beach	B-24
B2.6	Land Use Development Guidelines	B-25
	B2.6.1 Building Codes	B-25
	B2.6.2 Protection of Creeks + Watercourses-Siting Requirements	B-25
	B2.6.3 Wildlife Protection Setbacks	B-26
	B2.6.4 Setbacks from Archaeological Sites	B-27
	B2.6.5 Minimum Separation Between Buildings	B-27
	B2.6.6 Off Street Parking & Loading	B-27
	B2.6.7 Requirement for Services	B-28
	B2.6.8 Requirement for Small Neighbourhood Playgrounds	B-28
	B2.6.9 Requirement for Multi-Purpose Trails	B-29

B2.7	Development Approval Process	B-29
B2.7.1	Preparing Development Proposals	B-30
B2.7.2	Development Proposal Information Categories	B-31
B2.7.3	Proposal Review Process	B-33
B2.7.4	Evaluations of Development Proposals	B-37
B2.7.5	Land Tenure Options for Category Two Proposals	B-39
B2.7.6	Land Tenure Agreements	B-40
C. Capital Needs Assessment		
C1.0	Lands	C-1
C2.0	Residential Subdivision Development	C-1
C2.1	Phase 2 Oceanview Subdivision	C-2
C2.2	Skidegate Vista Subdivision	C-2
C2.3	Second Reserve Expansion Area-1 st Subdivision	C-2
C2.4	Recommended Residential Subdivision Projects	C-4
C3.0	Water System	C-4
C3.1	System Description	C-4
C3.2	System Assessment	C-8
C3.3	Recommended Water System Projects	C-8
C4.0	Sewage System	C-9
C4.1	System Description	C-9
C4.2	Recommended Sewer System Projects	C-9
C5.0	Roads, Drainage, Streetlighting & Pedestrian Network	C-10
C5.1	Recommended Projects	C-10
C6.0	Fire Protection	C-10
C7.0	Solid Waste Disposal	C-11
C8.0	Community Facilities	C-11
Capital Project Sheets		

Appendices

Community Profile

Community Consultation Process



Introduction

In the fall of 2004, the Skidegate Band Council initiated a formal community planning process with David Nairne + Associates Ltd. (DNA) to prepare a Comprehensive Community Development Plan.

This Plan was completed over a nine month period. The Plan used a strategic planning framework that included:

- Five workshops with the Skidegate Band Council and Program Managers
- A community event in December 2004
- Program based workshops with Education, Health, Social Development, Administration, Language + Culture, and Gwaalagaa Naay Corporation.

This approach helped to build relationships between those who will be implementing the plan, and to involve the community in defining priorities and future directions.

The Skidegate Comprehensive Community Development Plan represents the efforts, thoughts, ideas and expectations of the people of Skidegate. The Plan provides a framework for making the decisions required to address existing needs and establishes a broad direction for future community development.

Report Structure

Three themes emerged during consultation with the community, and reflect community priorities. The report includes mission statements, situation analyses, strategic goals and program plans under the following sections:

- **Governance**
- **Healthy Humans**
- **Self-sufficiency**

The report is organized into four major sections:

- ❖ The **Action Plan** provides the Strategic Goals and Action Steps to be carried out over the next five years
- ❖ The **Situation Assessment** provides a summary of existing programs and key issues that form the basis for the Action Plan
- ❖ The **Land Use Plan and Development Policies** identifies the preferred uses for all the lands under the direct jurisdiction of the Skidegate Band Council, and contains a range of land use development policies and guidelines designed to implement the goals, principles and intent of the Land Use Plan.



- ❖ The **Capital Needs Assessment** provides a brief overview of the existing infrastructure and describes the capital needs required to address existing deficiencies and accommodate anticipated community development demands over the next 5 years and beyond.

The supporting **Appendices** include a Community Profile and the Community Consultation process.

Acknowledgements

David Nairne and Associates wish to acknowledge the following individuals whose assistance was invaluable in completing this community development plan:

- The people of Skidegate
- The Skidegate Chief and Council - Chief Willard Wilson, Councillor Richard Russ, Councillor Edward Russ, Councillor Earl Moody, Councillor Colin Richardson, Councillor Amanda Reid-Stevens, Councillor David Crosby and Councillor Paul Pearson
- The Skidegate Band Administrator, Babs Stevens
- The Skidegate Band Council program managers, including Gail Russ – Education, Sue Wood – Finance, Alana Valentisen – Housing, Ali Pearson – Watchmen, Cindy Boyco + Lauren Brown– Health, Waneeta Richardson – Ngystle, Rachel West + Tawni Davidson – Early Childhood Education, Eddie Haius – Maintenance, Paula Lawson-GNC, and Ooka Pineault – Social Development
- The program Staff who participated in the program based workshops (Language + Culture, Administration, Health, GNC and Social Development)
- Denise Husband for organising the community event and assisting with data collection



Vision and Values

The vision and values in the Skidegate Comprehensive Community Development Plan are reflected in Taiaike Alfred's "Characteristics of Strong Indigenous Communities"¹:

Wholeness with diversity. Community members are secure in knowing who and what they are; they have high levels of commitment to and solidarity with the group, but also tolerance for differences that emerge on issues that are not central to the community's identity.

Shared culture. Community members know their traditions, and the values and norms that form the basis of society are clearly established and universally accepted.

Communication. There is an open and extensive network of communication among community members, and government institutions have clearly established channels by which information is made available to the people.

Respect and trust. People care about and co-operate with each other and the government of the community, and they trust one another's integrity.

Group Maintenance. People take pride in their community and seek to remain part of it; they collectively establish clear cultural boundaries and membership criteria, and look to the community's government to keep those boundaries from eroding.

Participatory and consensus-based government. Community leaders are responsive and accountable to the other members; they consult thoroughly and extensively, and base all decisions on the principle of general consensus.

Youth empowerment. The community is committed to mentoring and educating its young people, involving them in all decision-making processes, and respecting the unique challenges they face.

Strong links to the outside world. The community has extensive positive social, political and economic relationships with people in other communities, and its leaders consistently seek to foster good relations and gain support among other indigenous peoples and in the international community.

Vision

The Vision that was developed in the strategic planning sessions is:

Guided by the teaching of our elders, the wisdom and strength of our leaders and the energy of our children and youth, Skidegate will continue to grow and prosper. It will be a safe community with healthy individuals and families who celebrate being Haida. All Skidegate Band members will have access to education, training and employment opportunities which support a sustainable economy.

¹ Taiaike Alfred. *Peace, Power, Righteousness: an Indigenous Manifesto*. Oxford University Press, Don Mills, 1999 p. 82.



Mission Statement

The Skidegate Band Council is committed to providing leadership and high quality services to our membership that respect their unique situations and make our community stronger.

We will work together to be a healthy, strong community. We will teach the young people our traditional way of life and work together to provide the skills and opportunities that enable them to meet their potential and realize their dreams.

Strategic Goals

The primary strategic goals are:

- **Governance- to ensure that decisions are fair and transparent**
- **Healthy Humans- to strive to be a healthy individual which creates a healthy community and a healthy nation**
- **Self-sufficiency- to have economic control over our lives and resources**

The following sections elaborate on these strategic goals by providing a description of the existing programs, and a discussion of key issues.



ACTION PLAN

Our Vision for 2025

Guided by the teaching of our elders, the wisdom and strength of our leaders and the energy of our children and youth, Skidegate will continue to grow and prosper. It will be a safe community with healthy individuals and families who celebrate being Haida. All Skidegate Band members will have access to education, training and employment opportunities which support a sustainable economy.

Strategic Directions

The core strategic directions are:

Governance

Healthy Humans

Self-sufficiency

Overall Strategic Principles

The following principles should be at the foundation of every activity that the Skidegate Band Council undertakes:

- 1. Encourage personal initiative and responsibility in every community member**
- 2. Fully integrate and celebrate Haida language and culture into every aspect of the community, at every age**
- 3. Improve communication and collaboration between Skidegate Band Council, Program Managers, Staff, Committees, and the community**
- 4. Increase job opportunities and economic self-sufficiency to decrease dependency and build self esteem of all community members**
- 5. Encourage community participation in community events, programs, and volunteer opportunities**

These principles are reflected in the priority areas that follow. The overlap in goals for each priority area is intentional, to emphasize the necessity for programs to work together to maximize service delivery to the community.



GOVERNANCE

Vision

The Skidegate Band Council is committed to providing leadership and high quality services to our membership that respect their unique situations and make our community stronger.

Mission Statement

In serving Skidegate Band members, the Skidegate Band Council, Staff and Committees:

- lead by example in all that they do and are committed to working with Staff, the community and Membership in an accountable and transparent manner at all times.
- communicate with the community about what is happening at the government and program level.
- develop and implement policies and procedures to guide us through the decisions we need to make and to ensure that we are innovative and supportive employers.
- maintain continuous quality control through the setting of annual strategic plans with clear objectives, reviewing progress made at the end of the year and communicating this with the community.

The Mission Statement will be included in the Policies and Procedures Manual.

Communication with the Community

Strategic Goal 1: Find and implement ways to connect more fully with the community

Action steps:

- Put notices of important events in the newsletter, newsflashes, posters, and the Observer when feasible
- Improve the newsletter to make it more reader-friendly and 'fun'
- Further develop the Band's website to include information about programs, how to contact Staff, policies and procedures, and future community meetings; and community news
- Set program goals each year and then evaluate what was accomplished, the reasons why and what is planned for the following year
- Hold an annual community event
- Call pivotal people in the community to encourage accurate 'word of mouth' communication
- Consider alternate ways to communicate to community members that are more visual or oral in nature



Strategic Goal 2: Clearly identify and publish the rights and responsibilities of community members

Action steps:

- Develop a Community Charter which will include:
 - performance targets, such as outlining how quickly Staff will respond to requests for information
 - all the programs available to community members and how to access them
 - complaints procedure
 - other items as identified by Council, Staff and the community

Internal Communication

Strategic Goal 3: Improve internal communication between Program Managers, all Band Staff and the Council

Action steps:

- Hold monthly meetings between Program Managers, where minutes are to be taken and people identified to carry out tasks. This should be followed up with the Band Manager
- Hold quarterly meetings between Program Managers and Council
- Hold bi-annual meetings with all Staff and Council

Strategic Goal 4: Clarify the roles and responsibilities of Program Managers, Committees, and the Council

Action steps:

- Undertake workshop(s) to define and confirm roles and responsibilities, particularly in the areas of: budgeting, hiring, accountability, reporting, and spending limits
- Complete and distribute organizational charts, including committees
- Complete and distribute protocols

Strategic Goal 5: Streamline decision making to make more effective use of Program Manager and Council time

Action steps:

- Complete the roles and responsibilities outlined above to ensure that both Program Managers and Council can focus on their core activities without worrying about



exceeding their authority (Program Managers) or hearing issues that should be decided at the administrative level (Council)

- ❑ Create specific terms of reference for each committee, along with conflict of interest guidelines

Policies + Procedures

Strategic Goal 6: Ensure that policies and procedures are up to date and used regularly

Action steps:

- ❑ Develop a standard list of requirements for policies and procedures
- ❑ Compile and review all program based policies and procedures
- ❑ Identify gaps based on review
- ❑ Develop roles and responsibility statements for Council, Program Managers, Committees and Staff
- ❑ Compile an overall Staff Policies + Procedures Manual, review with Staff and finalise
- ❑ Compile a Council Policies + Procedures Manual, review with Council and finalise
- ❑ Develop a process of disciplinary action if policies and procedures are not followed
- ❑ Review conditions of employment
- ❑ Develop and implement Staff evaluation policies and procedures, including forms, a timetable, and reporting requirements, to formalise individual performance monitoring
- ❑ Make the policies and procedures available to all Staff and community members, either on the website or in booklet form

Evaluation

Strategic Goal 7: Develop an overall performance plan and monitoring system based on the strategic goals outlined in the CCDP

Action Steps:

- ❑ Set performance targets and measures each year
- ❑ Report monthly to Program Managers, quarterly to Council and annually to the community
- ❑ Prepare annual review of overall targets and measures to ensure that they continue to reflect the vision, goals and program objectives of the community



- ❑ Consider hiring a human resource manager to oversee hiring and performance reviews of Staff

Strategic Goal 8: Report each year to the community

Action steps:

- ❑ At an annual community event, each program will report on their progress towards achieving stated goals, reasons why past objectives were not met and their plans for the following year



HEALTHY HUMANS

Vision

To strive to be a healthy individual which creates a healthy community which creates a healthy Nation.

Mission Statement

We will have healthy individuals and families who are proud of being Haida and are able to speak our language and celebrate our culture. All community members will have access to educational, cultural and wellness programs that will help us to become a healthy community.

Language and Culture

Vision/Mission Statement

To restore, revitalize and preserve the Haida language and the culture of our ancestors, and to ensure community members have access to and are active in our cultural traditions.

Haida Language Strategic Goals and Action Steps

Strategic Goal 9: Secure adequate funding

Action steps:

- ❑ Approach Gwaii Trust, Heritage Canada, the School Board, the Vancouver Foundation, the First Peoples' Heritage, Language and Culture Council (FPHLCC), the United and Anglican churches, the First Nations Education Steering Committee (FNEESC), and others for support
- ❑ Convince the School District No. 50 to pay for Haida language teachers as they do for French teachers

Strategic Goal 10: Set up the Skidegate Haida Language Committee

Action Steps:

The Committee will be responsible for the following:

- ❑ Develop a strategic plan for the Haida Language Committee
- ❑ Develop an early childhood Haida language teaching model for ages 0-6



- ❑ Continue to document and record Haida language
- ❑ Continue being active with the School District No. 50 by monitoring curriculum and attending programs and classes
- ❑ Explore opportunities to incorporate Haida language and culture into other school based teaching activities including history, math, science and social science
- ❑ Run an after school Haida language program
- ❑ Continue to run an adult education program
- ❑ Teach Haida to Skidegate Band Council Staff and Council members

Strategic Goal 11: Improve coordination and integration of Haida language with all programs in Skidegate

Action steps:

- ❑ Have program Staff sit on the Language Committee
- ❑ Have regular meetings between the Language Committee, Band Council and Program Staff

Strategic Goal 12: Choose a Haida dialect that can be standardized into a curriculum

Action steps:

- ❑ Ensure that dialects used in various programs in Skidegate (e.g. Skidegate Haida Immersion Program, Headstart, the schools etc.) are consistent
- ❑ Respect and include the other dialects through written teaching materials that will include the pronunciations from other dialects in parentheses

Strategic Goal 13: Develop a Haida Language Instructor Training Plan

Action Steps:

- ❑ Ensure language teachers are Haida speakers with a teaching degree or training in Early Childhood Education
- ❑ Ensure that instructors possess the following understandings:
 - ❖ The process of language acquisition and language learning;
 - ❖ Basic issues in language planning and language revitalization;
 - ❖ The use and development of effective and appropriate teaching strategies;
 - ❖ Being able to use and develop language curriculum;
 - ❖ Being able to read and write the language to prepare and use instructional resources;



- ❖ Familiarity with policies, legislation and procedures involving the teaching profession;
- ❖ Classroom management appropriate to the age group of children one teaches; and
- ❖ Understanding the connection between Aboriginal language and culture, in order to be able to teach the language as an integrated and viable part of existence.

Strategic Goal 14: Encourage more volunteer involvement and community participation in language instruction

Action steps:

- ❑ Encourage more participation with youth and develop an outreach strategy with them
- ❑ Encourage parents to read Haida to their children and teach Haida at home
- ❑ Approach various elders who may not be involved with S.H.I.P. to volunteer
- ❑ Visit elders who may not have been to S.H.I.P. to record them
- ❑ Create a fund for those who can't afford to attend language classes or purchase CD's
- ❑ Offer alternative ways to learn the language besides Monday and Thursday evening classes. The community survey showed a particular interest in summer courses and two week immersion programs
- ❑ Send Haida language teachers and elders to Rediscovery Camp

Strategic Goal 15: Develop institutional structures within the Band to encourage Haida language learning

Action steps:

- ❑ Develop job descriptions stating that preference will be given to candidates who speak Haida
- ❑ Set an example and provide leadership by using Haida in greetings, in publications and at public meetings, and providing incentives to program Staff to do the same
- ❑ Work with the Council of the Haida Nation (CHN) to support language preservation, both financially and politically
- ❑ Work with Old Massett and Hydaburg, Alaska to provide a united voice and network to approach funders
- ❑ Have all program Staff learn Haida for ½ hour a day in the workplace



Strategic Goal 16: Improve visibility of Haida language in the community

Action steps:

- Implement the Haida street naming project
- Inform kids about Haida being a second language credit in B.C.
- Have more days to celebrate being a Haida, and tie these with various food gathering seasons (berries, bark, Coho etc)
- Continue to insert a section in the newsletter with a few Haida words and English interpretation
- Create visuals to go along with each one of the new words, for example videos, slideshows, or dramatizations
- Encourage businesses to use Haida, for example the gas station using HOWA on the bottom of receipts
- Celebrate the current Haida speakers
- Involve SHIP more in community activities
- Continue to coordinate with Sealaska and First Voices to have Haida lessons on the Internet

Watchmen Society Strategic Goals and Action steps

Vision

Our culture, our heritage is the child of respect and intimacy with the land and sea. Like the forests, the roots of our people are intertwined such that the greatest troubles cannot overcome us. We owe our existence to Haida Gwaii. On these islands, our ancestors lived and died, and here too we will make our homes until called away to join them in the great beyond. The living generation accepts the responsibility to insure that our heritage is passed on to following generations.

Mission Statement

In recognizing that natural and cultural elements cannot be separated and that the protection of Gwaii Haanas is essential to sustaining Haida culture, the mission of the Watchmen Society is to protect culturally significant sites in Gwaii Haanas.

Strategic Goal 17: Secure adequate funding

Action steps:

- Identify capital needs (immediate, short term and long term)
- Identify potential funding sources (see examples under S.H.I.P. Strategic Goals)



- ❑ Improve relationships and establish partnership with Parks Canada to attain some of these goals

Strategic Goal 18: Increase public profile and public interest in the Watchmen program

Action steps:

- ❑ Involve Watchmen in community events

Strategic Goal 19: Expand training opportunities for the Watchmen

Action steps:

- ❑ Identify training requirements and potential funding sources

Strategic Goal 20: Increase Youth and Elder participation

Action steps:

- ❑ Create and expand volunteer opportunities for youth and elders
- ❑ Take the youth to visit the sites with an elder
- ❑ Develop linkages with S.H.I.P., the Ngystle Society, and the Swan Bay Rediscovery Program

Strategic Goal 21: Expand the cultural interpretation and programming at the sites

Action steps:

- ❑ Provide visitors with lessons in Haida language & history
- ❑ Have carvers, weavers, drum makers and artisans create and sell their crafts on site
- ❑ Increase guide interaction with visitors

Strategic Goal 22: Expand natural interpretation and programming

Action steps:

- ❑ Undergo training in natural interpretation
- ❑ Educate the public on the natural history of the site, e.g. the native plants and species, and traditional plant uses
- ❑ Where feasible, gather and weave cedar with visitors
- ❑ Where feasible, gather and prepare some traditional foods (i.e. not in highly sensitive areas)
- ❑ Integrate a Haida 'Living with the Seasons' program



Strategic Goal 23: Assess feasibility of new and/or bigger Longhouses and memorial pole construction at every site

Action steps:

- ❑ Identify capital needs
- ❑ Identify funding opportunities, such as Gwaii Trust

Strategic Goal 24: Improve signage and safety

Action steps:

- ❑ Determine feasibility of people living on abandoned reserves year-round
- ❑ Improve policing, security, and signs
- ❑ Post information at each site in English and Haida
- ❑ Work with Coast Guard operations to improve safety

Strategic Goal 25: Improve Staff relations with the public

Action steps:

- ❑ Have Watchmen participate in First Host program
- ❑ Establish a hiring committee that might include SBC, Parks Canada and Watchmen program Staff
- ❑ Create criteria for hiring and training of Watchmen, including performance evaluation
- ❑ Enforce random drug testing of Watchmen
- ❑ Prohibit drinking and drugs at the sites

Strategic Goal 26: Improve conservation and stewardship

Action steps:

- ❑ Encourage protection and stewardship of the natural environment around the sites- enforce a 'no trace' policy
- ❑ Ensure all camps are in working condition before next season
- ❑ Take on conservation roles in enforcement and monitor activities by users



Strategic Goal 27: Improve accountability to the public

Action steps:

- ❑ Publish expenditures in newsletter
- ❑ Hold information sessions for the public
- ❑ Participate in annual community event

Other Cultural Programs Strategic Goals and Action Steps

Strategic Goal 28: Offer a wide array of cultural programming in Skidegate and integrate this with family, youth, elder, language, social development, economic development, life skills and healing programs

Action steps:

- ❑ Identify artisans willing to assist in developing programming
- ❑ Identify and secure funds
- ❑ Have artisans visit schools and integrate Haida cultural programming with Haida language immersion

Strategic Goal 29: Integrate Haida cultural activities at all major community meetings

Action steps:

- ❑ Have Haida dancing, singing, drumming, and prayers etc. to lead off major community meetings



Education

Vision/Mission Statement

All educational programs will demonstrate the Haida value of working together, affection for each other and respect for all. Our goal is to maximize resources in the community and create connections between all educational programs. Our goal is for all to realize that they have something of value to contribute to the education of our children.

Strategic Goals and Action Steps

Strategic Goal 30: Access and secure funding for all programs

Action steps:

- ❑ Identify additional funding sources, including Heritage Canada, Gwaii Trust, the Vancouver Foundation, the Aboriginal Trades program, Skeena Native Development Society etc.
- ❑ Lobby INAC for trades funding
- ❑ Access and secure more post-secondary grants by lobbying INAC and FNEESC for additional funds

Strategic Goal 31: Integrate S.H.I.P. into the daycare, nursery school, Headstart, elementary and high school programming

Action steps:

- ❑ Develop curriculum

Strategic Goal 32: Work with social development and housing to offer training and trades courses to adult learners, especially those that will be needed with the development of Qay'lnagaay, such as hotel and food administration; and housing development, including plumbing, carpentry, electrician training etc.

Action steps:

- ❑ Look into the feasibility of offering trades courses on Haida Gwaii
- ❑ Implement a training contract for students that get funded that includes having them work for the Band's interests when they complete their training
- ❑ Co-ordinate field trips to colleges and technical schools



Strategic Goal 33: Expand life skills training to be taught in elementary and high school

Action steps:

- ❑ Teach healthy living and budgeting skills
- ❑ Provide voluntary 'co-op' type opportunities for high school students within Band administration and programs, particularly social development

Strategic Goal 34: Have open and transparent accounting that gets communicated to the public

Action steps:

- ❑ Continue to explain the policy by which decisions are made
- ❑ Continue to co-ordinate school visits to inform youth about what's available to them
- ❑ Continue to provide students with information on scholarships that are available

Strategic Goal 35: Identify and celebrate role models

Action steps:

- ❑ Continue to have guest speakers and motivational speakers come into the schools
- ❑ Continue to put up posters of role models throughout the community with examples of successful Haida and other First Nations people
- ❑ Continue to hold education symposiums with guest speakers from universities and colleges regarding the importance of pursuing an education
- ❑ Continue to co-ordinate an annual career fair

Strategic Goal 36: Increase support and advocacy provided for students

Action steps:

- ❑ Continue the homework club/support system for students having difficulties
- ❑ Continue to offer counselling to students re: transition to high school/post secondary
- ❑ Continue the support system for students at a high risk of dropping out
- ❑ Increase the number of tutors available- develop a peer-tutoring program
- ❑ Clearly define the roles of home school coordinators



Strategic Goal 37: Increase the number of students graduating from secondary school

Action steps:

- ❑ Continue to develop individual learning plans to support senior secondary students who are struggling
- ❑ Continue to celebrate success of high school milestones (e.g. nursery school, and Grades 10, 11 and 12)

Strategic Goal 38: Continue to support the breakfast/lunch program at schools

Action steps:

- ❑ Get parents involved as volunteers
 - ❑ Create and sell cookbooks to help fund the program
 - ❑ Encourage making the program part of Haida Studies and Home Economics
 - ❑ Encourage serving healthy food and teach the kids to prepare healthy meals
-



Youth

Vision/Mission Statement

Through the development of their self-esteem and the guidance of healthy role models, Skidegate youth have the attitudes and skills needed for a healthy and prosperous future. They have a voice in decision-making, and access to economic and training opportunities, as well as safe and healthy recreational activities. They also have opportunities to learn about and engage in Haida language and culture, so that our future leaders are proud to be Haida, and can share that pride with the world.

Strategic Goals and Action Steps

Strategic Goal 39: Diversify and expand recreational opportunities for youth

Action steps:

- Consult youth on the recreational opportunities they would like to see, and where they could take responsibility for some of these programs
- Consider expanding the hours of the teen centre
- Create more organized sports activities for girls and boys
- Construct playgrounds for the younger children throughout the community
- Provide training to the youth recreation coordinator

Strategic Goal 40: Incorporate youth views in community programming and decision-making

Action steps:

- Establish a forum to facilitate on-going communication with the village's youth
- Consider having a Youth Council similar to Massett or a Youth Liaison Person working with Council to present youth concerns and issues, as well as ideas and initiatives to address those issues
- Invite youth to speak at Council meetings or public meetings

Strategic Goal 41: Encourage youth participation in S.H.I.P. and Haida cultural programming

Action steps:

- Fully integrate S.H.I.P. in the community from nest to elder
- Involve youth in street naming project
- Continue Rediscovery Camps



- ❑ Work with the Ngystle Society to develop youth programs focusing on drum making, weaving, dancing, food harvesting, etc.

Strategic Goal 42: Include volunteer opportunities for youth in program planning

Action steps:

- ❑ Identify volunteer opportunities and encourage youth to get involved
- ❑ Incorporate training components as incentive for the youth to volunteer
- ❑ Post 'volunteers needed' bulletin board in a central place

Strategic Goal 43: Educate and counsel youth on alcohol and drug abuse, violence and crime

Action steps:

- ❑ Set up a youth violence and education program
- ❑ Set up peer counselling in high school

Strategic Goal 44: Support youth in career development and job search activities

Action steps:

- ❑ Support career fairs, and workshops in resume writing and interview techniques

Strategic Goal 45: Identify and encourage role models and youth mentors

Action steps:

- ❑ Establish a community mentoring program that would match youth with adults that share similar interests, for example in trades, in arts and culture, in administration etc.

Strategic Goal 46: Have programs for youth to build their self confidence

Action steps:

- ❑ Conduct "asset" workshops with youth
- ❑ Have youth mentor younger children
- ❑ Reinstate 'Project Self Esteem' or a similar program



Strategic Goal 47: Encourage youth to take initiative

Action steps:

- Have youth, with the assistance of the SBC, develop a Youth Charter that documents their rights and responsibilities
- Have life skills courses offered in elementary and high school

Strategic Goal 48: Encourage dialogue between the youth and the elders

Action steps:

- Have the Adult Day Program visit the schools and vice versa
 - Have youth volunteer to help elders with cultural activities
 - Have youth assist the long term care aides, the home care program and with the 'roots to empathy' program with babies
-



Wellness

Vision/Mission Statement

To be a healed community with members who have access to the services they need to be active community members, strong parents and healthy individuals.

Strategic Goals and Action Steps

Strategic Goal 49: Create a Health Board with members from the various health, language and culture, education, social development, recreational and youth programs to encourage them all to work together to maximize wellness programming offered to the community

Action steps:

- Identify who will sit on the Health Board
- Develop terms of reference and policies
- Identify funding sources

Strategic Goal 50: Implement the recommendations from the Health Centre evaluation to meet specific community health and wellness needs

Action steps:

- Develop an updated Health Plan

Strategic Goal 51: Improve human resources management and client service, and reduce Staff turnover

Action steps:

- Develop a plan to address human resources issues including staffing and service to clients
- Encourage Staff to access their professional development funds
- Encourage and support Staff to keep up to date with the most current research, and to communicate this information to the community

Strategic Goal 52: Secure sustainable and on-going funding for all programs

Action steps:

- Lobby Health Canada for more money
- Have Staff identify prospective funders and make applications for funding



- ❑ Have the Health Centre and Social Development partner up to lobby for funding
- ❑ Consider fees for some services
- ❑ Better integrate some of the Health Centre programs to avoid duplication in service
- ❑ Approach the Anglican and United Churches for funding

Strategic Goal 53: Develop clear lines of authority and communication for all health programs, particularly the Dental Clinic

Action steps:

- ❑ Develop and implement an organizational strategy and communication plan
- ❑ Develop a protocol with the Dental Clinic to better define roles and responsibilities

Strategic Goal 54: Effectively communicate the services offered to the community and to the target recipients of the programs

Action steps:

- ❑ Develop and distribute a proper professional community health newsletter with Council and the Health Centre

Strategic Goal 55: Ensure trust and confidentiality to clients in every program

Action steps:

- ❑ Ensure that all Staff uphold existing policies around this
- ❑ Continue to maintain privacy of those seeking medical travel by serving them away from the reception area

Strategic Goal 56: Improve attendance at health workshops and events

Action steps:

- ❑ Develop an outreach and advertising strategy
- ❑ Demonstrate benefits to attending the workshops

Strategic Goal 57: Develop stronger partnerships and work with the Northern Health Authority to develop a new long-term care facility

Action steps:

- ❑ Involve Health Centre Staff and elders in planning the facility



Strategic Goal 58: Build the new hospital

Action steps:

- ❑ Continue working with the Northern Health Authority to move this project forward

Strategic Goal 59: Build the healing centre and the alcohol and drug treatment centre

Action steps:

- ❑ Identify funding and develop a business plan
- ❑ Incorporate aspects of traditional healing into the healing centre program
- ❑ Develop partnerships with Old Massett, QCC and Sandspit to ensure the centre has island-wide support

Strategic Goal 60: Incorporate traditional practices into wellness programs

Action steps:

- ❑ Tap into existing knowledge in the community and work with the elders to learn traditional practices, and with the youth to pass them along
- ❑ Consider developing a 'pharmacy' that includes natural remedies, pure therapies and nutritional elements for optimal health

Strategic Goal 61: Encourage healing through learning, integration and celebration of Haida language and culture

Action steps:

- ❑ Integrate language and culture into healing programs by working with the S.H.I.P., Nygstile and Rediscovery programs
- ❑ Seek funding to continue with weaving, button blanket and drum making

Strategic Goal 62: Develop strong youth programming related to self-esteem, alcohol and drugs, nutrition, physical fitness and wellness

Action steps:

- ❑ Work with the Education Program to develop programming/curriculum
- ❑ Consult youth on their needs
- ❑ Try to get more parent involvement
- ❑ Consider integrating youth volunteers into health centre programming- especially pregnancy outreach, home care and programs where confidentiality isn't an issue



Strategic Goal 63: Foster healthy attitudes towards personal health and well-being

Action steps:

- ❑ Develop programs for community members to improve their attitudes (see Healthy Humans and Life Skills)
- ❑ Expand and advertise the wellness library at Nygstile, and/or create a health library or resource centre that is accessible to the community

Strategic Goal 64: Encourage healthy eating in the community

Action steps:

- ❑ Develop a community garden
- ❑ Improve nutrition information and education in schools and in the community
- ❑ Encourage healthy food to be served at feasts, workshops and public functions
- ❑ Develop seasonal food gathering courses

Strategic Goal 65: Improve financial, spiritual and emotional support to new moms and their families

Action steps:

- ❑ Look into the feasibility of creating a birthing centre and integrating it into the new hospital
- ❑ Celebrate the moms and babies, for example have the traditional clan leaders or Chiefs visit the new mom

Strategic Goal 66: Ensure adequate counselling services for survivors of residential schools and their families

Action steps:

- ❑ Continue to access Aboriginal Healing Foundation funding for these services
- ❑ Consider hiring or training a clinical counsellor
- ❑ Consider hiring a family counsellor
- ❑ Develop a mental health team
- ❑ Develop protocols between the programs so that partnerships between the programs are formalized



Strategic Goal 67: Maintain ongoing counselling services and education regarding family violence with the Safe House

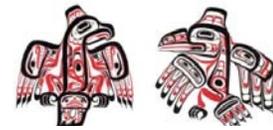
Action steps:

- Access family violence funding

Strategic Goal 68: Respond to community wellness needs as they arise

Action steps:

- Identify staffing needs, such as the addition of more long term care aides or home care nurses
 - Develop on-going programs in the areas that were identified in the community survey, including: anger management (for men and women), coping with grief and loss, friendship programs, health motivation and weight loss, creative expression, and physical health promotion.
-



Families

Vision/Mission Statement

To ensure that every Skidegate child, woman, and man feels safe in their homes and in the community; knows their value; and contributes positively to the community.

Strategic Goals and Action Steps

Strategic Goal 69: Establish future directions for Social Development in Skidegate

Action steps:

- Manage and eliminate Social Development financial deficit
- Create a committee for Social Development that would help to establish strategic goals
- Identify the role of community leaders in Social Development

Strategic Goal 70: Secure funding

Action steps:

- Identify and seek additional funding for an emergency fund, in addition to core programs

Strategic Goal 71: Effectively manage the Safe House

Action steps:

- Access family violence money to help cover operating costs at the Safe House

Strategic Goal 72: Encourage and assist those on Social Assistance

Action steps:

- Tie Social Assistance to volunteer or community work
- Assist Social Assistance receivers with job searches

Strategic Goal 73: Implement, organize and prepare for Haida Child and Welfare Office and delegated authority for child and family services



Strategic Goal 74: Advocate for better services for clients and potential clients

Action steps:

- Develop the mental health team in order to advocate for clients to get more services

Strategic Goal 75: Work on “Vision for our Children”

Strategic Goal 76: Work with youth to develop a plan for the Haida Gwaii Youth Society

Strategic Goal 77: Reduce suicide in the community

Action steps:

- Support ‘We Care Committee’ to take the lead on this in conjunction with other available healing programs

Strategic Goal 78: Improve relationships with the police

Action steps:

- Develop and implement a protocol with the police

Strategic Goal 79: Improve coordination with other programs

Action steps:

- Work with the Health Centre and Education to improve coordination of programs and services

Strategic Goal 80: Improve communications and profile of family services within the community

Action steps:

- Publicize services offered
-



Life Skills

Vision/Mission Statement

Our youth, families, adults and elders possess the necessary attitudes and life skills to enable them to maintain healthy households, have access to gainful employment, and contribute positively to the Skidegate community.

Strategic Goals and Action Steps

Strategic Goal 81: Reduce the community's dependency on Council and Social Assistance for financial support

Strategic Goal 82: Educate the community on the importance of basic life skills

Action steps:

- ❑ Integrate life skills courses into elementary and secondary school curriculum
- ❑ Hold occasional workshops on household budgeting, household maintenance, healthy food preparation, etc.
- ❑ Encourage parents to set an example for their children by being responsible, productive members of the community

Strategic Goal 83: Tie life skills programs to Social Assistance to encourage capable people to develop themselves

Action steps:

- ❑ Develop a program where capable people must take a life skills course while receiving Social Assistance

Strategic Goal 84: Develop appropriate training opportunities for community members to build their capacities

Action steps:

- ❑ Offer more training courses on-Island
- ❑ Identify training needs of those receiving Social Assistance
- ❑ Offer more training for people who have been in the workforce for a long time



Strategic Goal 85: Develop a program for teaching “Haida skills for living with the seasons”

Action steps:

- Teach community members how and when to gather, grow and preserve food. A component of this could involve smokehouses and community gardens, with a farmer’s market close to the recreational hall
-



SELF SUFFICIENCY

Vision

To have economic control over our lives and resources

Mission- Gwaalagaa Naay Corporation (GNC)

To guide the development of Skidegate towards achieving and maintaining economic self-sufficiency with a focus on generating revenue for community development and employment for the people of Skidegate.

Revenue Generation

Vision/Mission Statement

To generate revenue for our people and work towards self-sufficiency, the Skidegate Band Council will:

- Identify potential business and investment opportunities and pass them to GNC to move forward
- Support GNC to develop and own profitable enterprises which employ our people; and explore the possibility of having GNC start up businesses with the goal of eventually selling them to community members
- Use our land base creatively through leasing to generate revenue
- Levy user fees for municipal type services (water, sewer, garbage, etc.)
- Charge taxes for certain products sold on Reserve (for example, tobacco, alcohol, gas etc.)

Strategic Goals and Action Steps

Strategic Goal 86: Designate land for leasing and commercial development

Action steps:

- Identify potential lands for designation based on the Skidegate Land Use Plan
- Confirm potential uses for the lands to be designated
- Implement the INAC Land Designation process



Strategic Goal 87: Identify taxation opportunities

Action steps:

- Contact ITAB for information and support in moving this forward
-



Capacity Building

Vision/ Mission Statement

To have adequate, appropriate, and where possible, local training and support available to all members of the community to ensure that present and future occupational needs of Skidegate are met, and to ensure the community possesses the necessary capacities to move our economy forward.

Strategic Goals and Action Steps

Strategic Goal 88: Provide a coordinated approach to capacity building

Action steps:

- Encourage Education, the Apprenticeship Program and Social Development to work together
- Identify and train a Staff member in small business development through a program such as Simon Fraser University's Certificate Program for Community Economic Development Professionals
- Utilize a trained Staff member (half time) to facilitate small business development. This person will have the following responsibilities:
 - Pursue community economic initiatives
 - Identify and apply for economic development funding sources
 - Work with consultants, where required, to implement projects
 - Work with Social Development and Education Coordinators to integrate training programs with economic initiatives
 - Develop and maintain strategic linkages with community organizations, funding programs, and local and regional businesses
 - Report at regular Council and community meetings
 - Manage a micro-lending program

Strategic Goal 89: Provide more occupational skills training on Haida Gwaii

Action steps:

- Convert 'Work Opportunities Program' money into Occupational Skills Training funds
- Start training community members in hotel administration



Strategic Goal 90: Ensure that community members are aware of education and training opportunities available to them

Action steps:

- ❑ Gather and distribute information related to training and education opportunities
- ❑ Develop a database of training and education opportunities from skills centres and other provincial educational institutions. The database should also include various sources of available training funds
- ❑ Advertise newly available training programs on a monthly basis and recruit program attendees
- ❑ Continue to meet with representatives from Northwest Community College on a regular basis to ensure that programs offered at the college meet the needs of community members

Strategic Goal 91: Provide support to community members who wish to pursue education and training opportunities

Action steps:

- ❑ Ensure the continuation of daycare services for members who wish to pursue employment and training
- ❑ Secure and provide adequate funding support
- ❑ Develop learning and career development strategies for individual community members in order to directly meet their current and future requirements

Strategic Goal 92: Provide on-going support to members leaving the community for employment or education purposes

Action steps:

- ❑ Establish pre-transition counselling
- ❑ Coordinate peer support from other transitional members
- ❑ Coordinate mentoring by other members who have left the community, by pairing people up or creating a 'buddy' system
- ❑ Create a contact list for people willing to give introductions in Vancouver or Prince George, including Massett Haidas
- ❑ Consider creating an Urban Local or Friendship Centre for Skidegate members or Haidas in Vancouver, Prince George and Prince Rupert; or partner with other Bands that currently offer these services



Strategic Goal 93: Provide community members the opportunity to gain on-the-job work or volunteer experience

Action steps:

- Match job opportunities with community members
- Contact potential employers
- Apply for wage subsidies

Small Business Support

Vision

We will celebrate our successful business people. We will diversify our local economy by supporting the growth of entrepreneurs.

Mission Statement

GNC will provide a small business support program, which includes: business plan assistance, funding/financing support, administration of a micro-lending program, set up and ongoing operating assistance (including marketing, accounting etc.).

Strategic Goals and Action Steps

Strategic Goal 94: Oversee the development of community learning and business support

Action steps:

- Complete a community profile and business profile
- Assess community skills and develop a job bank to fill employment opportunities
- Approach Tricorp, the Indian Taxation Advisory Board and Community Futures to find out more information and to develop a micro-lending program

Strategic Goal 95: Improve communications with the community and with potential visitors and investors regarding business opportunities and support

Action steps:

- Work with the Skidegate Small Business Developer to design, develop and distribute an annual economic newsletter (see Strategic Goal 88)
- Develop a website that highlights local attractions and provides local artists with access to customers



- ❑ Write small 'blurbs' for the community's newsletter about the activities of GNC
- ❑ Let the community know about information packages, the library, and resources available at GNC in regards to small business development

Strategic Goal 96: Develop an entrepreneurial network and mentoring program

Strategic Goal 97: Develop policies and procedures for First Nations businesses and for GNC

Strategic Goal 98: Coordinate entrepreneurial celebrations

Strategic Goal 99: Undertake business development for First Nations owned businesses

Action steps:

- ❑ Reallocate human and financial resources to target economic development activities
- ❑ Develop partnerships for business development
- ❑ Take advantage of the business development support programs offered through Community Futures and Tricorp

Strategic Goal 100: Strengthen communication between GNC and Skidegate Band Council

Action steps:

- ❑ Ensure that letters and queries are responded to
- ❑ Involve GNC Staff in any proposed business feasibility studies



CAPITAL

Vision

Our community's health and safety will be maintained through the provision of high quality infrastructure, residential development, housing and community meetings.

Mission Statement

To work collaboratively with the community and funding agencies to ensure that all the community's capital needs are met in a timely and comprehensive manner.

The capital needs assessment is Section C of the Tools part of this report. The Capital Plan with proposed costs and timing is presented at the end of this section.

Land Development + Protection

Vision

To preserve and expand our land base to meet existing and future community and economic development demands.

Projects

- ❑ Construct Oceanview Subdivision Phase 2 (54 lots)
 - ❑ Skidegate Vista Subdivision Feasibility (+/- 28 lots)
 - ❑ Reserve Expansion Two – Phase 2 + Implementation
 - ❑ Hazards Assessment (Erosion + Slope Stability)
 - ❑ Emergency Preparedness Plan
 - ❑ Integrated Legal Survey + Co-ordinate Control Plan
 - ❑ Consolidation of Infrastructure Record Drawings
-



Water System

Vision

To provide and maintain a safe drinking water supply for the Skidegate Band community.

Projects

- ❑ New Intake Extension – Slarkedus Creek/Lake Source
- ❑ Back-Up Power for Water Treatment Plant

Sewage System

Vision

To provide a safe and sanitary sewage system for the Skidegate Band community.

Projects

- ❑ Back-Up Power for Sewage Life Stations

Roads, Drainage, Streetlighting + Pedestrian Networks

Vision

To provide a safe transportation network for vehicles and pedestrians including the provision of adequate drainage, streetlighting and pedestrian networks.

Projects

- ❑ Pedestrian Network Master Plan
- ❑ Pedestrian Network (path/trail) improvements
- ❑ Elementary School Parking Lot/Circulation Improvements
- ❑ Cemetery Drainage Improvements



Community Facilities

Vision

To provide adequate community facilities to meet the educational, cultural, health and recreational needs of the Skidegate Band community.

Projects

- ❑ Outdoor Recreation Improvements Master Plan
- ❑ Playgrounds/Tot Lots
- ❑ Recreation Hall Renovations (mechanical systems)
- ❑ Council Chamber Mechanical Systems/Lighting Upgrade
- ❑ Back-Up Power for Dental Clinic (inc. small shed)
- ❑ Healing Centre
- ❑ Birthing Centre (part of new hospital)
- ❑ Youth Centre/Education Centre
- ❑ Longhouses for Watchmen Program (3)
- ❑ Elders Assisted Living – Long Term Care
- ❑ Public Works Yard + Building

Economic Development

Vision

To provide the start-up capital and infrastructure to support economic development opportunities and small business owners on Skidegate Band lands.

Projects

- ❑ Quarry Development + Management Plan
- ❑ Purchase Smokers for Fish Plant
- ❑ Enlarge and Renovate Facility/Fish Processing Plant
- ❑ Purchase Refrigeration + Freezer Units for Fish Plant
- ❑ Purchase Miscellaneous Fish Plant Equipment
- ❑ Small Business Development Program
- ❑ Micro-Lending Start-Up Fund

HEALTHY HUMANS- Wellness (continued)

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
60	Incorporate traditional practice into wellness programs	●	●	●	●		
60.1	Tap into existing knowledge in the community to learn traditional practices, and with the youth to pass them along		●				
60.2	Consider developing a 'pharmacy' that includes natural remedies, pure therapies and nutritional elements for optimal health		●				
61	Encourage healing through learning, integration and celebration of Haida language and culture						
61.1	Integrate language and culture into healing programs by working with the SHIP, Nygstle and Rediscovery programs				●		
61.2	Seek funding to continue with weaving, button blanket and drum making	●					
62	Develop strong youth programming related to self-esteem, alcohol and drugs, nutrition, physical fitness and wellness						
62.1	Work with the Education Program to develop programming/curriculum		●				
62.2	Consult youth on their needs		●				
62.3	Try to get more parent involvement		●				
62.4	Consider integrating youth volunteers into health centre programming, eg. pregnancy outreach, home care etc.			●			
63	Foster healthy attitudes towards personal health and well-being						
63.1	Develop programs for community members to improve their attitudes				●		
63.2	Expand and advertise the wellness library at Nygstle, and/or create a health library or resource centre				●		
64	Encourage healthy eating in the community						
64.1	Develop a community garden			●			
64.2	Improve nutrition information and education in schools and in the community	●					
64.3	Encourage healthy food to be served at feasts, workshops and public functions	●					
64.4	Develop seasonal food gathering courses	●					
65	Improve financial, spiritual and emotional support to new moms and their families						
65.1	Look into the feasibility of creating a birthing centre and integrating it into the new hospital			●			
65.2	Celebrate the moms and babies, for example have the traditional clan leaders or Chiefs visit the new mom	●					
66	Ensure adequate counselling services for survivors of residential schools and their families						
66.1	Continue to access Aboriginal Healing Foundation funding for these services	●					
66.2	Consider hiring or training a clinical counsellor		●				
66.3	Consider hiring a family counsellor		●				
66.4	Develop a mental health team		●				
66.5	Develop protocols between the programs so that partnerships between the programs are formalized		●				
67	Maintain ongoing counselling services and education regarding family violence with the Safe House						
67.1	Access family violence funding		●				
68	Respond to community wellness needs as they arise						
68.1	Identify staffing needs, such as the addition of more long term care aides or home care nurses		●				
68.2	Develop on-going programs in the areas that were identified in the community survey			●			



A. GOVERNANCE

One of the key community development themes is governance. There are four strategic directions that have been identified as pre-requisites to good governance:

- guiding principles
- communication
- policies + procedures
- evaluation

These are discussed in more detail in the sections that follow.

A1.1 What is Governance?

Governance involves the interaction among structures, processes and traditions that determine how power is exercised, how decisions are taken and how citizens and other stakeholders have their say.¹

The table below shows the five principles of good governance.

<p>1. Legitimacy and Vote</p>	<p>Participation- all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of associations and speech, as well as capacities to participate constructively.</p> <p>Consensus orientation- good governance mediates differing interest to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</p>
<p>2. Direction</p>	<p>Strategic vision- leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</p>
<p>3. Performance</p>	<p>Responsiveness- institutions and processes try to serve all stakeholders.</p> <p>Effectiveness and efficiency- processes and institutions produce results that meet needs while making the best use of resources.</p>
<p>4. Accountability</p>	<p>Accountability- decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.</p>

¹ *Principles for Good Governance in the 21st Century. Policy Brief No. 15 – Institute on Governance, Ottawa, Canada*



	<p>Transparency- transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.</p>
5. Fairness	<p>Equity- all men and women have opportunities to improve or maintain their well-being.</p> <p>Rule of law- legal frameworks should be fair and enforced impartially, particularly the laws on human rights.</p>

Source: *Principles for Good Governance in the 21st Century. Policy Brief No. 15- Institute on Governance. Ottawa, Canada.*

Core attributes of aboriginal traditions of governance

The Royal Commission on Aboriginal Peoples outlined eight core attributes of aboriginal traditions of governance²:

- **The centrality of the land** – For many Aboriginal peoples, the land, which encompasses not only the earth but water, the sky, all living and non-living entities, is the source and sustainer of life. People must act as stewards of the earth.
- **Individual autonomy and responsibility** – Individuals have a strong sense of personal autonomy coupled with an equally strong sense of responsibility to the community.
- **The rule of law** – For many Aboriginal peoples, the law is grounded in instructions from the Creator or in a body of basic principles. Any failure to live by the law is an abdication of responsibility and a denial of a way of life.
- **The role of women** – In many Aboriginal societies, women’s roles were significantly different from those of men in governance. Women must play a centre role in the development of self-governing entities (according to the Commission).
- **The role of elders** – Elders are the trusted repositories of learning on history, medicine and spiritual matters. Their roles include: making decisions on certain matters, providing advice and vision and resolving disputes.
- **The role of the family and the clan** – Traditionally, the family or clan constituted the basic unit of governance for many Aboriginal peoples.
- **Leadership and accountability** – For many Aboriginal societies, especially those that placed little value in hierarchy, leaders were chosen and supported by the entire community and held little authority beyond that earned through respect. Accountability was an ingrained feature of this pattern of leadership.
- **Consensus in decision-making** – Many Aboriginal people speak of the principle of consensus as a fundamental part of their decision making processes.

² *Report of the Royal Commission On Aboriginal Peoples, Volume 2, Part One, p. 115-139 as summarised in Governance and Good Governance: International and Aboriginal Perspective, Tim Plumtre + John Graham, Institute On Governance, p.22*



It is the responsibility of the Skidegate Band Council to build upon their traditional governance structure to incorporate the five principles of good governance into practice.

A1.2 Mission Statement

In serving Skidegate Band members, the Skidegate Band Council, Staff and committees:

- lead by example in all that they do and are committed to working with the community and membership in an accountable and transparent manner at all times
- communicate with the community about what is happening at the government and program level
- develop and implement policies and procedures to guide us through the decisions we need to make and to ensure that we are innovative and supportive employers
- maintain continuous quality control through the setting of annual strategic plans with clear objectives, reviewing progress made at the end of the year and communicating this with the community

The Mission Statement will be included in the Policies and Procedures Manual.

A1.3 Guiding Principles

The Skidegate Band Council is guided by these principles:

- honour
- integrity
- openness
- fairness
- community's interests
- accountability to the community
- working collaboratively
- including our elders and youth in decision making

These principles will be included in our Policies and Procedures Manual, which guides the way Council operates and our commitments to both Staff and the community.

A1.4 Communication with the Community

The Skidegate Band Council communicates with the community primarily through two means: regularly scheduled community meetings and the community newsletter. In December 2004, the Band Council hosted a community event that included information on all the Band's programs, opportunities to speak with program Staff and a questionnaire which asked for suggestions about future directions. The community event was well attended and enjoyable. As a result, the Band Council has already scheduled a date for the second annual community event.



A1.5 Internal Communication

Throughout the strategic planning process with the Skidegate Band Council and Staff, the need for improved internal communication was highlighted. This principally involves communication amongst Staff from different programs and communication between Staff and the Council. Currently, most programs have regular internal Staff meetings which are an opportunity to discuss program goals, current issues and future activities. There are currently no regularly scheduled all-Staff meetings or program managers meetings.

Another issue that arose as part of internal communication is the occasional blurring between the roles and responsibilities of program managers and Council. Frustrations about this were heard both from Staff and Council. Essentially, program managers' responsibilities are administrative and program-based while Council responsibilities are political. The difficulties arise when it is unclear where the line between administrative and political lies. Further exploration of this is required to develop clear divisions between the two functions.

The need for a more streamlined decision making procedure was also highlighted. Currently, program managers may have to go through the Band Manager and a committee to communicate with the Skidegate Band Council. The time-frame to do this can hinder effective decision-making.

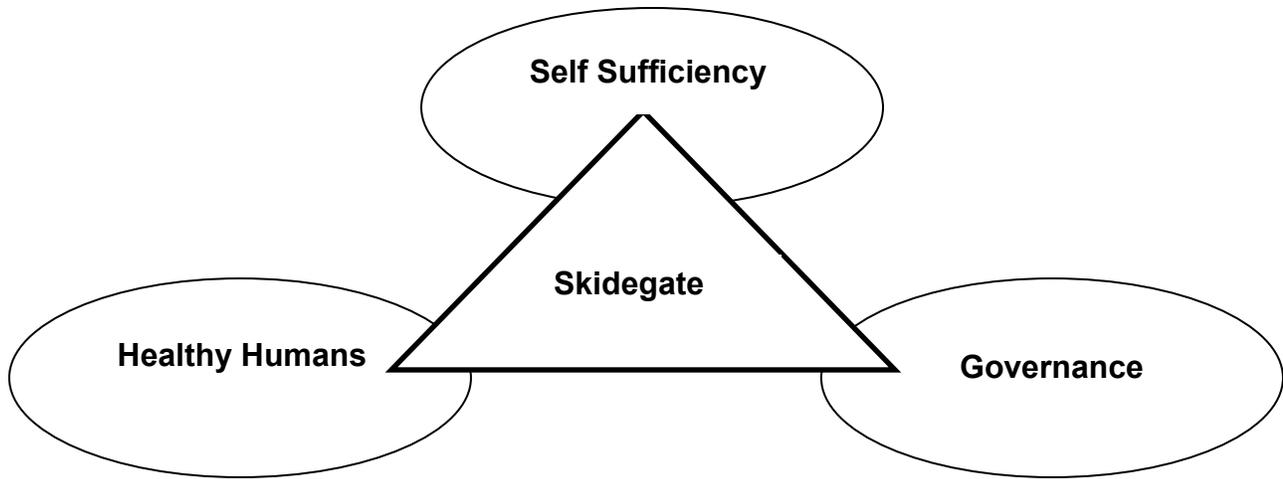
A1.6 Policies + Procedures

Most programs have a policies and procedures manual which guide their day to day work. In some cases, these are manuals that are provided by funding agencies (health, social development and education), and in others they have been developed by the individual programs. Employment standards are somewhat different between Staff groups. The Staff of both the health centre and the social development program are unionised and thus use the union conditions of employment, while the balance of Staff use a Skidegate Band Council conditions of employment. The challenge for the Skidegate Band Council is to find innovative ways to support non-union Staff to compensate for the perceived enhanced wage and benefits packages available to union Staff. The non-union Staff should be included in the process of developing conditions of employment.

Policies and procedures are key to effective communication and to ensuring that expectations are written down and followed. There was some concern about policies and procedures being confining and limiting creativity. However, effective policies and procedures free up decision makers to be more creative. A further concern was that while policies and procedures should reflect best practice, they may also need to be community specific to meet local needs.

A1.7 Evaluation

The final component of governance that was identified as key was the need to set goals, regularly evaluate progress made towards achieving goals and communicating this with the community. The approach that will be used to achieve this is performance measurement. The Skidegate Band Council will measure the progress Skidegate is making in light of three overall goals:



Skidegate Band Council Activities

Language + culture
Education
Youth
Wellness
Families
Life skills

Revenue generation
Employment creation + training
Small business development
Communication
Performance Measurement



Performance measurement indicates what a program is accomplishing and whether results are being achieved. It helps managers by providing them information on how resources and efforts should be allocated to ensure effectiveness. It keeps program partners focussed on the key goals of the program. It also supports the development and justification of budgets and proposals and clearly demonstrates community benefits. Used properly, performance measurements become a tool for continuous quality improvement.

The graphic below shows a general framework for performance measurement. Key terms used in the graphic are described below.

- **Performance measures** are the indicators that are used to gauge program performance. Performance measures can be either outcome or output measures. **Outcomes** describe the intended result or consequence that will occur from carrying out a program or activity. Outcomes are of direct importance to program beneficiaries and the community as a whole. **Outputs** are the goods and services produced by a program or organisation and provided to the public or others. They include a description of the characteristics and attributes (e.g., timeliness), established as standards. Outputs should help track a program's progress toward reaching its outcomes.
- **Targets** are measurable characteristics that tell how well a program must accomplish a performance measure

Performance Measurement Framework



A sample performance plan for Education is presented below.



Sample Performance Plan

Program Objectives / Mission Statement

All education programs will demonstrate the Haida value of working together, affection for each other and respect for all. Our goal is to maximise resources in the community and create connections between all educational programs. Our goal is for all to realise that they have something of value to contribute to the education of our children.

Program Activities:

The Skidegate Education Program offers the following to community members:

- school supply funds
- fees for students attending Queen Charlotte Secondary
- Button Blanket Grade Twelve Graduation Ceremony
- Nursery School Program for four year olds
- Skidegate Haida Immersion Program
- Haida language in elementary and secondary schools
- Post Secondary student support including vocational training
- short term training support
- homework sessions
- tuition support for kindergarten to Grade Twelve
- workshops

Sample Performance Measures + Targets

Performance Measures	Targets
Percentage of Skidegate Band students successfully completing high school	Our target for the next five years is that 95% of the students in grades 12 will successfully graduate from high school
Number of Skidegate Band members who have completed post-secondary diplomas and degrees	Our target for the next five years is that 10 Skidegate Band members will have completed recognised post-secondary diplomas and degrees.
Number of Skidegate Band members who have completed trades training	Our target for the next five years is that 10 Skidegate Band members will have completed recognised trades training.
Number of participants in adult education and employment skills programs who successfully complete training	This year we expect 12 Skidegate Band members to successfully complete an adult education or employment skills program.



Development of new Haida language program from cradle to grave	Our targets for the next five years are to have 50% of our children in the Haida immersion program after school and 10 new fluent adult speakers.
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Reporting Schedule

The Education Coordinator is responsible for collecting data to assess progress toward meeting targets. The data will be shared with other program managers at their monthly meeting, with Council quarterly and with the community in an annual report.

Future Targets

On an annual basis, the Education Coordinator and her Staff will review the performance measures and targets and make adjustments as appropriate. When targets are met, new targets will be developed in their place.

A1.8 Summary

Good governance will require leadership from the Skidegate Band Council to put their guiding principles into practice. Improving communication with the community as well as clearly defining roles, responsibilities and internal communication channels will be key to strengthening governance. The Skidegate Band Council will also need to develop clear policies and procedures for its programs that are specific to local needs. Finally, the programs will need to be monitored and evaluated in order to meet performance measures, be efficient, and maximize service delivery to the committee.

These pieces will be key in planning for and guiding the recommended program plans that follow in Healthy Humans and Self-Sufficiency. As the Skidegate community moves forward to achieve their goals, they must all have a common vision of how power is exercised, how decisions are taken and how citizens and other stakeholders have their say.



A2.0 Healthy Humans

Vision/Mission Statement

To strive to be a healthy individual which creates a healthy community which creates a healthy nation.

Healthy Humans includes:

- Language and culture
- Education
- Youth
- Wellness
- Families
- Life Skills

The key piece that emerged when discussing these themes is that before Skidegate can move forward with their goals and visions, the **attitudes** of its members must shift towards **taking responsibility for yourself**. Community members often cited the community's dependency on either the Band Council or Indian and Northern Affairs Canada (INAC) to 'do everything for them'. There were also concerns that some community members did not take personal responsibility for their homes, their children, their health, their families, their education, their future, or the future of their community. The recommendations and proposed activities that follow depend upon the personal responsibility of each and every community member to take initiative in each of the areas.

Similar themes to taking responsibility were the need for volunteerism, and for sharing. This would in turn help in creating and maintaining community pride and a feeling of self worth. It was stated numerous times that the self esteem- particularly of young people- was related to this sense of dependency, and that community members needed to build their self confidence and have a sense of their worth. Other suggestions for building a sense of self worth included counselling, language and culture, training and paying for services.



A2.1 Language and Culture

Vision/Mission Statement

To restore, revitalize and preserve the Haida language and the culture of our ancestors, and to ensure community members have access to and are active in our cultural traditions.

Skidegate Haida Immersion Program (S.H.I.P.)

Situation Analysis

The goal of S.H.I.P. is to work with the Skidegate Haida to restore, revitalize and preserve the Haida language.

Program services

- a) Archiving language- daily recordings on elders speaking Haida
- b) Teach Haida language- daily spelling and grammar lessons/story time/new word recording/idiomatic phrase recording
- c) Record and produce language cds
- d) Community translation requests
- e) Adult Dogwood Graduation
- f) First Voices internet project- 2000 words and 500 phrases on the Internet
- g) Community requests for prayers
- h) Community cd recording requests- songs and stories
- i) At risk students

Ongoing projects

- a) Writing and recording idiomatic phrases (2000+ written/20,000 +CD recorded)
- b) Language instructional cds- 68 Haida Language Lessons
- c) Word Glossary- over 9000 words and growing
- d) Night classes twice a week for the community
- e) Video document elders speaking over 500 words
- f) Short stories project (20 stories written and CD recorded)
- g) Place names project- over 700 places, names and meaning documented
- h) Cedar bark gathering and weaving

Staffing

S.H.I.P. currently employs two employees.

Key Issues

The importance of saving the Haida language in the next five years is paramount. Currently:

- There are 20-30 fluent Haida speakers in Skidegate- only half of whom will teach the language
- There are 14 dialects in Skidegate. Seven of them are represented in S.H.I.P and there are seven others out there. Twenty-five dialects have been lost.
- Only one to three people speak High Haida. Middle Haida and Low Haida are what is being taught and spoken now
- The elders have an average age of 80
- Linguists have given four to five years to save the language



The Skidegate Haida Immersion program is seen to be a very essential program in the community, and they have done much work in recording and preserving the language. However, people are not accessing the program to the degree that is needed to save the language. Emotions run high in the community- everyone agrees that the language must be saved. The challenge is to create more fluent Haida speakers using the considerable resources dedicated to this goal.

In addition to preservation of the language, learning and speaking Haida supports healing in the community, as it gives people a knowledge and appreciation of who they are, and builds self esteem. This has particularly been seen with the elders who participate in S.H.I.P.

The community survey showed that the Haida language was ranked as extremely or very important to 97 out of 111 respondents, and 101 said it was important that the Haida language be revitalized and preserved. 81 said they would be interested in attending SHIP, if time permitted.

Program Plan

According to Joshua Fisherman and the 1998 First Nation Education Steering Council (FNESC) Handbook for Aboriginal Language Program Planning in BC, the most common strategy for language preservation is to increase the number of second language speakers in the community and then reverse the shift to increase the number of speakers using it as a first language.

Language planning must take into account not only the education system but also the need to revitalize the language in the community; it must be used on a daily basis in the community.

There are eight stages in language planning according to the Handbook:

A. Reconstruction

The Skidegate Haida Immersion Program has been working on this for the past 7 years.

B. Mobilization

Currently, elders are involved at the Daycare / Head Start, at the nursery school and at both the elementary and secondary schools. The elders are also actively involved in the adult education program.

C. Promotion of use

Attempts are being made to incorporate Haida into every day life including encouraging Haida to be spoken at public events, having all signs in the community in Haida and receipts from the gas station with Haida on them, for example.

D. Integrating the Language into the formal education system

Haida is already recognised as a second language by the school district. Non-Haida students are also taking Haida language in school. The curriculum however is considered to be outdated and needs to be revised.



E. Replacement of the dominant language by aboriginal language in formal education

This is a core area that needs additional work. A curriculum needs to be developed which provides an immersion program within the existing daycare/head start and nursery school programs. To supplement the Haida language teaching already available in the elementary and secondary school, the Skidegate Haida Language Authority should offer an after school immersion program for all levels. This would be similar to other second language immersion programs available for the teaching of Chinese, Farsi, Punjabi, etc. Parents should be strongly encouraged to attend classes with their children so that they also learn Haida and can practice speaking the language at home.

F. Integration of language into workplace

Skidegate Band Council Staff is committed to learning Haida and to integrating this in their daily work. Currently, some Staff have attended two week immersion camps which they found very beneficial. Again, this initiative would be coordinated and led by the Skidegate Haida Language Authority.

G. Integrating language into the domain of local government services directly in contact with the citizens

The Chief and Council should use Haida at community meetings. All Skidegate Band Council policies and procedures should be available in both English and Haida. The community newsletter should also be printed and distributed with both Haida and English. It should also include a Haida word or phrase of the week.

H. Use of the language in the upper reaches of education

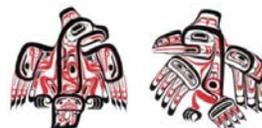
Haida language should also be used when communicating with the Haida in Massett and Hydaburg, Alaska.

Watchmen Board/Society

Situation Analysis

In 1981, prior to Gwaii Haanas being designated a Haida Heritage Site and a National Park Reserve, the Skidegate Band Council and the Haida Nation responded to concerns about the potential for vandalism and other damage to old Haida village sites by initiating the Haida Watchmen Program. This program began with several parties of one or two volunteers who used their own boats to travel to these sites where they would camp for the summer season. These volunteers acted as guardians by protecting the natural and cultural heritage of six different sites. At the same time they presented visitors with a first hand introduction to Haida culture by exposing them to Haida life and sharing their knowledge of the environs as well as stories, songs and dances associated with the sites.

Since the Gwaii Haanas co-operative management agreement between the Haida Nation and the Government of Canada, key elements of the Haida Gwaii Watchmen program remain unchanged, with Watchmen posted at all the previous sites with the exception of Burnaby Narrows. The mandate of the program is first and foremost the safeguarding of Gwaii Haanas.



The presence of the Watchmen plays an important role in the protection of the sensitive sites, accomplished largely by educating visitors about the natural and cultural heritage of Gwaii Haanas and ensuring that visitors know how to travel without leaving a trace of their passage. General information about safety and the latest marine forecasts that come in by radio are also provided.

Staffing

Haida Gwaii Watchmen Program employs one general manager and an assistant manager. The Watchmen Program uses volunteers at the sites during the summer months.

Staff have on-going training in:

- Wilderness first aid
- Radio operators
- Pleasure craft operators

Future training plans include:

- Marine emergency duties
- Haida language and culture training
- Interpretive training

Key Issues:

The Watchmen Society is a very valued and respected program in the community. The team provides valuable protection of fragile and sensitive sites, and offers visitors an introduction to traditional Haida culture.

Some of the priorities identified for the Watchmen in the next five years include:

- The need to increase public interest;
- Expanding training for the Watchmen; and
- Securing funding for equipment purchase.

There is an opportunity to increase the participation of youth and elders in the program, as well as expand the cultural programming that happens at the sites. Some community members wanted to see new long houses, bigger cabins and memorial poles built at some of the sites. There is some concern about safety and signage, and conservation efforts. Staff training opportunities identified included improved cultural interpretation, Haida language, traditional medicines, First Aid and Search and Rescue, public speaking, boat handling, radio operators, food gathering, and GPS. The survey showed that community members thought the program would benefit from increased advertising, both on and off the Island. Finally, funding was deemed an issue by some, and there was an expressed desire to see the Watchmen take over Parks Canada funding. Others thought they should be more accountable to the public with where money is being spent.



Other Cultural Programs

Situation Analysis

Community members participate in a wide array of other Haida cultural activities, including drumming, drum making, weaving, regalia making, beading, drawing, carving, singing Haida songs, Haida dancing, rattle making, blanket making, food gathering, and traditional medicine. There are a number of artists producing works from their homes.

Key Issues

During the community consultation process, there was a strong interest in the community in integrating other forms of Haida Cultural Programming into family activities, healing, recreational opportunities, and economic activity. The community expressed a high degree of interest in participating in:

- Weaving cedar bark and spruce root
- Drum making
- Regalia making
- Beading
- Haida dancing
- Drawing
- Carving
- Singing Haida songs
- Rattle making
- Food gathering
- Traditional medicine
- Blanket making

The Ngystle Society currently offers some of these Haida cultural activities, with an emphasis on healing. Please see section 4.4 Wellness.



A2.2 Education

Vision/Mission Statement

All educational programs will demonstrate the Haida value of working together, affection for each other and respect for all. Our goal is to maximize resources in the community and create connections between all educational programs. Our goal is for all to realize that they have something of value to contribute to the education of our children.

Situation Analysis

Skidegate Education Program offers the following to community members:

- School supply funds
- Fees for students attending Queen Charlotte Secondary
- Button Blanket Grade Twelve Graduation Ceremony
- Nursery School Program for four year olds
- Skidegate Haida Immersion Program
- Haida language in elementary and secondary schools
- Post Secondary student support including vocational training
- Short term training support
- Homework Sessions
- Tuition support for grades Kindergarten to Grade Twelve
- Workshops

Head start/Daycare

The Head Start program is designed to prepare young children up to 6 years of age for their school years, by meeting their emotional, social, health, nutritional and psychological needs. It is comprised of the following program components: culture and language, education, health promotion, nutrition, social support and parental involvement.

The program encourages a sense of pride and a desire to learn; provides parenting skills and improves family relationships; fosters emotional and social development and increases confidence. It is also designed to assist parents to enhance their skills which contribute to their child's healthy development.

Staffing

Education Administrator
Nursery School Teacher
Two Haida Immersion program teachers
Two Haida language teachers (one elementary, one secondary)
Two Head Start Staff?



Key Issues

The Education Program has seen a number of successes in recent years, including the local education agreement, a larger number of students graduating, and a higher number of senior students considering post-secondary education. The limiting factor to the ongoing success of the program, however, is funding.

During the consultation process there were a number of education programs that were identified as needs. These include:

- Greater integration of all education programs with S.H.I.P.
- Alternative programs, including special needs programs
- Life skills training
- Adult education
- Occupational and trades training
- Courses offered on-island
- Increased student support, including funding, counselling services, more tutors and homework services

The community and the Education Program have shown interest in many of these identified needs, however with continuous budget shortfalls, providing these services will be a continuous challenge.

Other issues that were identified include:

- The need for improved communication and information to the community regarding education opportunities and expenditures
- The potential for expanding school hours and decreasing class size
- The difficulty for all in having post-secondary students off-Island
- The need for meal programs
- Bullying, vandalism and theft within the schools
- A drug culture within the schools
- Literacy skills



A2.3 YOUTH

Vision/Mission Statement

Through the development of their self-esteem and the guidance of healthy role models, Skidegate youth have the attitudes and skills needed for a healthy and prosperous future. They have a voice in decision making, and access to economic and training opportunities, as well as safe and healthy recreational activities. They also have opportunities to learn about and engage in Haida language and culture, so that our future leaders are proud to be Haida, and can share that pride with the world.

Situation Analysis

Youth and Recreation Portfolio

Youth and recreation is a portfolio of the Skidegate Band Council. Current programs for youth include occasional basketball tournaments, an exercise room, a teen centre open in the evenings from Tuesday to Saturday, and a homework session on Tuesdays and Thursdays after school.

Swan Bay Rediscovery Program

The Swan Bay Rediscovery Program is designed to build confidence and self esteem in youth while teaching important life skills founded in strong cultural values. Each camp is 7-10 days long and includes activities such as hiking, swimming, cooking, hunting, food-gathering, collecting firewood and water, overnight solos, cedar bark weaving, singing and dancing Haida songs, learning about the environment, learning about the history of Haida Gwaii and its people, playing games, practicing survival skills, and learning navigation skills. The program is designed in a progressive multi-year structure that gives youth the skills to be future leaders at Swan Bay. Community members are hired as Staff wherever possible to provide all the benefits of meaningful local employment while allowing the youth to develop relationships with role models in the community. The program was identified as being very important to the community in the community questionnaire.

Staffing

One recreation coordinator who manages the teen centre.

Key issues

While accomplishments in sports and community pride among the youth were considered to be significant strengths in Skidegate, there was a strong and consistent need expressed for improved youth programming. Concerns regarding the youth included a low sense of self-esteem and self worth, susceptibility to drugs and alcohol, a lack of mentors and role models, an increase in crime, lack of youth leadership and initiative, and the need for employment opportunities. The Swan Bay program and the Watchmen program were considered to be strong community assets, but there was a clear need to broaden youth programming to address some of these key issues.



A2.4 WELLNESS

Vision/mission statement

To be a healed community with members who have access to the services they need to be active community members, strong parents and healthy individuals.

Situation Analysis

Programs

Xaaynangaa Naay (House of Life) Skidegate Health Centre

The Skidegate Health Centre provides a number of services, including:

a) Healthy Bodies Lending Library

b) Community health nursing:

- Peri-natal and immunization services
- Communicable disease education and programs
- Healthier lifestyles education
- Maternal/child health, prenatal, high risk infants
- School health
- Safety and injury prevention
- Elders
- Chronic disease
- General treatment clinics
- Emergency/after hours service
- Wellness and prevention programs
- A women's festival
- Support and education around suicide, family violence etc.
- Evaluating trends in community members' health status

c) Pregnancy outreach program/ Canadian Prenatal Nutrition Program:

The pregnancy outreach program follows the goals set out by the Canada Prenatal Nutrition Program. CPNP funds community groups to develop or enhance programs for vulnerable pregnant women. Through a community development approach, the CPNP aims to reduce the incidence of unhealthy birth weights, improve the health of both infant and mother and encourage breastfeeding. CPNP enhances access to services and strengthens inter-sectoral collaboration to support the needs of pregnant women facing conditions of risk.

Services provided include:



- Food supplementation, nutrition counselling, support, education, referral and counselling on health and lifestyle issues
- Breastfeeding counselling and breast pump rental
- Formal prenatal evening sessions in collaboration with Queen Charlotte City Public Health Nurse twice a year
- Evening sessions for all expectant families and families with children aged birth to 18 months twice a month. They have presenters such as the dietician, infant massage, Community Futures, and the Credit Union.
- A community kitchen where mom gets to make something and take it home with nutritional information and recipes- held at the transition house.
- Partnered with Headstart to provide a Dad's night out bi-monthly. This is for any Dad, Uncle or Chini with a child from birth to 36 months, to enjoy free play.
- One-on-one counselling with pre-natal moms- they visit once per trimester and receive support, information and a \$50.00 co-op voucher for baby care products or food. A \$25.00 voucher is given out to the parents that attend any evening session.
- A newsletter for parents of our program is sent out quarterly to keep the families informed.

d) Aboriginal Diabetes Initiative Program

- Prevention and education
- Cooking classes, community kitchen, walking program, heart health fair

e) Home and Community Care

The focus of the Home and Community Care program is on keeping Elders in their homes as long as possible and promoting ease and health in their lives to keep them healthier and able to care for themselves longer. They aim to keep Elders out of the hospital and with their families or in their own homes as long as possible. Other services include:

- Long term care aides who provide daily in-home care for the elders based on Doctor's referrals and the home care nurse's assessment for level of care required to best help the individual. They assist with bathing, personal care (grooming etc.), and some home upkeep/cleaning as pertains to hygiene/safety.
- Relaying any health concerns to the proper channels for help, hope and healing.
- An elder/family support worker who helps in many ways, as well as continuing to provide that program's directives in assisting the community.
- Organizing the pharmacy pickups and deliveries, which include a dossette program that keeps medications organized and current.
- Bringing clients to the lab, or to specialist appointments in Queen Charlotte City.
- Providing a bi-weekly doctor's clinic at the Skidegate Health Centre as a liaison between the QC Medical Clinic and our community. The doctor attending will also make home visits on that day for those who are housebound and would not otherwise get the chance to see a physician regularly.
- Offering elder outings



- All are trained in First Aid and CPR and have ongoing training.

f) Alcohol and Drug Program

The Alcohol and Drug Program provides education and counselling services regarding drug and alcohol abuse.

g) Mental Health

h) Medical Travel

Other Wellness and Healing programs

There are a number of other health programs offered in Skidegate. These include:

a) Adult Day Program

The Day Program provides a pleasant and safe environment that assists individuals to live independently within the communities of Sandspit, Queen Charlotte, Skidegate and Tlell area. Their goals are:

- To provide health maintenance programs and stimulating social activities to enable clients to achieve and maintain their optimal level of independence
- To provide respite and support to household caregivers
- To return clients to a more independent lifestyle
- To ensure client care plans remain appropriate to their needs by reviewing plans on a regular basis and making revisions where necessary with appropriate agencies
- To monitor the effectiveness of programs regularly through the Quality Improvement Program
- To meet the BC Ministry of Health and the Canadian Council on Health Facility Standards for Adult Day Programs

The Adult Day Program is a balanced program of purposeful services and activities that are provided to meet the needs of clients and to enhance existing Community Health Programs. Programs include professional health care services; personal care services; social services; educational programs; therapeutic activities; recreational and socialization activities. One meal and two snacks are provided. On going projects include: fundraising activities- crafts, luncheons, donations; exercises and games; story telling and Haida language. This program was highly regarded in the community survey.

b) Communities Living Better (Ngystle)

Ngystle's mission is to enhance the health and well-being of community members by providing holistic healing programs and services which address their cultural, spiritual, psychological and physical needs. Nygystle encourages and supports community members to take responsibility for their own growth and healing, and to become positive leaders and role models in their communities.



Program services:

- One-on-one confidential counselling with counsellor two days per week
- Crafts night
- Women's anger management course
- Bodywork sessions
- Healing workshops
- Support workers available at the office five days per week
- On-going projects: cedar harvesting and weaving, drum making, regalia making with residential survivors

c) Skidegate Dental Clinic

The Skidegate Dental Clinic has a rotation of post-graduate dental residents provided by UBC's dental residency program, which service the clinic. Each resident has approximately a six week rotation. The clinic has many other visiting dentists who come to offer additional quality care, alongside the resident. They provide a broad range of dental procedures, including restorative, denture work, endodontics, extractions, periodontal treatment, dental cleaning, x-rays, oral hygiene instruction, infection controls, community health programs, and specialty clinics.

d) Taaxwi Laas Good Friends Addictions Counselling Services:

Services provided include:

- Individual counselling for addictions/substance abuse to Skidegate Band members
- Develop strategies with clients around substance abuse cessation or harm reduction
- Complete written referrals for clients to attend residential treatment programs of their choice
- Make referrals to outside agencies like Mental Health, legal aid, Alcoholics Anonymous, Narcotics Anonymous, couples' counselling etc.
- Collaborate with other agencies/departments to deliver workshops or information sessions on addiction free and healthy lifestyles.
- Use other First Nations Ceremonies like the sweat lodge, smudge and pipe ceremonies to aid clients in maintaining wellness

On-going projects:

- Currently working on bringing Nechi's Community Addictions Training (C.A.T.) to Haida Gwaii
- If successful with the C.A.T. to follow up with Nechi's Advanced Counsellor Training (A.C.T.)
- First Nations Emergency Services Critical Incident Stress Management Training Levels II and III.



e) We Care Committee (suicide prevention)

f) Drug Free Community Committee

Staffing

Xaaynangaa Naay (House of Life) Skidegate Health Centre employs:

- Health director (and health director in training- takes over at the end of March, 2005)
- one receptionist/patient travel clerk
- two full time long term care aids
- one home care nurse
- one part time wellness nurse
- one home care coordinator
- one elder support worker
- one community health nurse
- one pregnancy outreach worker
- one alcohol and drug counsellor

Adult day program employs:

- two activity workers
- a registered nurse
- a cook
- a driver/helper

Communities Living Better (Ngystle) employs one project coordinator and two support workers. The project coordinator is responsible for the overall running of the Communities Living Better Program and works together with the residential school support workers, the bookkeeper, the advisory board and the Ngystle Society and makes quarterly reports to the Aboriginal Healing Foundation. The support workers provide support services to the residential school survivors and their families as well as following generations. They also assist with the organizing of program activities, workshops, public education, and celebrations.

Skidegate Dental Clinic employs:

- one dental receptionist
- one dental hygienist
- one certified dental assistant

Taaxwi Laas Good Friends Addictions Counselling Services employs one addictions counsellor.



Key Issues

Skidegate has many strengths when it comes to wellness. There is a strong community spirit and support network, and it was said that “the whole community rallies around people in trouble”. There are currently a number of excellent health and wellness programs that were very highly regarded in the community survey. S.H.I.P., Nygstile, the Adult Day program, the Rediscovery Camps and the Health Centre were all identified as particularly important programs for the wellness and healing of the community.

Some of the challenges that face the community are the ‘overwhelming’ demands on Council and the Health Centre, and a limited amount of funding. Negative attitudes and apathy regarding personal physical health, dependency on the outside system, and high unemployment were also cited as major obstacles to overcome. Additional challenges are presented below:

- The community is still dealing with the crippling repercussions of contact, including disease and the ongoing impacts from residential schools.
- Many community members and their families struggle with drugs and alcohol.
- Some community members were concerned about poor nutrition, a dependency on packaged foods, and that amazing local and natural food sources were not being accessed.
- There was concern about the amount of family violence and youth suicide attempts.
- The loss of elders has a large impact on the community; with their loss comes a loss in Haida language, knowledge and teachings.
- Some of the programs like the Prenatal Nutrition Program cited a lack of appropriate space as a challenge.
- Attendance at preventative wellness activities such as Father’s Night and Diabetes workshops is lower than organizers hope for.
- Having to travel off-island for health care is difficult.
- Retention of employees has been difficult in some health related programs due to job satisfaction.
- Comments from the surveys recommend that service to clients could be improved for some programs.

For these reasons and more, healing and wellness were identified as priorities for the community of Skidegate over the next five years.



A2.5 FAMILIES

Vision/Mission Statement

To ensure that every Skidegate child, woman, and man feels safe in their homes and in the community; knows their value; and contributes positively to the community.

Situation Analysis

Existing Programs

a) Safe/Transition House Committee

The transition house is an emergency shelter and a safe place for women and children experiencing violence in a relationship. This place may also be used for women in transition who may not have a place to go. There is a committee established which consists of community members and different agencies.

b) Haida Child and Family Services

A worker has been hired to implement, organize and prepare the community for their own Haida Child and Family Services Office.

c) Haida Gwaii Youth Society

The purpose of this committee is to establish all island youth activities.

d) Social Assistance Program

Social Assistance is for those who are unable to work or unable to find work. In the next fiscal year, Social Development would like to focus on Life Skills training.

The Social Assistance program also:

- Provides family support and counselling services, or referrals to an appropriate agency
- Acts as advocates for client groups in the community
- Conducts educational workshops for client groups and community members

e) Residential Schools Committee

Staffing

- Social development administrator
- Financial assistance worker
- Safe house coordinator



Key Issues

Skidegate families are close knit. There is a sense of shared life experiences among a large extended family that is defined by culture, and the spectacular natural location. There is also significant respect for Elders in decision-making.

Some of the challenges that families face include the influence of television, movies and music from the 'outside world' on Haida traditions and cultures and family activities. There is significant peer pressure on the youth to 'fit in', and they are exposed to negative influences. Community members report that there are a lack of role models and low self esteem.



A2.6 LIFE SKILLS

Vision/Mission Statement

That our youth, families, adults and elders possess the necessary attitudes and life skills to enable them to maintain healthy households, have access to gainful employment, and contribute positively to the Skidegate community.

Situation Analysis

Existing Programs

Currently there are no 'life skills' programs offered in Skidegate, outside of what is offered through the schools.

Staffing

There is no dedicated programming Staff for life skills. Social Development would be the most likely program to undertake this.

Key issues

Skidegate community members have a wealth of life skills that have seen them overcome numerous obstacles and continue to stick together as a community. They are particularly proud of the fact that they come together in hard times, help people in trouble, and deal effectively with crisis. They do not hesitate to share their knowledge and resources with one another. They are also proud that they have knowledge in food gathering and preparation.

There were concerns that young, capable members of the community should not be on welfare. Some of the challenges cited include:

- fallout from residential schools
- lack of parenting skills
- overcoming internal family problems
- non- traditional influences
- working parents
- single parent families

Some of the solutions identified by the community were that 'life skills' training should be taught at an early age, and reinforced throughout life in the community. The Skidegate Band Council Five Year Training Plan identified the need for life skills training in areas such as money management, career planning and cross cultural communication to help make the transition to the wage economy³. There was also a desire to have people learn about better maintenance and care of their homes.

Occupational skills training was also seen to be a component of life skills. According to the training plan, entry level trades training is a great opportunity to explore the trades without

³ Skidegate Band Council 5 year Training Plan, 2005.



making a commitment to an apprenticeship while at the same time obtaining valuable work experience in a specific sector. There was interest in looking at turning Work Opportunities Program (WOP) money into Occupational Skills Training (OST). With the development of the Qay'lnagaay Heritage Centre, there will be a need for an understanding of core business skills, marketing and entrepreneurship in general. Also, there is a need for upgrading training so that community members can become competitive in applying for entry level positions. This may include upgrading in Math and English skills; literacy training, computer training, career exploration and entry-level trades training. The transferability and diversification of skills is important to ensuring long-term community capacity.

Another idea that received funding but was never brought to the project stage is teaching Haida skills for living with the seasons, where trainees would learn how and when to gather, grow and preserve food. A component of this could involve smokehouses and community gardens, with a farmer's market close to the recreational hall. The plan was to have it self-sustaining after three years.

Program Plan

The focus and objective of long-term training for the community will be to build capacity of the whole community. The long-term objective is that individual members will obtain the skills and training to be successful, healthy, self-reliant members of their community and be able to participate in and contribute to the local community and economy.⁴

As the Skidegate Band Council's 5 Year Training Plan states, it is important to remember that people cannot BE developed. They can only develop THEMSELVES by participating in activities that affect their wellbeing. With this in mind, opportunities provided to the community are meant to facilitate this process of self-development that will contribute to the greater whole. The key principles to consider in this empowerment are:

- people are the primary ingredients for development
- the need to recognize people's knowledge and expertise
- the total community is included
- people must feel empowered to control their own destinies
- people's skills and abilities must be developed through participation
- the role of education and training is recognized
- expertise is a resource to the people rather than the product
- people have the ability to determine their own futures.

Community capacity building will require the assessment and creation of community based learning activities.⁵

⁴ Skidegate Band Council 5 year Training Plan, 2005.

⁵ Ibid.



A3.0 SELF SUFFICIENCY

Vision/Mission Statement

To have economic control over our lives and resources

Strategic Directions

One of the key themes identified for this project is self-sufficiency. There are three strategic directions that have been identified as supporting self-sufficiency:

- Revenue generation
- Capacity building
- Small business development + support

These are discussed in more detail in the sections that follow. Each section includes a mission statement for the strategic directions and a discussion about potential options.

3.1 Revenue Generation

Mission Statement

To generate revenue for our people and work towards self-sufficiency, the Skidegate Band Council will:

- Identify potential business and investment opportunities and pass them to Gwaalagaa Naay Corporation (GNC) to move forward
- Support GNC to develop and own profitable enterprises which employ our people
- Use our land base creatively through leasing to generate revenue
- Levy user fees for municipal type services (water, sewer, garbage, etc.)
- Charge taxes for certain products sold on-Reserve (tobacco, alcohol, etc.)

The revenue generation section considers the following activities: leasing, user fees and taxation. Other economic development opportunities have been well documented in the Skidegate Band Council's Economic Development Strategy.

Situation Analysis

Gwaalagaa Naay Corporation

The mandate of the Gwaalagaa Naay Corporation is :

To guide the development of Skidegate towards achieving and maintaining economic self-sufficiency with a focus on generating revenue for community development and employment for the people of Skidegate.

GNC is run by a board made up of two Skidegate Band Council members, and two members from the community at large. They are responsible for economic development, but they have also been running several small businesses in Skidegate, including: Taaw Naay Enterprises Ltd., Skidegate Bowling Lanes Ltd., Aay Oo Guiding Services Inc., and Haida Gwaii Interior



Solutions. They are also responsible for Property Management of Skidegate Commercial Centre (Phase I and Phase II), an Industrial Site, and the Qay'Innagaay Heritage Centre. They also currently manage the Canoe Shed and rentals as a tourist attraction.

Future economic development projects in the works include the development of a hotel in conjunction with Qay'Innagaay. SBC has also researched the feasibility of a fish processing/smoker facility, and turned the project over to GNC for implementation.

Leasing

Land designation was identified as being a priority, as GNC cannot lease any land until Council designates it. Currently, Second beach is designated as community facilities. The Co-op is on head-leased land, but the industrial site and site of the Skidegate bowling alley land have not been designated.

Prior to designating land for economic development, due diligence is required to determine the highest and best use of the lands. The framework to analyse the land for economic opportunities is to undertake a demand, supply, and finance analysis of each opportunity. Each economic opportunity should be reviewed based on the value of the economic opportunity upon completion, the cost to complete the opportunity, profit, and the residual value of the land with economic opportunity.

One of the prime influences on economic opportunity is land cost and the ability to service the land. In the case of Band lands, the lands must be designated for economic uses and surrendered to the Crown by a Council vote for commercial leases. Commercial leases can be used to develop partnerships with established operators, such as the partnership between the Canadian Superstore and the Squamish Nation; or a developer, for example Sun Rivers with the Kamloops Indian Band. In these cases, the land was surrendered to the Crown, and the Crown entered into a head lease with a holding company that was formed to work in partnership with the First Nation and the investor. The main concerns of the investor entering into either the head lease or sub-lease were the lack of local regulatory environment, administrative capacity and physical infrastructure to maintain a standard of service delivery.

Master servicing agreements are used to reduce risk to the Crown and provide security to the investor. They can also be used to build in capacity training, for example, by stating that First Nations must be employed and trained through the formation of joint venture partnerships. An example of this is the agreement with the construction company used to build the Canadian Superstore with the Squamish Nation.

Property tax for non-native residents is also another issue for investors. Investors seek assurances that their taxes will not exceed those of the adjoining municipality.

Finally, lease negotiations with the Crown can prove to be longer and more expensive in legal fees than with a municipality. This reduces market advantage to attract investors. In addition, the financial institutions are reluctant to lend on-reserve, which often means higher financial costs. This means the investor requires financial strength to borrow money to finance the required improvements necessary to service the lands. This limits the type of investor that can enter into the head or sub lease on these economic opportunities, reducing the competitive market.



Despite the above considerations, land development remains a core economic opportunity. Key benefits include:

- Revenue from lease payments and taxation
- Capacity building and employment
- Spin off opportunities such as services which support larger opportunities (secretarial, accounting, catering etc.)

User Fees

Several years ago, the Skidegate Band Council implemented a user fee system in order to collect the revenue needed to provide municipal type services (for example, water, sewer and garbage pick up and disposal). Due to some problems with the collection of fees, they have not been levied for the past several years. The Band Council now has a renewed commitment to charging and collecting these fees for the coming fiscal year. The user fees have been set at \$240/year. Based on all households participating (250), the anticipated annual revenue from user fees will be \$60,000.

Some refinements to the user fee system have been identified through the CCDP process to improve the collection of payments:

- Alternative options for those households to whom it would cause hardship to pay the fees (including trading art work or doing work for the community, such as cutting wood for elders).
- A rebate to households who pay the user fee in full and on time; and
- Consequences for households who are able to pay and chose not to.

First Nations Tax Legislation

Implementing taxation on First Nations reserves is another way to generate revenue. This might include tax on property and on the sale of goods.

Here are the First Nations Tax powers that are currently recognised by Federal Legislation:

Real Property (Bill C-115): amended the *Indian Act* to make it clearer that leased lands were still part of the Indian reserve, and to enable a Band Council to enact property tax bylaws on leased reserved lands. The previous lands that were once recognised as surrendered lands are now replaced by designated lands. This change allows First Nations to tax third party interests on designated lands through tax bylaws. There are 58 First Nations communities that currently have property tax bylaws. The estimated collection of revenues from property tax annually is \$20 million.

Sales Tax (Bill C – 93): The *Budget Implementation Act* grants the First Nations Band authority to tax the sale of listed products, which include tobacco and tobacco products, alcohol and fuel to natives and non-natives alike on the reserve. If the Band levy a tax identical to the GST, the federal government will coordinate with them by vacating this tax room. If the tax is implemented, it will be collected by Revenue Canada for the Band under the Tax Collection Agreement.



Each Band can apply to become self- taxing through the following process:

1. The Band files an application to the Minister of Provincial Revenue for a taxation certificate. A taxation certificate attests that the Band is the legal taxation authority in the area.
2. After the taxation certificate has been received, the Band develops property assessment and taxation bylaws in consultation with the Indian Tax Advisory Board (ITAB).
3. The Band must contract for local services such as water and sewage systems.
4. The Band notifies residents and tax payers on the reserve that they have moved to self-taxation, and that the Province or municipality has vacated the reserve as the taxation authority.
5. The Band implements the required property tax administration.

Some of the overall barriers to implementing a taxation system are that the federal government needs to:

- Further develop First Nations tax authority;
- Create incentives for tax by First Nations; and
- Address the barriers to doing business on First Nations lands

Some of the benefits to implementing First Nations tax include:

- Having their own source revenues – reaping the benefits to taxing sales on goods and property taxes on reserve lands
- Another benefit although not necessarily a tax are grants-in-lieu of property tax, paid by Crown corporations and other governments operating on First Nations lands.

For more information on taxation contact the Indian Taxation Advisory Board.



A3.2 Capacity Building

Mission Statement

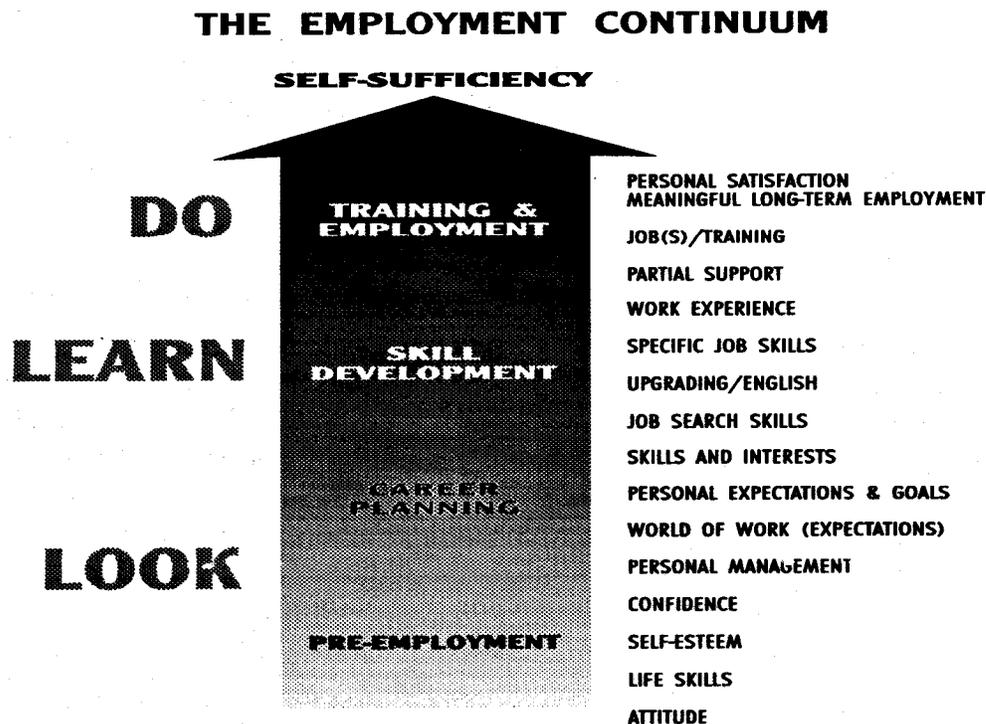
To have adequate, appropriate, and where possible, local training and support available to all members of the community to ensure that present and future employment needs of Skidegate are met, and to ensure the community possesses the necessary capacities to move their economy forward.

Situation Analysis

Capacity building is an extremely important facet of community development. It provides the foundation upon which a community can grow and prosper. The Skidegate Band Council recognizes the important role that capacity building among program Staff and community members will play in the future of their community. Education, training, and personal development will help to build the potential for job creation and business opportunities, thereby enhancing local economic growth and development.

While there are economic opportunities in Skidegate, some community members have had difficulty benefiting from these opportunities. There is a need for coordinated, flexible and cooperative approaches to training and services. There is also the need for access to a sustainable, diverse economy and to meaningful employment that challenges members and corresponds to their value system. The community has additionally identified the need to build foundation skills for financial self-sufficiency: basic life skills, thinking skills and personal attitudes and qualities. These are the pre-requisites to employment or job readiness skills. This continuum is shown in the graphic below.

Figure 5.1 The Employment Continuum





Source: Council for the Advancement of Native Development Officers

Currently, there are limited training opportunities for Skidegate residents on-Island. Northwest Community College has a site in Queen Charlotte City. Haida Gwaii is also served by a community learning centre in Queen Charlotte City. Course offerings are developed in response to community demand and continuing education/community interest courses. A sample of course offerings in QCC or Massett in the winter of 2005 included: Introduction to Computers, a variety of First Aid and C.P.R. courses, boating safety, proposal writing and Food Safe. Further classes may be offered at the Bill Reid Teaching Centre, which is part of Qay'llnagaay.

There were a number of needs identified in Skidegate for occupational skills and trades training. However currently there is no Occupational Skills Training (OST) or trades training available on-Island. Students have to travel to Prince Rupert or beyond to gain certification in a wide number of skills that were identified as being necessary in the community, including:

- Plumbing
- Electrical repair
- Car repair
- Hotel and food management
- Carpentry
- Small business management
- Computer operation and repairs

Skidegate currently has a training plan to address some of these training needs.

Throughout the planning process, there was an expressed interest in utilising Work Opportunities Program money for OST to assist with undertaking some of this training.

A3.3 Small Business Development and Support

The Skidegate Band and/or its members have completed feasibility studies and business plans for several business and other economic development initiatives in the areas of aquaculture, commercial activities, tourism, and forestry. However, a lack of resources and concerns related to success have been identified as key challenges in pursuing these initiatives.

Individuals from both the community at large and the Band Council have said that they need both financial and technical resources to assist them in pursuing these economic opportunities.

Current strengths in small business development in Skidegate are: current interest by several entrepreneurs to establish their own businesses; local artists interested in promoting and selling their products; and Gwaalagaa Naay Corporation.



In terms of future directions, the Band Council and the community members have identified a need for support targeted at building and sustaining local economic development activities. The two key areas required are:

- Supporting local entrepreneurs to develop their own businesses
- Developing and managing Band economic initiatives

In order to achieve success in economic development, the Band needs to prioritise their potential opportunities and target resources, both human and financial, towards it.

Micro Lending Circles

The Skidegate Band Council expressed an interest in developing a micro-lending program to support entrepreneurs and small-scale enterprise development in the community. The following provides a brief overview of micro-lending circles.

Micro or Peer Lending Circles

A micro loan is a small business loan for individuals who generally would not have access to commercial loans, and who want to start, maintain or expand a small business.

Lending circles are organized around a very basic principle. The strength of an individual's character is used as collateral. Potential borrowers form a borrowers' circle. Circle members approve and guarantee each other's loans. Group members vouch for each other's integrity in repaying the loan. This endorsement of fellow circle members provides "collateral" for the loan.

For example, the Sliammon First Nation has had to be creative in its community economic development initiatives. Like many others, this rural community of 700 has a high rate of unemployment, and the "social problems" associated with a depressed economy. Many in the community have relatively low levels of education. Community members wishing to finance a small enterprise were finding it difficult to borrow small amounts of capital at affordable rates of interest. In an attempt to stimulate local economic activity, the community's economic development department started a Lending Circles program.

Through its Lending Circles, the Sliammon First Nation provides loans of between \$1,000 and \$3,000 to small, home-based businesses. Peer interaction and strong group support assure a high repayment rate. Lending circles meet regularly to make payments, consider loan requests, and provide support to each other. Borrowers who successfully repay their first loans are eligible for larger loans, to a maximum of \$3,000. Over time, circle members establish their own credit histories and graduate to conventional credit sources.

The Value Of A Micro-Lending Circle

Micro-Lending responds to a gap in commercial credit, particularly in rural communities. Clients of the program would not normally be able to access funding through traditional lending methods. Clients have indicated that the support services available through group membership are also of significant benefit. Group members purchase from each other and market each other's services. More experienced micro-business operators help those with newly developing enterprises. Some groups hold workshops to address common skills development needs such as basic accounting, marketing, business planning and small business taxation. Many existing clients have indicated that they joined their group to access a loan but have remained because of the peer support. Micro Lending Circles also serve as an *enforcement mechanism* to help ensure a high repayment rate through peer pressure and Circle solidarity.



Many individuals have asked, "What good is \$5000.00"? There is a considerable benefit available where the "multiplier effect" takes place as in the following example:

If the following decide to charge 14% interest on each loan they make and are paid back with interest, the original \$5000.00 will circulate and re-circulate within the circle as follows.

Initial Investment	\$5000.00	\$5000.00
Interest Earned @ 14%	\$700.00	
2nd Circulation	\$5700.00	\$5700.00
Interest Earned @ 14%	\$798.00	
3rd Circulation	\$6498.00	\$6498.00
Interest Earned @ 14%	\$909.72	
4th Circulation	\$7407.72	\$7407.72
Interest Earned @ 14%	\$1037.08	
5th Circulation	\$8444.80	\$8444.80
Interest Earned @ 14%	\$1188.27	
Total now available \$9627.07		

For example, if a community member borrows \$5000.00 and pays it back at an interest rate of 14%, her or she will pay \$5700.00 back to the circle. That means that \$5700.00 is now available to lend out to another circle member. After five circulations of the initial \$5000.00 loan plus interest, \$9627.07 is available to lend out. In this way, the initial loan keeps growing within the circle.

The Process to Begin Forming a Micro-Lending Circle

Different groups have formed lending circles in different ways. Generally the process is to choose the members for your Micro Lending Circle, usually consisting of 3 to 7 individuals. Some groups try to ensure that at least some members possess small business skills. It is essential to have confidence and trust each Circle Member, as the ability to borrow is tied to the repayment of other Micro- Lending Circle members.

The next step would be to develop policies on lending, control, objectives and priorities, and to identify the circle membership and structure. Loan agreements are drawn up that include the terms and interest rates. Members would then submit a Loan Application to apply for approval by your Lending Circle. Once the loan documents are signed the loans can be disbursed.

Some groups identify a project coordinator or volunteer committee to assist with client identification, group formation and operational activities. In Hazelton, the elders decide who is eligible for loans. A project coordinator will also attempt to offer business management training, networking opportunities, peer counselling and problem solving support. This role could be fulfilled by the small business facilitator.



For more information from groups who have successfully implemented micro lending circles in their communities, please see the resources below.

The Sliammon Nation
R.R.#2, Sliammon Rd.
Powell River, BC
V8A 4Z3
Ph: (604) 483-9646
Fax: (604) 483-9769

däna Näye Ventures
409 Black Street
Whitehorse, Yukon
Y1A 2N2
Toll-free: 1-800-661-0448
Telephone: (867)668-6925
Fax: (867)668-3127
E-mail: dnv@dananaye.com
WWW: <http://www.dananaye.yk.net>

CFDC of Central Interior First Nations
215 -345 Yellowhead Hwy.
Kamloops, BC
V2H 1H1
Phone: 250-828-9833 or Fax: 250-828-9972
<http://www.cfdcfcifn.com/index.htm>

A3.4 Summary of Key Issues

Attaining self-sufficiency is of paramount importance to the Skidegate Band Council. To achieve this will require revenue generation, capacity building, and small business development and support.

For revenue generation, land designation was identified as being a priority, as Gwaalagaa Naay Corporation cannot lease any land until Council designates it. Opportunities for taxation and user fees should also be explored.

The Skidegate Band Council recognizes the important role that capacity building among program Staff and community members will play in the future of their community. Education, training, and personal development will help to build the potential for job creation and business opportunities, thereby enhancing local economic growth and development. Coordination of training opportunities will assist with this goal. There is also a need to further develop trades training for Skidegate members.

The Band Council and the community members have also identified a need for supporting local entrepreneurs to develop their own businesses, and to develop and manage Band economic initiatives. In order to achieve success in economic development, the Band needs to prioritise



their potential opportunities and target resources, both human and financial, towards it. To aid with this, the Band should hire a part-time Small Business Developer, and consider implementing a micro-lending program to support community entrepreneurs.



A4.0 Funding Resources

The **Gwaii Trust Fund** was established as a locally controlled, interest-bearing fund to advance economic diversification and sustainable development on Haida Gwaii. The Gwaii Trust Society disburses funds for all approved projects once any in-kind or matching equity has been confirmed. Programs in 2004/2005 included: Major Contributions, New Legacy, Culture as it relates to Tourism, Healthy Humans, Arts, Christmas Allocation, Education, and Travel Assistance. Application forms and more information can be found at:

<http://www.gwaitrust.com/home.htm>, or by contacting:

Tanu Lusignan
Administrator
gtrust@island.net

PO Box 397
75 Raven Avenue
Old Massett, Haida Gwaii, BC
VOT 1M0
Phone: 1-800-663-2388 or 250-626-3654
Fax: 250-626-3261

The **First Nations Education Steering Committee (FNESC)** along with the First Nations Schools Association (FNSEA) are responsible for providing funding under a variety of INAC and Industry Canada programs related to education, including Youth Programs, New Paths for Education, First Nations School Assessment Program, Special Education Program, and SchoolNet. Notice of funding is generally distributed in April/May. More information can be found at: <http://www.fnesc.ca/program.php>, or by contacting:

Suite 113 - 100 Park Royal South
West Vancouver, BC V7T 1A2
Phone: (604) 925-6087
Fax number: (604) 925-6097
Toll-Free: 1(877)422-3672

The **First People's Heritage, Language and Culture Council (the FPHLCC)** implements the Aboriginal Language Initiative of the Department of Canadian Heritage, as well as the BC Language Initiative. The FPHLCC funds projects between \$5000 and \$25,000. Funding application information can be found at <http://www.fphlcc.ca/lang-prog.html>. The 2005 deadline was March 18, 2005. Their address is:

First Peoples' Heritage, Language and Culture Council
Lower Main, 31 Bastion Square
Victoria, BC
V8W 1J1
Phone: 383-2126
Fax: 383-2186
Email: info@fphlcc.ca



The Nuu-chah-nulth Language and Culture program recently partnered with the **Anglican Church's Primates World Relief Development Fund** in order to preserve and transfer the Nuu-chah-nulth language. Information on Primates can be found at: <http://www.pwrdf.org/>

The United Church Healing Fund funds a number of healing projects, including language and cultural recovery programs. Grants of up to \$15,000 will be given. Funding deadlines are March 15 and September 15th. For application guidelines, see www.united-church.ca/healing/grantcriteria.shtm, or contact

The United Church of Canada
3250 Bloor St. West, Suite 300
Toronto, ON
M8X 2Y4
Phone: 416-231-5931
Fax: 416-231-3103

The Anglican Church of Canada's Indigenous Healing Fund provides grants of up to \$15,000, and has funded language recovery programs in the past, including one for the Nuxalk Nation in Bella Coola, BC. No application deadlines were given. Information can be obtained from www.anglican.ca/healingfund, or www.anglican.ca/Residential-Schools/healing/guideline.htm, or by contacting :

Esther Wesley
Coordinator of Indigenous Healing Fund
Phone: 416-924-9199, ext. 202
Fax: 416-969-9797
E-mail: ewesley@national.anglican.ca

The Vancouver Foundation supports a wide range of projects that are of benefit to British Columbians. Funded activities often provide a direct service to the community, or take an innovative approach to a community concern. Their six fields of interest are: Animal Welfare; Arts and Culture; Children, Youth and Families; Education; Environment; and Health and Social Development. The Foundation will consider requests for:

- program related projects (i.e., specific, time-limited activity or series of activities designed to meet certain goals)
- capital projects (i.e., construction, renovation or equipment purchases)

Applicants are asked to send in a letter of interest prior to submitting a funding proposal. Proposals are considered the first Friday in January, April and September. More information can be found at:

<http://www.vancouverfoundation.bc.ca/GrantInformation/ApplicationProcessandDeadlines.shtml>

Or by contacting:

Vancouver Foundation
Suite 1200, 555 West Hastings St.
Box 12132, Harbour Centre
Vancouver, B.C. Canada V6B 4N6
Tel: (604) 688-2204
Fax: (604) 688-4170
Email info@vancouverfoundation.bc.ca



The **National Child Benefits Funds** have been used in other communities like Old Massett to support breakfast and lunch programs in schools. For more information on the National Child Benefits Fund, visit:

http://www.nationalchildbenefit.ca/home_e.html

<http://socialunion.gc.ca>

Or call: (819) 994-6313.

The BC Ministry of Children and Families announced a number of new funding initiatives in February, 2005, including:

BC Early Childhood Education Bursary:

A time-limited award to assist eligible students currently enrolled in early childhood education programs at recognized educational institutions. The Bursary provides eligible students with \$200 for each eligible course, covering the period of study from January 1, 2005 to August 31, 2005. Deadline for application is March 15, 2005.

Child Care Provider Professional Development & Training Fund:

A time-limited funding program to assist organizations to host training activities for child care providers. The Fund provides up to \$25,000 for each eligible professional development/training activity. Project activities must take place before December 31, 2005. Deadline for application is March 15, 2005.

Child Care in Multicultural & Aboriginal Communities Fund:

A time-limited funding program to promote increased awareness and accessibility of child care programs in multicultural and aboriginal communities. The Fund provides up to \$25,000 for each eligible project. Project activities must take place before December 31, 2005. Deadline for application is March 15, 2005.

Operating Funding Program:

The operating funding is intended to assist eligible licensed group and family child-care providers with the cost of providing care.

Capital Funding Program

The Child Care Capital Funding Program has three components: [Major Capital Funding](#); [Minor Capital Funding](#); and [Safe Play Space Program](#)

Major Capital Funding for Creation of New Child Care Spaces helps communities create new licensed group child care spaces that help meet the needs of B.C. families. Under this program, child care facilities may receive funding for buying equipment, building, renovating or expanding the capacity of existing child care facilities to create new child care spaces.

Minor Capital Funding for Emergency Repair, Replacement and Relocation helps licensed group child care providers maintain quality services for families in their communities. Under this program, child care facilities may receive funding to help them meet provincial licensing requirements related to upgrading or repairing existing facilities, or assisting with moving costs.



The Safe Play Space Program is a new initiative under the Child Care Capital Funding Program that helps licensed non-profit group child care providers to upgrade or replace outdoor playground equipment to meet the current CSA standards. Under this program, child care facilities receive minor capital funding to help them meet provincial licensing standards.

Child Care Subsidy

The Child Care Subsidy is a [monthly payment](#) that helps British Columbian families with low incomes meet the costs of child care. The Child Care Subsidy can be used to help pay for the following types of care: licensed or license not required family child care facilities; licensed group child care centres; licensed out-of-school programs; licensed preschool programs; the child's own home.

Application guidelines and more information for all of the above programs can be found at: <http://www.mcf.gov.bc.ca/childcare/providers.htm> or call toll-free 1-888-338-6622 anywhere in the province.



B. LAND USE PLAN

The Skidegate Land Use Plan is represented on the Land Use Plan Map (**Figure B.1**) which is shown on page B-4. This Map identifies the preferred land uses for all the lands under the direct jurisdiction of the Skidegate Band Council. The Land Use Plan was developed after careful consultation with the Band Council, the community and based on an assessment of the Band's current and future community development requirements. The Land Use Plan should be used to guide the Band Council and the community as they make physical and capital development decisions over the next 5 years.

The Skidegate Land Use Plan, Land Use Goals, General Development Policies and Land Use Designations were formulated from the following principles:

- *reflect current planning practice;*
- *address the community's physical development needs and expectations;*
- *acknowledge physical development constraints and opportunities;*
- *recognise the land use decisions implemented in the **1997 Physical Development Plan**; and*
- *incorporate the comments and input provided by the Skidegate Band Council and the community.*

Section B-2 of the Comprehensive Community Development Plan contains a number of **Land Use & Development Policies** that should be referenced when reviewing the **Land Use Plan** and associated land use recommendations.

B1.1 GOALS OF THE LAND USE PLAN

The Skidegate Land Use Plan is based on the following Goals that form the foundation for each of the Land Use Designations shown on the Land Use Map. These Goals should be reviewed regularly to confirm their validity and to confirm that physical and capital development decisions are meeting the needs of the community.

- A. To respect existing land uses and the overall patterns of land use throughout the community;
- B. To provide sufficient residential land to meet the Band's 10 year housing needs (*in order to meet this goal, a Second Reserve Expansion Process must be implemented*);
- C. To identify suitable lands for new community facilities taking into account the community's current and forecasted needs;
- D. To ensure that sufficient amounts of suitable lands are set aside to accommodate anticipated new commercial and light industrial development;
- E. To protect lands that have cultural, spiritual and/or historical significance;



- F. To protect lands with environmental significance including wetlands, watercourses and lands that support wildlife habitat;
- G. To protect lands that support the community's domestic water supply including the entire Slarkedus Lake and Creek Watershed;
- H. To provide for the proper protection from environmental hazards;
- I. To make the most efficient use of the Band's physical infrastructure systems;
- J. To make the best use of the Band's existing road network; and
- K. To encourage future development to proceed in the most effective, efficient and orderly manner possible.

B1.2 GENERAL DEVELOPMENT PRINCIPLES OF THE LAND USE PLAN

In addition to the Goals of the Land Use Plan, the following general development principles have been developed to guide in the implementation of the Land Use Plan.

Principle 1

Ensure that all new development does not negatively affect existing community values, amenities, services, health or environmental quality.

Principle 2

Ensure that an adequate supply of serviced land is available for anticipated development and that new land development is consistent with the intent of this Land Use Plan.

Principle 3

Acknowledge the varied needs and expectations of the community by maintaining a reasonable level of flexibility in the implementation of the Land Use Plan.

Principle 4

Require that new residential, commercial, light industrial and community facilities achieve a desirable standard of development that includes visual appeal and integration with surrounding land uses.

B1.3 LAND USE REQUIREMENTS

The Skidegate Band Council, program staff, and the community identified a number of fundamental land use requirements that must be incorporated in the Skidegate Land Use Plan. These are summarised as follows:

- ensure that proposed and identified development initiatives, including new residential subdivisions, commercial projects, and community and cultural projects are reflected in the Land Use Plan;

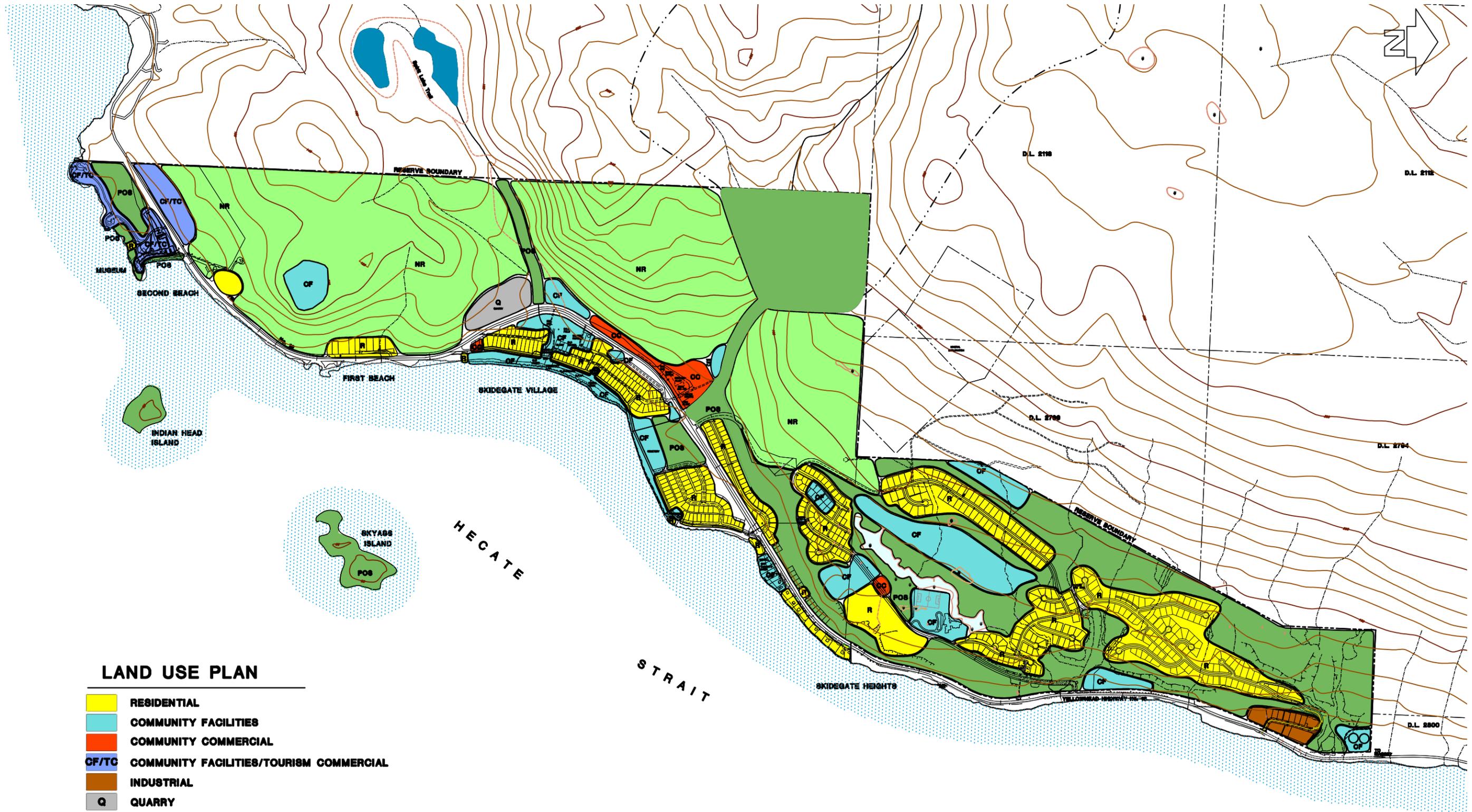


- identify lands suitable for new low density residential development that can be developed in a form consistent with existing residential development in terms of layout, access and serviceability;
- identify lands suitable for expanded community commercial development in easily accessible and serviceable locations, especially along the west side of Highway 16;
- identify lands suitable for new community facilities (indoor and outdoor) that are accessible to the entire Community, that are on sites that are appropriate for multi-use, and where support infrastructure such as parking is already in place or can be shared with other users, including Skidegate Village and at Second Beach;
- identify lands for a future healing centre;
- identify lands that should not be developed due to known physical constraints including steep slopes, surface drainage features, poor soils and/or poor drainage; and
- identify lands of environmental or cultural significance that should be protected from development.

B1.4 LAND USE DESIGNATIONS

The Skidegate Land Use Plan, shown on the following page, has a total of eight distinct Land Use Designations:

<i>R</i>	<i>Residential</i>
<i>CF</i>	<i>Community Facilities</i>
<i>CC</i>	<i>Community Commercial</i>
<i>TC/CF</i>	<i>Tourism Commercial/Community Facilities</i>
<i>I</i>	<i>Industrial</i>
<i>Q</i>	<i>Quarry</i>
<i>POS</i>	<i>Protected Open Space</i>
<i>NR</i>	<i>Natural Resource</i>



LAND USE PLAN

- RESIDENTIAL
- COMMUNITY FACILITIES
- COMMUNITY COMMERCIAL
- COMMUNITY FACILITIES/TOURISM COMMERCIAL
- INDUSTRIAL
- QUARRY
- PROTECTED OPEN SPACE
- NATURAL RESOURCE

0 50 100 200 400 metres
Scale : 1 : 5,000

**SKIDEGATE BAND COUNCIL
COMPREHENSIVE COMMUNITY
DEVELOPMENT PLAN
LAND USE**

DNA
David Naimo + Associates
Project 3922

May 2005
FIGURE B-1



Following is a general description of each Land Use Designation including the *Intent* of the use and a description of *Preferred Uses* that can be undertaken in each Land Use Designation.

Physical infrastructure works, including reservoirs, fire halls, and water and sewage treatment facilities, can be developed in all eight land use designations.

B1.4.1 RESIDENTIAL - R

Intent

The intent of the *Residential* designation is to encourage the development of mainly single family housing to meet the majority of the community's housing needs into the future. This designation covers existing residential development across from Second Beach, at First Beach, in the Village, the 4th Avenue Subdivision, along the Highway and in Skidegate Heights as well as the newer residential development sites to the north of Skidegate Heights within the Reserve Expansion lands including the Skidegate Properties, Skidegate Mountain, Ocean View and Skidegate Vista Subdivisions.

Preferred Uses

The preferred uses to be developed in the *Residential* designation include:

- single family houses
- special needs & elders housing
- manufactured homes (single-wide & double-wide)
- two-family housing (duplex)

Manufactured Homes

The siting and installation of Manufactured Homes should generally conform to the development of more traditional single family housing, and should meet the following general criteria:

- wheels should be removed;
- the underside of each manufactured home should be completely screened from view by a foundation or skirting.

Home Based Businesses in Residential Areas

Home based businesses, or small businesses operating out of a house, are allowed and encouraged in *Residential* areas as long as they do not create problems for their neighbours such as excessive noise, odours, unsightly outdoor storage, overflow parking, or excessive car/truck traffic.

Neighbourhood Playgrounds in Residential Areas

It is strongly recommended that the Band Council consider the development of several "neighbourhood playgrounds" at various locations throughout the *Residential* areas to



address an existing need for these types of recreational facilities. A reasonable standard is ensuring that a small playground be developed for each 30 to 40 houses. Based on this standard, the Band should develop approximately 7 to 8 new playgrounds throughout the Community. The Band Council should also ensure that all new residential subdivisions include playgrounds. Proposed locations for new neighbourhood playgrounds are presented in **Figure C-1** in the Capital Plan section of the CCDP.

B1.4.2 COMMUNITY FACILITIES - CF

Intent

The intent of the **Community Facilities** designation is to set aside sufficient lands to meet the community's existing and future community facility needs. This designation covers existing community facilities including those at Second Beach, in Skidegate Village, the Elementary School, and the Naa Kyaa Jus Elder's Complex. Additional community facility lands have been designated for a future healing centre above First Beach as well as lands in Skidegate Heights for additional outdoor recreational uses.

Preferred Uses

The preferred uses to be developed in the **Community Facilities** designation include:

- indoor facilities intended to meet the recreational, athletic, cultural, spiritual, administrative, health care, and political needs of the Skidegate community
- indoor cultural facilities intended to be patronised by visitors to Skidegate and Haida Gwaii
- outdoor community and recreation facilities including cemeteries, playing fields and athletic facilities, primarily intended to meet the needs of the Skidegate community

B1.4.3 COMMUNITY COMMERCIAL - CC

Intent

The intent of the **Community Commercial** designation is to set aside sufficient lands to meet the community's existing and future commercial development needs. This designation covers existing commercial development including the Long House Gift Shop, Taaw Naay Gas Bar, Gwaii Co-op, and Raven Centre. This designation also identifies additional vacant **Community Commercial** lands including lands between the Gwaii Co-op and the Gas Bar, above the Gwaii Co-op, the Fish Plant site, lands between Slarkedus Creek and Skidegate Heights Road, lands along the Highway south of the Taaw Naay Gas Bar, and lands south of Mission Creek including the quarry site.

Preferred Uses

The preferred uses to be developed in the **Community Commercial** designation include:

- retail shops, rental shops, and offices
- restaurants and cafes



- bowling alleys and arcades
- hardware stores, building supplies, and repair shops
- service stations and car washing businesses

B1.4.4 /TOURISM COMMERCIAL/COMMUNITY FACILITIES – TC/CF

Intent

The intent of the **Tourism Commercial/Community Facilities** designation is to set aside sufficient lands to meet potential community facility and tourism commercial development demands and initiatives associated with Second Beach and the Qay'lnagaay Heritage Centre. Development in this designation is intended to meet the needs of the travelling public as well as the needs of Haida Gwaii. This designation identifies potential locations for new Community Facility/Tourism Commercial development including the lands on both sides of the Highway near Second Beach.

Preferred Uses

The preferred uses to be developed in the **Tourism Commercial/Community Facilities** designation include:

- cultural, spiritual and community gathering facilities
- hotels, motels and recreational vehicle operations
- bed and breakfast lodging
- restaurants and cafes
- retail shops
- tour operators
- health care and assisted living facilities
- fish processing and marina facilities

B1.4.5 INDUSTRIAL - I

Intent

The intent of the **Industrial** designation is to set aside sufficient lands to meet potential *industrial development* demands and initiatives. Industrial development is intended to meet the needs of the local community. This designation identifies the existing Skidegate Industrial Site near the northern boundary of the Reserve next to the Highway.

Preferred Uses

The preferred uses to be developed in the **Industrial** designation include:

- car and truck repairs
- contractors and service establishments
- light manufacturing including sawmills and other forestry-related uses



- warehousing, storage and supply depots
- building supply establishments

Provincial Restrictive Covenant

The designated **Industrial** sites are located in the Reserve Expansion lands. As part of the transfer of lands, the Province placed the following Restrictive Covenant on the Reserve Expansion lands that must be respected in the development of these lands:

- (f) 1. *You will not construct, erect or maintain any improvements on the land within 45 metres of the natural boundary of the sea nor at an elevation where the underside of the wooden floor system or top of pad of any such improvement is less than 1.5 metres above the natural boundary of the sea and this restrictive covenant is in favour of the province and shall be registered as a charge against the land under Section 215 of the Land Title Act.*

B1.4.6 QUARRY - Q

Intent

The intent of the **Quarry** designation is to set aside those lands that are currently being used as a source of aggregate/rock materials, including potential expansion opportunities. An area west of the Highway and south of Mission Creek is designated as **Quarry**. Any developments within the lands designated as **Quarry** should follow proper environmental management procedures, including the maintenance of proper setbacks from all watercourses (including Mission Creek), as well as setbacks from other types of land use. It is recommended that a Quarry Development and Management Plan be completed to guide the continuing use and development of the Highway 16 quarry. The Management Plan should include an assessment of gravel resources (quality and quantity), future expansion options, reclamation, and required capital assets, such as a scale.

Preferred Uses

The preferred uses to be developed in the **Quarry** designation include:

- quarry development
- gravel pit development

B1.4.7 NATURAL RESOURCE - NR

Intent

The intent of the **Natural Resource** designation is to set aside those lands that have potential for carefully managed natural resource development initiatives, such as selective logging or woodlot development. Most of the lands above First Beach, Second Beach and the Village have been designated as **Natural Resource**. Any developments within the lands designated as **Natural Resource** should follow proper environmental management procedures, including the maintenance of proper setbacks from all watercourses (including Mission and Slarkedus Creeks), as well as setbacks from other types of land use.



Preferred Uses

The preferred uses to be developed in the **Natural Resource** designation include:

- selective logging
- woodlot development
- walking trails

B1.4.8 PROTECTED OPEN SPACE - POS

Intent

The intent of the **Protected Open Space** designation is to set aside those lands that should not be developed due to physical development constraints such as steep and/or unstable slopes and poor soil conditions, or lands that have unique environmental, cultural or spiritual attributes that should be protected. The **Protected Open Space** designation also covers lands within the Slarkedus Creek watershed above the Community's water system intake structure, as well as lands encompassing Mission and Slarkedus Creeks.

While not currently in the Band's jurisdiction, the Land Use Plan designates Indian Head Island, Skyass Island, and the lands east of Highway 16 that encompass the Balance Rock site, as **Protected Open Space**. The intent is to indicate to all levels of government, their ministries and agencies that these lands are considered to have cultural and spiritual significance, and should be protected from all development activity pending resolution of the Land Claims process. As well, the lands that comprise the off-Reserve portion of the Slarkedus Lake and Creek Watersheds are considered to be critical to maintaining the viability of the community's water system.

Preferred Uses

The preferred uses to be developed in the **Protected Open Space** designation include:

- walking trails
- measures to protect cultural and spiritual sites



B2.0 LAND USE & DEVELOPMENT POLICIES

This Section of the Comprehensive Community Development Plan contains a range of land use and development policies designed to implement the goals, principles and intent of the *Skidegate Land Use Plan*, described in **Section B-1**.

B2.1 INTRODUCTION

The land use and development policies guide the way in which *development* throughout Skidegate will be encouraged, managed and directed. The overall objective of these land use and development policies is to ensure that *development* of all kinds best meets the existing and future needs of the Community in a fair and objective way.

B2.2 IMPLEMENTATION OF THE LAND USE POLICIES & GUIDELINES

The best policies and guidelines are meaningless without a clear statement as to how they will be implemented and who will be responsible for their management and administration. The Skidegate Band Council, through its Administration, will assume overall responsibility for the implementation of the land use policies and development guidelines.

B2.2.1 Administration of the Land Use & Development Policies

The SBC Administration will be responsible for the day to day administration of the Band's land use and development policies. Tasks to be performed by the Administration may include the following:

- on-going monitoring of the Land Use Plan and its supporting goals, objectives and implementing policies is carried out to ensure that they remain relevant and valid, and if not, recommend the appropriate changes;
- provide regular briefings to the Skidegate Band Council and the Community on the progress of the Land Use Plan and Policies
- provide information about the Land Use Plan and Policies to Community residents and outside interests when required
- work with individuals and groups who have potential development ideas explaining how the Land Use Plan and development policies work including the identification of potential sites for the project
- provide advice to individuals and groups in the preparation of formal development proposals
- evaluate development proposals and prepare recommendations for the Band Council's consideration and decision



- draft leases and rental agreements, with the assistance of legal counsel, for the Band Council's consideration and decision

These tasks are additional to the existing day-to-day responsibilities of the SBC Administration. The Skidegate Band Council should provide the Administration with the resources necessary to function effectively in undertaking these responsibilities, including funding and staffing. As it is difficult to estimate the potential impact on the Administration's existing resources, it is critical that additional demands, if any, be monitored and addressed by the Band Council.

B2.3 LAND ALLOCATION & DISPOSITION

In general, the Skidegate Reserve land base is under the jurisdiction of the Skidegate Band Council. The use and development of those lands are subject to the Band Council's Land Use Plan and implementation policies and guidelines. These policies and guidelines also deal with the way that land will be made available to individuals and businesses for community commercial, tourism commercial, light industrial, or natural resource development. It has been assumed that lands designated for residential and community facility uses will remain under the direct control of the Skidegate Band Council.

B2.3.1 Principles for Land Allocation & Development

The Band Council has adopted a basic set of principles to guide decisions about commercial, industrial, quarry and natural resource development projects that require Band land. These basic principles, or goals and priorities, provide a more clear understanding to the Community and prospective project developers about the Band's expectations for such projects. The following principles are **not** in order of priority or preference.

- A. *The Band supports projects that maximize employment opportunities for the Community;*
- B. *The Band supports projects that maximize revenue to the Band from the lease/rental of Band land;*
- C. *The Band supports projects that will maximize income for the business owner;*
- D. *The Band will not provide "gifts of land", but rather will enter into a legal agreement with the business owner;*
- E. *The Band supports projects that pose minimal potential risks to the Band;*
- F. *The Band supports projects that protect and enhance the natural environmental features of the Community and Haida Gwaii as a whole.*

Notwithstanding the above-noted principles, priority will be given to business proposals from Community members and/or businesses over proponents from outside the Community.



B2.3.2 Land Allocation Process for Commercial, Industrial, Quarry or Natural Resource Purposes

First and foremost, the Band will not give away land for free. The Band fully expects to allocate lands for commercial, industrial, quarry or natural resource purposes on a lease or rental basis only to ensure that the Band, as a whole, benefits from the use and development of the land. In principle, the Skidegate Band Council will consider the allocation of land to the following in order of priority:

- A. Haida Individuals and Businesses*
- B. Non-Haida Natives and/or Non-Native Community Members*
- C. Joint Ventures with Haidas*
- D. Non-Haidas*

Lands will be allocated, in a fair and objective way, to prospective businesses based on the following general criteria:

1. The proponent has prepared a complete project proposal which clearly indicates the proposed use for the site;
2. The proposal addresses one or more of the Band Council's principles for land allocation and development, and clearly states the benefits that will accrue to the Community, in terms of employment, revenues or the provision of needed services or products;
3. The proposal conforms to the Land Use Plan;
4. The proposal conforms to the Land Use and Development Policies;
5. The proposal provides a reasonable basis to negotiate an acceptable rental or lease agreement;
6. The proposal includes a business and marketing plan prepared according to generally accepted standards;
7. Where deemed necessary and appropriate, the proposal includes an environmental impact assessment.

Section B2.7 - Development Approval Process, provides a more detailed explanation of what items are expected to be included in a formal Project Proposal.

B2.3.3 Land Tenure Options

As noted above, a basic Band Council principle is that land for commercial, industrial, quarry and natural resource purposes will not be given away by the Band. Having said that, the Band Council appreciates that a balance must be achieved between protecting the interests of the Community as a whole, including its non-renewable land base, and creating a positive environment for economic development initiatives that will generate employment and wealth in the Community.



The Skidegate Band Council will consider two land tenure options to meet the needs of prospective businesses, namely **lease agreements** or **rental agreements**.

LEASING LAND VERSUS RENTING LAND

Every development idea or proposal will likely have unique issues and requirements for an “ideal” form of land tenure. The Skidegate Band Council will consider either Lease Agreements or Rental Agreements. The main differences between a lease agreements and a rental agreement are summarised in the following table:

Form of Tenure	Length of Agreement		Kind of Activity Planned	
		<i>Example</i>		<i>Example</i>
Lease Agreement	<i>Long Term</i>	1 year plus	<i>Permanent</i>	Construct a building
Rental Agreement	<i>Short Term</i>	less than 1 year	<i>Temporary</i>	Activity is transportable to another site

The following discussion may assist the Band and a prospective business in deciding whether to pursue a lease or a rental agreement.

In general, **lease agreements for land** will be considered where:

- access to the land is generally anticipated to be greater than five years, but at least in excess of one year (i.e.: development of a diesel mechanics garage and shop)
- the level of certainty and security is expected to be greater for both the Band and the business (i.e.: a comprehensive business plan has been developed)
- the level of capital investment and improvements to the property are expected to be significant and not readily transportable to another location (i.e.: the business owner expects to erect a building on the site)
- the proposed activity is considered to be “permanent”
- access to potential mortgage financing is required
- the Band Council may decide, on a case by case basis, to “designate” the land and will participate in the execution of the lease agreement if it is for a period of at least five years

In general, **rental agreements for land** will be considered where:

- access to the land is anticipated to be for no more than five years
- the level of capital investment and improvements to the property are expected to be minimal and are easily transportable to another location (i.e.: the business owner plans to install portable machinery)
- the proposed activity is considered to be “temporary” or short term in nature (i.e.: the business owner plans to operate a mushroom buying operation for 2 months)
- no outside financing is required nor anticipated



- the Band is prepared to enter into an agreement directly with the business with no involvement of INAC

B2.3.4 Land Tenure Agreements

Gwaalagaa Naay Corporation has been given the responsibility to draft lease or rental agreements for the consideration of the Skidegate Band Council. In executing this responsibility, the Corporation may seek the assistance of legal counsel. Gwaalagaa Naay Corporation has the authority to negotiate the details of the draft agreements on behalf of the Skidegate Band Council. Gwaalagaa Naay Corporation does not have the authority to sign agreements unless specifically directed to by the Skidegate Band Council or in cases where Gwaalagaa Naay Corporation has a head lease already in place.

Basis For Potential Agreements

Each lease or rental agreement will be unique, based on the requirements and expectations of the Band and the business. Lease or rental agreements for land may be based on one or more of the following factors:

- ***Development & Servicing Costs Plus Land Rental***
The agreement is based on a formula that accounts for the costs to develop the site (including design and construction), an estimate of the annual servicing costs, and a land rental fee. This approach may be appropriate where a multi-site development (i.e.: an industrial subdivision) is constructed by one body (i.e.: Gwaalagaa Naay Corporation) and individual sites are “sub-leased” to individual businesses with each business paying a pro-rated lease fee based on their land requirements.
- ***Appraised Value of the Land***
The agreement is based on the value of the land and the length of the term of the agreement. For example, the agreement may require that a certain fraction of the value of the land be paid to the Band each year with a provision that the agreement be reviewed (i.e.: every 5 years) to reflect any changes in the value of the land.
- ***Potential Employment Created***
The agreement is based on the potential employment and training benefits that may accrue to the Community. For example, the Band may decide that the employment and training benefits are of such significance that the potential land lease or rental revenue based on the land’s appraised value can be reduced.
- ***Level of Capital Investment***
The agreement acknowledges the significant level of capital investment proposed and may reduce potential land lease or rental revenue for an the initial period (i.e.: 3 years) to permit the business/development sufficient time to get established.
- ***Percentage of Gross Revenues from the Proposed Activities***
The agreement may require the business to remit a percentage of the gross revenues of the business to the Band instead of or in addition to the lease or rental revenue.



Potential Conditions

Additional considerations with respect to potential lease or rental agreements will include some or all of the following:

1. *Transfer of lease or rental agreements to family members;*

Generally, the agreements will be non-transferrable. However, in the event of illness or death in the family, the agreement will allow the business to be transferred to a surviving family member, or another person that may be designated in a will, to continue operating the business as originally intended in the lease or rental agreement.

2. *The Band will consider the renewal of lease or rental agreements;*

The agreement may include a renewal clause that provides an opportunity for the business to continue on the land and an opportunity for the Band to review the conditions of the agreement.

3. *Failure to comply with the conditions of a lease or rental agreement will void the agreement and the lands will revert back to the Band;*

The Band may conclude, after a reasonable period of time, that the business has failed or is unable to comply with the conditions of the agreement and may require that the land be returned to the Band. Some reasons for an agreement to be voided include:

- actual use is different from the intended use
- the use is resulting in degradation to the environment
- the business is not making reasonable efforts to achieve the financial or employment conditions and objectives in the agreement

4. *Capital investments or improvements must be approved by the Band Council;*

The Band Council must be assured that any proposed capital investments or improvements on what is ultimately Band Land are appropriate and meet the Band's development standards and land use policies. For example, the physical appearance of a development must not detract from its surroundings.

5. *In the case of a multi-year lease agreement, proposed development of the land must be completed within 12 months of the start of the lease or the lease becomes void and the land reverts back to the Band;*

The Band must be assured that land that is leased for a long term is developed for its intended use within a reasonable period of time. This condition will also provide an indication to the Band that the business has sufficient financial resources to in fact undertake what it has promised to do on the Band's land.

6. *Ceasing operations may resulting in the voiding of the agreement.*

If a business ceases to operate according to the original intended use, the Band will, within a reasonable period of time (i.e.: 6 months) void the lease or rental agreement and take back the land. In the case where the business has constructed capital improvements on the site, the Band Council may seek legal advice as to the



disposition of these assets. The objective of putting this clause in the agreement is to avoid the situation where valuable Band land is not being used but is tied up through a lease or rental agreement.

- 7. *Off-site servicing extensions are the responsibility of the business/developer.***
In some instances, services will have to be extended to a new development site. In general, the business/developer will be responsible for extending these services which may include water, sewer, roads and hydro. The business/developer must construct all services to INAC/Band standards. Once constructed, these services will revert to Band ownership. The Band reserves the right to hire outside consultants to review and inspect all construction works at the cost of the business/developer.
- 8. *Businesses will be subject to user fees for water, sewer & garbage removal services.***
Businesses that are connected to the Community's water and sewer services will be subject to user fees. The amount of the user fees will be based on the Band's current fee structure.

Renegotiation of Lease or Rental Agreements

The Skidegate Band Council will consider renegotiating lease or rental agreements where the business can demonstrate that after making reasonable and concerted efforts, it is unable to meet some or all of the conditions in the agreement.

B2.4 GENERAL DEVELOPMENT POLICIES

The Skidegate Band Council is concerned that new projects are developed according to acceptable standards and do not create problems for surrounding uses or impact on the environment. Without such standards, the Community risks having developments that result in problems such as:

- poor quality buildings that may pose hazards for the occupants or may not be suited for the local area
- dangerous vehicle and pedestrian circulation due to insufficient parking and loading spaces
- stream-course damage due to improper building practices

To avoid these potential problems, the Skidegate Band Council has adopted a number of general development policies that will apply to all development in all land use designations. The Band Council's over-riding objective is to ensure that new development is done safely and to an acceptable standard.

B2.4.1 Building Codes

All new buildings must be constructed in accordance with the latest edition of the National Building Code. The National Building Code will provide the Band with the best protection and ensure that new buildings in the Community are constructed to the highest standards. This Building Code also clearly describes the ways to administer the Code and who should be involved.



B2.4.2 Protection of Creeks and Watercourses - Siting Requirements

Skidegate is criss-crossed by many creeks and watercourses. The protection of these natural water features is critical for the following reasons:

- in the case of Slarkedus Creek, and its tributaries, this water course is the Community's main water supply and must be protected from any type of development;
- the natural water features provide a natural drainage system which is very important in a high rainfall, steep environment such as Skidegate; even those water features that are seasonal in nature should be protected from development because in high rainfall events, they will collect and channel drainage away from developed areas;
- the water features also provide critical fish-bearing and rearing habitat as well as providing habitat for wildlife.

The Skidegate Band Council places a high priority on the protection of its natural creeks and watercourses, including those watercourses that are considered to be seasonal in nature. In order to protect these features, the Skidegate Band Council has adopted the **"Land Development Guidelines for the Protection of Aquatic Habitat"** (1993), published jointly by the Provincial Ministry of Environment, Lands and Parks and Fisheries and Oceans Canada. These guidelines are described in the following figures.

Where a watercourse is reasonably well-defined and does not have steep banks, a 15 metre "leave strip" from the high water mark of a watercourse must be protected from any development activities (**Figure B.2 below**). Leave strips are generally described as the area of the watercourse, including any side channels and associated banks. Leave strips also helps to protect development from flooding impacts.

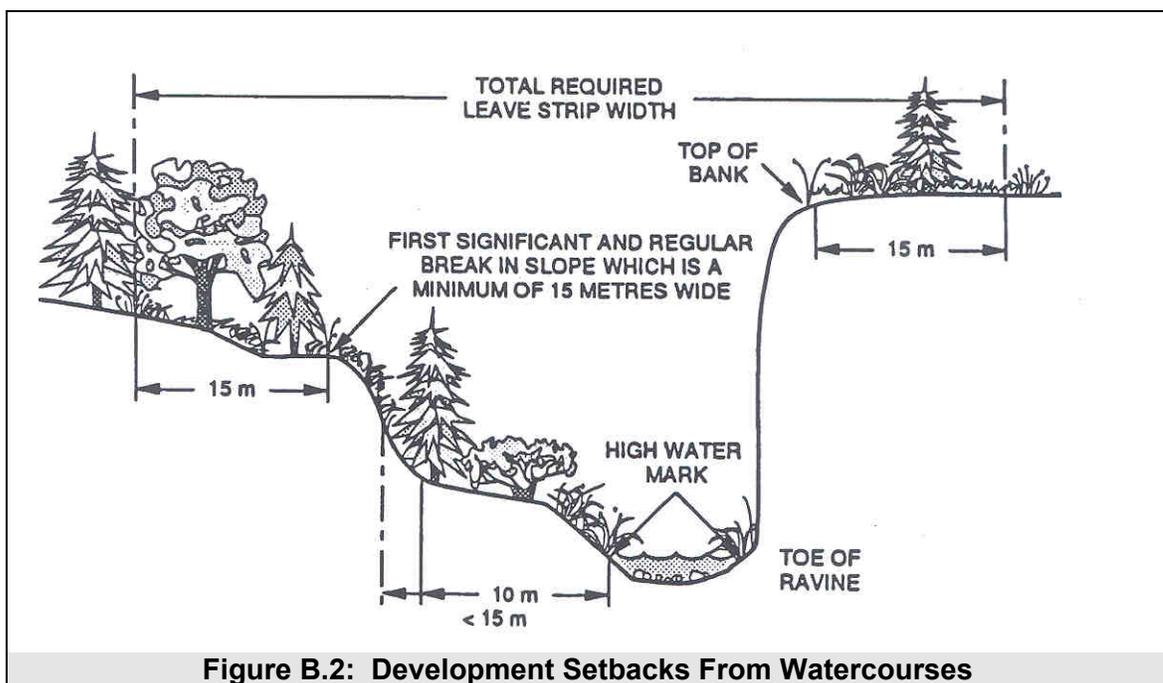


Figure B.2: Development Setbacks From Watercourses



Where a watercourse is located in steep sloped areas, a 15 metre “leave strip” from the top-of-bank must be protected from any development activities (**Figure B.3 below**).

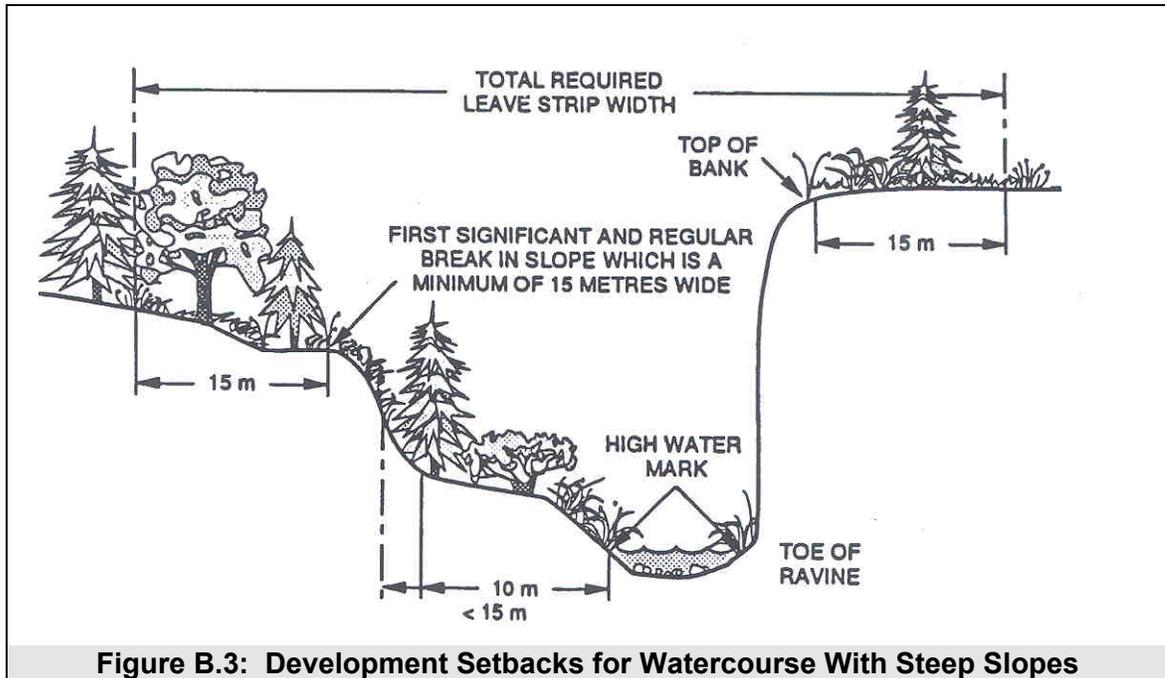


Figure B.3: Development Setbacks for Watercourse With Steep Slopes

In addition, to the above-noted development guidelines, an application for development must indicate proposed measures:

- to control potential sedimentation of nearby watercourses; and
- to control potential erosion on steep slopes and/or where vegetation is to be removed.

B2.4.3 Other Development Siting Requirements

In addition to the environmental protection setbacks, the Skidegate Band Council has adopted the following development siting guidelines to protect wildlife, archaeological sites and to ensure a safe fire protection separation between buildings.

Setbacks From Eagle’s Nests

The Skidegate Band Council requires that a minimum 100 metre setback be protected around an eagle’s nest and that no development is permitted within this setback area. As well, noise and other potential disturbances should be avoided when the nest is occupied.

Setbacks From Heron’s Nests

The Skidegate Band Council requires that a minimum 100 metre setback be maintained around a heron’s nest or identified heron roosting sites and that no development is permitted within this setback area. As well, noise and other potential disturbances should be avoided when the nest or roosting area is occupied.



Setbacks From Archaeological Sites

Development activities are prohibited in or near known archaeological sites. The Skidegate Band Council will specify the required development activity setback from known or newly discovered archaeological sites.

The Skidegate Band Council must be notified immediately if archaeological sites are uncovered and all development activity on or about the site must cease immediately.

Minimum Separation Between Buildings

A minimum, unobstructed separation of 8 metres is required between commercial, light industrial and community buildings to permit easy fire vehicle access and to ensure privacy as well as air circulation and natural light. Minimum separation between residential buildings are identified in **Table B.2: Residential Development Siting Requirements**.

B2.4.4 Off-Street Parking & Loading

Parking and loading requirements are put in place to avoid potential problems such as:

- problems for adjoining properties, including spill-over parking and commercial vehicle traffic;
- dangerous vehicle circulation situations, including blocked accesses for emergency vehicles;
- hazards for pedestrians, included blocked sidewalks and pathways.

Parking & Loading Requirements

The SBC requires that new development must provide sufficient parking and loading spaces, on the proposed development site, as specified in **Table B.1**.

Table B.1: PARKING & LOADING REQUIREMENTS		
<i>Type of Development or Use</i>	<i>Vehicle Parking Spaces</i>	<i>Vehicle Loading Spaces</i>
Single & Two Family Dwellings Multi-Family Dwellings ¹	1 per unit 1.25 per unit	Not Applicable
Community Facilities ²	1 per 15.0 m ²	1 per 300 m ²
Elementary Schools	2 per classroom	1
Health Care Facilities	1 per 30 m ²	
Retail Shops & Offices	1 per 40.0 m ²	1 per shop
Supermarkets	1 per 30.0 m ²	1 per 250 m ²
Hotels	0.5 per room	1
Motels	1.0 per unit	1
Bed & Breakfasts	1.0 per unit	Not Applicable
Restaurants & Cafes	1 per 4 seats	1
Industrial	1 per 75.0 m ²	1 per loading door

¹ Includes Elders and Special Needs Housing Facilities

² Includes Community Halls, Recreation Facilities



Other Requirements

The Skidegate Band Council has adopted additional off-street parking requirements:

- A. Dismantled or wrecked vehicles cannot be left on a residential lot, site or street for more than fourteen (14) days;
- B. All non-residential facilities must provide bicycle racks;
- C. Commercial/industrial vehicles weighing in excess of 18,000 kg cannot be kept on residential lot, site or street for longer than is reasonably necessary to load or unload the vehicle.

B2.4.5 Requirement for Services

The Skidegate Band Council requires that lands to be developed for residential, commercial or community facility uses must be provided with water and sewer services, road access, hydro and telephone. These services must be designed and constructed to meet INAC/Band Council standards. Proposed extensions of water and sewer services to new areas must have sufficient capacity to accommodate future development demands. For example, the sizing of watermains should account for potential development demands along the routing of the watermain extension to the proposed development site.

B2.5 LAND USE POLICIES

This Section of the Physical Development contains the Skidegate Band Council's specific policies with respect to the Land Uses identified in the Skidegate Land Use Plan.

B2.5.1 General Land Use Policies

The Skidegate Band Council has adopted a number of general land use policies that apply to the entire Community. These general land use policies will help the Skidegate Community to achieve the principles and goals of the Land Use Plan and protect the interests of all residents in the Community.

New Development Must Conform To Land Use Plan

All new development must conform to the Skidegate Land Use Plan. Proposals for development that do not conform to the Land Use Plan can be submitted to the Skidegate Band Council for review and an application can be made to change the Land Use Plan.

Existing Development and Use That Does Not Conform To The Land Use Plan

Existing development and land uses that do not conform to the Skidegate Land Use Plan on the date that it is adopted are protected and can remain as is. These existing uses are referred to as "Non-Conforming Uses". However, should any structures be destroyed and/or the use discontinued for more than 12 months, new development and proposed uses of the property must conform to the Skidegate Land Use Plan.



B2.5.2 Residential Land Use & Development

The Skidegate Band Council is concerned that new residential development must meet the following objectives:

- keep pace with the Community's significant housing needs;
- acknowledge that the Community's housing needs are not all the same;
- should be attractive and should be integrated with the natural environmental amenities of the proposed development site;
- should be developed with neighbourhood recreational amenities.

The Skidegate Band Council has adopted the following policies to ensure that the Community's residential land development objectives are achieved.

Housing Use

Housing must be the primary use for any developments within areas designated as **Residential** in the **Skidegate Land Use Plan**. The Skidegate Band Council is concerned that housing be developed for its intended use and not for alternative uses. The Band Council wants to avoid situations where housing is developed in residential areas, often with subsidy assistance, but used for non-housing uses such as office space. Subject to the Skidegate Band Council's policies for home-based businesses, up to 25% of the floor space of the house may be used to operate a home-based business.

Housing Types

Traditionally, the Band has almost exclusively constructed single family houses. This appears to be the preferred choice in the Community, although it may also reflect a perception that only single family houses can be constructed in the Community. However, single family houses may not be the most appropriate type of housing unit to meet every household's need. As well, scarce housing funds and the cost of constructing single family houses has resulted in numerous unfinished houses. Alternatives to the single family house, in some cases, may be a more efficient and productive use of the scarce available housing funds. To address these concerns, the Skidegate Band Council supports the development of alternative housing types that may be better suited to meet the specific needs of certain groups in the Community including Elders and Singles.

As stated in the Skidegate Land Use Plan, the preferred uses to be developed in the **Residential** designation include:

- **Single Family Houses**

Single family houses can range in size from one bedroom to much larger. Generally, the current Skidegate single family houses are two to three bedroom. Single family houses are primarily oriented to families with one or more children. For single people, they may be too large, difficult to maintain and expensive to build to be practical.



- **“Grow” Homes**

Grow homes are most commonly single family houses. A grow home is a home that “grows” with the household living in them. For example, a single family three bedroom house might be constructed, but only the common space, kitchen, one bathroom and one bedroom are finished off for a single person or a couple. As the household grows, additional rooms can be finished off. This can be a very cost effective way of creating housing that people can afford.

- **Special Needs & Elders housing**

Special needs housing is housing which is designed to meet the needs of a specific group. For example, the Community may wish to construct several units which are adapted for people with disabilities which enables them to live more independently than in a house without these adaptations. Elders housing generally refers to housing that is designed and constructed to meet the specific of older people. Elders housing can range from small, self-contained units for people that are very independent to housing designed with various levels of service and care provided, for example, a common dining area. Ideally, elders housing should be developed with a high level of flexibility to accommodate the changing needs of the occupants.

- **Manufactured Homes (single-wide & double-wide)**

Manufactured Homes, sometimes referred to as “mobile homes” are homes that for the most part are constructed in a factory and are shipped, on wheels, to the housing lot where they are finished. Once on the housing lot, the units are placed on a proper foundation, the wheels are permanently removed, and “skirting” is placed around the bottom of the unit. A “double-wide” unit is simply two units joined together. Cost savings can usually be achieved with this type of housing and they can also be an effective solution when the trades necessary to build traditional single family housing are not available.

- **Two-Family Housing (Duplex)**

Two-Family Housing or Duplexes are fairly common. They consist of two housing units which share all or part of a common wall or floor, which separates the units. They can vary in size from one bedroom up to three or four. Duplexes can be particularly attractive to small families or couples without children. They use less land than single family houses while at the same time having separate units and gardens. They can be less expensive per unit to construct than single family houses. They are generally less expensive to run as the common wall reduces heating costs.

Form of Housing Development

While the Skidegate Band Council supports the development of alternative house types, it also wants to ensure that the general form and “look” of the housing development is consistent with the way that the Community’s housing areas have been developed to date. Alternative housing types should “fit” well into single family housing areas and meet the following general development criteria:

- **Height & Rooflines:** The proposed building height for alternative housing types should be consistent with surrounding single family housing and wherever possible, the design of the rooflines should reflect the style and pitch of the roofs of surrounding single family houses;



- **Off-Street Parking:** All new housing development must provide sufficient off-street parking on the lot (refer to **Table B.1: Parking & Loading Requirements**);
- **Concentration:** Concentrating alternative house types in one location should be avoided. Wherever possible, alternative housing types should be integrated with single family housing to avoid the creation of “ghettos”.
- **Manufactured Homes:** Manufactured homes should meet the requirements of the Canadian Standards Association Z240. They should have their wheels removed and placed on a permanent foundation complete with skirting.
- **Lot Size:** Lot sizes for alternative house types should be sufficiently large to contain the housing unit(s) with enough land to accommodate the off-street parking requirements, setbacks from all property lines, outdoor yard space and landscaping.
- **Landscaping & Screening:** Landscaping and screening should be included in the development of alternative house types (i.e. multi-unit developments including Elder’s Housing), especially where off-street parking areas are to be included on the lot, to provide a buffer with adjoining single family houses.

Single Family Residential Lot Sizes

The Skidegate Band Council has determined that the minimum dimensions for new single family residential lots are as follows:

- Minimum Lot Width: 27.4 metres 90.0 feet
- Minimum Lot Depth: 30.5 metres 100.0 feet

Siting Requirements

The Skidegate Band Council is concerned that new housing units are properly located on the housing lot. Specifically, proper house siting will ensure that:

- there is sufficient *fire separation* between houses to avoid the spread of fire from house to house and to provide enough room for fire-fighting activities;
- there is sufficient *air circulation and natural light* between houses;
- there is sufficient separation between houses to promote a sense of *privacy*;
- there is sufficient space for *off-street parking* requirements;
- there is sufficient space on the housing lot for play areas, recreation, smoke houses and accessory buildings.



The Skidegate Band Council requires that all new housing development meet the siting requirements shown on **Figure B.4 below** and described in **Table B.2** on the following page.

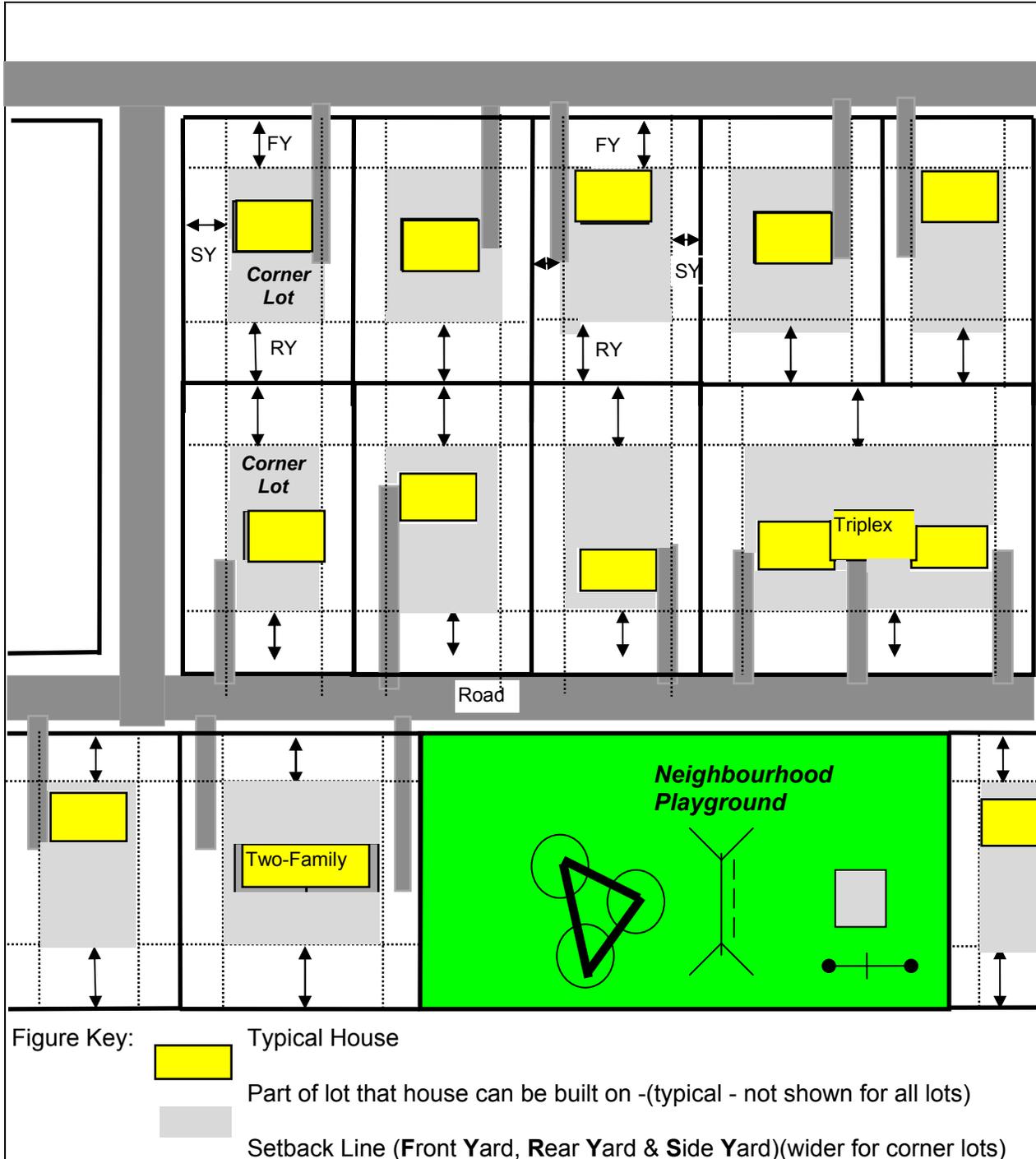


Figure B.4: Residential Development Siting Requirements



Table B.2: Residential Development Siting Requirements						
	Setbacks For Regular Lots			Setbacks For Corner Lots*		
	Front Yard (FY)	Rear Yard (RY)	Side Yard (SY)	Front Yard (FY)	Rear Yard (RY)	Side Yard (SY)
Single Family	6.0 metres	7.5 metres	2.0 metres	6.0 metres	7.5 metres	4.0 metres
Two Family	6.0 metres	7.5 metres	3.0 metres	6.0 metres	7.5 metres	5.0 metres

* Only for the side of the lot facing the street

Siting Requirements - Odd-Shaped Lots

The siting requirements described in **Table B.2** and **Figure B.4** may be relaxed somewhat for odd-shaped lots. However, the general house siting objectives and intent should still be achieved to ensure that a safe separation is maintained between houses, and between houses and the street.

Requirement for Subdivision

The Skidegate Band Council restricts the development of new houses to subdivided lots recognised by the Skidegate Band Council. In other words, new housing cannot be constructed on lands that the Band Council have not formally subdivided or designated as residential building lots.

Requirement for Servicing

The Skidegate Band Council requires that lands designated Residential in the Skidegate Land Use Plan must be fully serviced with water, sewer, roads, drainage and electrical services before new housing development can be started. In other words, housing cannot be constructed on unserviced land.

Landscaping & Tree Removal

The Skidegate Band Council is concerned that the recently developed residential subdivisions at Skidegate Heights on the Reserve Expansion lands have not been effectively landscaped as part of the subdivision construction process. This is of special concern because much of the new development has occurred in areas of steep slopes which are more prone to erosion and surface drainage impacts. To address this concern, the Skidegate Band Council will require that landscaping be included in any new residential subdivision development including the planting of new trees once the “lot pad” and driveway have been completed. The Skidegate Band Council will generally restrict the removal of trees on lands surrounding any new residential development to avoid further potential erosion impacts or unnecessary “blow down”. Where there is sufficient support from the surrounding neighbours to remove trees, the Skidegate Band Council will require assurance that the trees to be removed will not jeopardise the integrity of existing slopes or watercourses. As well, only experienced tree-fallers are allowed to remove trees in residential areas.



Requirement For Small Neighbourhood Playgrounds

The Skidegate Band Council is concerned that there are currently not enough playgrounds in the Community to meet the needs of Skidegate's younger residents. This is the case in the older established areas of the Community as well as in the newer subdivisions that have been developed within the last 5 years. To meet both the existing and future playground needs of the Community, the Skidegate Band Council has adopted the following small playground development policies:

- A. Fully developed small playgrounds must be included in the design and development of all new residential subdivisions in excess of 20 lots
- B. A small playground or "tot-lot" should be developed in all of the Community's existing residential areas with an average of one small playground for every 30 to 35 existing residential lots
- C. The small playgrounds should have a minimum size of approximately 300 square metres (15 metres wide by 20 metres deep)
- D. The small playgrounds should be developed with facilities suited for young children
- E. The small playgrounds should be highly visible and directly front on the street and should be centrally located in the cluster of 30 to 35 lots
- F. The small playgrounds should be fully landscaped with grass and trees
- G. The small playgrounds may include outdoor basketball courts
- H. The small playgrounds should be fenced

Requirement For Multi-Purpose Trails

The Band Council is concerned that a network of multi-purpose trails should be developed to:

- link all areas of the Community
- provide a safe means of access to the proposed Skidegate Elementary School and other future community facilities
- provide access to the natural open spaces
- provide an alternative to vehicle traffic

The Skidegate Band Council has developed the following trail development policies:

- A. A trail network plan should be developed that links all existing areas of the Community including sites or areas with spiritual, cultural or heritage significance
- B. The trail network plan should identify trails that will be designated for pedestrians only and trails that can be used by pedestrians and bicyclists
- C. Motorized vehicles are prohibited from using the trail network except where permission has been granted by the Band Council for the Community's benefit.
- D. Where feasible, new trails should be well graded and easily accessible
- E. The trail network should include rest stops developed with seating facilities



- F. The trail network should include a waterfront trail that connects Second Beach with Balance Rock
- G. Fully developed trails must be included in the design and development of all new residential subdivisions

B2.5.3 Home Based Businesses

The Skidegate Band Council supports Home-Based Businesses as a permitted activity in areas designated as **Residential** in the **Skidegate Land Use Plan**. Home-based businesses are a popular alternative for individuals and families to start small businesses out of their homes. The advantages of home-based businesses usually include lower overhead costs and more flexible child-care possibilities, as well as the fact that many small businesses may not need formal “commercial” space to operate effectively. Businesses are also started in homes where there is no reasonably priced commercial space to rent in the Community that is close to the customers/clients of the business.

While the Band Council supports home-based businesses, it is concerned that the following problems typically associated with home-based businesses be avoided:

- creation of excessive noise and/or odours that impact on neighbouring houses;
- parking problems which overflow onto neighbouring streets or are accommodated all over the property where the business is being carried on;
- the outdoor storage of materials associated with the business; and
- unsightly accessory buildings that do not “fit” within the residential character of the neighbourhood.

In principle then, the Skidegate Band Council supports and encourages the creation of home-based businesses as long as they do not negatively impact on the residential character of the neighbourhood and surrounding residents.

Types of Home-Based Businesses

The Skidegate Band Council’s objective is to be flexible in the regulation of home-based businesses as long as they do not create problems in their neighbourhoods. The Skidegate Band Council supports and encourages the following types of home-based businesses:

- A. dressmaking, tailoring, home cooking, preserving and similar home crafts;
- B. family day care operation;
- C. bed and breakfast -*subject to meeting the Skidegate Band Council’s policies for bed and breakfast operations*
- D. secretarial services;
- E. professions including accounting, bookkeeping, technical drafting;
- F. taxi service;
- G. building trades;



- H. the manufacture of novelties, souvenirs and handicrafts;
- I. the purchase, collection and selling of stamps, coins, and like articles;
- J. alternate school;
- K. individual instruction to music students;
- L. writing, painting or other individual professional artistic callings;
- M. the carrying out of minor repairs to domestic equipment normally used within dwellings;
- N. horticulture, whether in the open or in a greenhouse.

The Skidegate Band Council may approve similar uses not specifically identified in the above-noted list of types of home-based businesses.

Restrictions on Home-Based Businesses

The Skidegate Band Council has adopted the following restrictions on home-based businesses to protect the interests of neighbouring residents.

- A. All home-based businesses must be “registered” with the Skidegate Band Council;
- B. A home-based business shall not be operated by anyone other than the family living in the house and one (2) other persons;
- C. The use of a house for a home-based business must be secondary to its use for residential purposes, and the home-based business can not use more than 25% of the total floor area of the house;
- D. There must not be any change in the outside appearance of a house with a home-based business except for one (1) small sign;
- E. A home-based business may be conducted within an accessory building on the housing lot as long as the house siting requirements are met; The floor area of an accessory building cannot exceed 30% of the total ground floor area of the house;
- F. Materials associated with the home-based business may be stored on the house lot provided the storage of the materials are not exposed to public view, and do not change the appearance of the house or its accessory buildings;
- G. No more than 3 vehicles, associated with the home-based business, can be accommodated on a house lot;
- H. Any need for parking created by the home-based business must be met off the street and other than in the front yard;
- I. No commercial vehicle of a capacity of more than 5,000 Kg can be parked or maintained on the house lot;
- J. No equipment or process can be used or stored in a home-based business which creates noise, vibration, glare, fumes, odours or electrical interference.

Bed & Breakfasts

The Skidegate Band Council supports, in principle, the establishment of bed and breakfast businesses on lands designated as **Residential** on the **Skidegate Land Use**



Plan. The Skidegate Band Council is concerned that the safety and security of surrounding residents be protected when considering proposals for bed and breakfast businesses. The Skidegate Band Council will consider and review proposals for bed and breakfast businesses that meet the Skidegate Band Council's policies for home-based businesses as well as the following specific policies for bed and breakfast businesses:

- A. Applicants for permission to operate a bed and breakfast must canvass the "head of the Household" of all neighbouring houses within a 30 metre radius of their property and obtain the support of at least two-thirds of the neighbours;
- B. Bed and breakfasts can accommodate a maximum of six (6) guests in a maximum of three (3) rooms which are set aside for temporary overnight accommodation;
- C. The operator, or designate, of the bed and breakfast business must be the owner of the house in which the business is being run and the owner must be resident in the house when the bed and breakfast business is active;
- D. The operator of the bed and breakfast business must make reasonable efforts to ensure that the privacy and security of the surrounding neighbourhood is not jeopardised including unnecessary noise and vehicle traffic impacts;
- E. Bed and breakfast establishments must be "registered" with the Skidegate Band Council.

The Skidegate Band Council may revoke permission for a bed and breakfast business. This would only happen if the operator is not meeting the intent and spirit of the home-based business/bed and breakfast policies. An operator will be given a reasonable amount of time to remedy any problems before permission to operate the business is revoked by the Skidegate Band Council.

Approval Process For "Existing" Home-Based Businesses

The Skidegate Band Council has adopted the following approval process with respect to home-based businesses that were existing at the time that the Skidegate Physical Development Plan was formally adopted by the Skidegate Band Council.

- Step 1 All existing home-based businesses must apply to the Skidegate Band Council for permission to operate a home-based business;
- Step 2 Approval will be granted to those existing home-based businesses that meet the requirements set out by the Skidegate Band Council in its Land Use Policy (**Section B2.5.3**);
- Step 3 If an existing home-based business does not meet the policies of the Skidegate Band Council:
 - a) the Skidegate Band Council may give the operator of the home-based business up to three (3) months to bring the business into compliance with the home-based business policies; or
 - b) the Skidegate Band Council may require that the home-based business relocate to available space on lands designated as either **Community**



Commercial or Community Facilities/Tourism Commercial in the ***Skidegate Land Use Plan***;

- c) the Skidegate Band Council may decide that the business should not be allowed to operate in the Community; or
- d) the Skidegate Band Council may decide to grant it “non-conforming” status and require that any changes or expansion of the business must bring it into conformity with the Band Council’s policies.

Approval Process For “New” Home-Based Businesses

The Skidegate Band Council has adopted the following approval process for new home-based businesses.

Step 1 The applicant must prepare a proposal to the Skidegate Band Council for permission to operate a home-based business. The proposal should include a brief description of the proposed home-based business which should include the following items:

- type of home-based business
- how the proposal meets the Skidegate Band Council’s policies
- approximate area of the house to be used to operate the home-based business
- off-street parking requirements (if applicable)
- outdoor storage requirements (if applicable)
- measures to minimise noise (if applicable)

Step 2 The proposal will be reviewed and evaluated according to the Development Approval Process which is described in **Section B2.7** of the **Skidegate Comprehensive Community Development Plan**.

Step 3 Subject to the results of the Development Approval Process, the Skidegate Band Council may decide to:

- a) grant unconditional approval for the home-based business proposal and formally register the business with the Band Office; or
- b) grant a conditional approval subject to the proponent meeting identified concerns of the Band Council; or
- c) reject the proposal with a recommendation that the proposed business be located on lands designated either ***Community Commercial*** or ***Community Facilities/Tourism Commercial*** in the ***Skidegate Land Use Plan***; or
- d) reject the proposal outright.



B2.5.4 Development and Location of New Community Facilities

The construction of community facilities will play a significant role in the growth and development of Skidegate over the next 10 to 20 years. As the Community continues to exercise a more prominent and active role in Haida Gwaii, it also assumes new responsibilities to meet the needs and expectations of the people of Haida Gwaii.

General Location Policies for New Community Facilities

The Skidegate Band Council has adopted the following general policies for the siting of new community facilities:

- A. The proposed site should be designated as **Community Facility** on the **Skidegate Land Use Plan**;
- B. The proposed site must be accessible for both vehicles and pedestrians;
- C. The proposed site should avoid creating dangerous vehicle and pedestrian access situations including dangerous driveway intersections and forcing pedestrians to cross busy roads;
- D. If possible, new community facilities should be sited where off-street parking requirements may be shared;
- E. If possible, new community facilities should be sited close to existing community facilities;
- F. The proposed site should be linked to the Community Trail Network;
- G. The proposed site must be large enough to accommodate the proposed community facility as well as the off-street parking requirements;
- H. The proposed site should be reasonably central to existing and proposed residential development areas in the Community.

B2.5.5 Use & Development of the Skidegate Waterfront Lands

The Skidegate Waterfront represents a significant cultural and historical Community asset which, in the minds of many, has not been properly attended to and cared for over the last few years. The Skidegate Band Council is concerned that without clear policy directions, the values, significance and potential of the entire Waterfront, from Second Beach through to Balance Rock may be lost forever. The Skidegate Band Council has designated the Waterfront as **Community Facility** except where there is existing **Residential** development. The intent of this designation is to protect the balance of the Waterfront from further development that does not have a strong Community focus. The Skidegate Band Council has identified the following policies to regulate the use and development of the Waterfront:

- A. In principle, no new buildings will be permitted along the Waterfront from Second Beach to the northern intersection of Front Street with Highway 16;



- B. The use of the Waterfront at Second Beach will be carefully integrated into the Qay'Lnagaay Heritage Centre;
- C. Any Waterfront development at Second Beach must provide continuing public access;
- D. Community access to and along the Waterfront should be improved with potential works including:
 - a seawall trail along most of the Waterfront;
 - a more formal boardwalk on that section of the Waterfront located in Skidegate Village;
 - resting points, complete with benches, picnic tables, playground equipment and interpretive signage, located at points along the seawall and boardwalk;
 - landscaping with native vegetation along the entire length of the Waterfront
- E. Any new parking areas proposed to be developed along the waterfront must include landscaping and screening and must provide easy pedestrian access to the proposed Waterfront seawall and boardwalk.

B2.5.6 Commercial, Industrial, Quarry & Natural Resource Development

The Skidegate Land Use Plan identifies a number of locations for Community Commercial, Tourism Commercial, Industrial, Quarry and Natural Resource development. The Skidegate Band Council has adopted a number of specific policies for these land uses.

Community & Tourism Commercial Development

New community and tourism commercial development:

- A. Should use design elements consistent with the heritage and culture of Haida Gwaii;
- B. Should use design themes consistent with the Qay'Lnagaay Heritage Centre for any lands designated as **Community Facilities/Tourism Commercial** located near Second Beach;
- C. Should be designed to avoid the creation of long “strip” development by providing variety in the siting of buildings, avoiding large areas of blank wall, including pitched roofs, and where feasible, placing the parking areas at the rear or side of the building;
- D. Should be designed with safe and visible access to all parking areas from adjacent streets or Highway 16;
- E. Should meet the B.C. Ministry of Transportation and Highways design criteria for any driveway or road access from Highway 16;



- F. Should include on-site landscaping features and buffering from adjacent development, and where feasible, natural landscapes with significant tree cover should be retained on the site;
- G. Should include a comprehensive development plan where a multi-phased commercial project is contemplated including the provision of parking and vehicle access;
- H. Should provide screened garbage collection areas;
- I. Should follow the **Natural Resource - Quarry** policies with respect to proposed development along Highway 16 between Mission Creek and the Gas Bar.

Industrial Development

One area has been designated for **Industrial** uses on the **Skidegate Land Use Plan**. The **Industrial** site is intended to meet an identified need for a mix of lot sizes to accommodate such activities as vehicle repairs, building contractors, storage, light manufacturing and building supply businesses. New Industrial development:

- A. Should meet the B.C. Ministry of Transportation and Highways design criteria for any driveway or road access from Highway 16;
- B. Should provide for safe vehicle access from Highway 16, suitable for large truck traffic;
- C. Should include landscaped buffering features from adjacent development;
- D. Should include a water and sewer servicing strategy where connections to the existing Skidegate infrastructure system are not feasible;
- E. Should include environmental protection measures;
- F. Should include noise & odour suppression measures where excessive noise and odours may be generated by the proposed light industrial activity;
- G. Should be designed with buildings and facilities that can be disassembled and removed where short term leases are contemplated (i.e.: less than 5 years);
- H. Should include fencing and screening works where outdoor storage of materials and equipment is contemplated.

Natural Resource + Quarry Development

The **Skidegate Land Use Plan** identifies a large area above First Beach, Second Beach and Skidegate Village as **Natural Resource** as well as an area for **Quarry Uses**. These lands are considered to have forestry and gravel/quarry development potential. To date, the Skidegate Band Council has allowed limited gravel/quarry development as well as some selective logging. The Skidegate Band Council is concerned that the use and development of the natural resources be implemented in a proper and environmentally safe manner.



To control use and development in the **Natural Resource** and **Quarry** lands, the Skidegate Band Council has adopted the following natural resource development policies:

- A. Require proposals that clearly describe the full extent of the proposed activity as well as the potential benefits to the Band;
- B. Ensure that no development or resource extraction activities take place within 50 metres of any watercourse;
- C. Ensure that an undisturbed buffer of 100 metres is maintained adjacent to all existing and proposed development as indicated on the **Skidegate Land Use Plan**;
- D. Ensure that known wildlife activity areas are protected from development;
- E. Forbid the development of any new access roads except where it can be proved that they are absolutely necessary and no other alternative is feasible;
- F. Require that all works are stopped immediately and the Skidegate Band Council office is notified if archaeological finds are discovered;
- G. For proposed gravel/quarry development, require a Quarry Management Plan that may include such items as:
 - detailed site plan showing existing and final topography including all slopes
 - proposed development phasing
 - geotechnical assessment and feasibility report
 - potential lifespan of the quarry
 - volume of materials to be extracted
 - proposed road access
 - proposed reclamation plan including revegetation plan
 - proposed royalty package
 - potential number of jobs to be created
 - proposed noise, dust control and overall safety management measures
- H. For proposed forestry development, require a Forestry Management Plan that may include such items as:
 - plan showing location of tree cutting activity
 - proposed site access
 - proposed method for tree removal
 - proposed royalty/stumpage package
 - proposed use of the removed trees



B2.6 DEVELOPMENT AT SECOND BEACH

B2.6.1 Overview of Second Beach

The Second Beach area comprises the extreme southern portion of the Reserve including all the lands east of Highway 16 (approximately 13 hectares) as well as approximately 4 hectares of land along the west side of Highway 16. The Second Beach area includes a natural, crescent shaped rocky beach, a significant rocky spine that rises several dozen metres above the beach and gently sloping bench lands rising to the west of Highway 16.

The Second Beach area represents one of the most exciting Community and economic development opportunities available to the Skidegate Community. The centrepiece for the entire Second Beach area is the Qay'Lnagaay Heritage Centre (under construction in 2005). The Qay'Lnagaay project combines cultural and tourism commercial uses that will not only provide a showcase for Haida culture and Haida Gwaii but will also generate revenue and create employment opportunities for the Community.

B2.6.2 Second Beach Development Objectives

The Skidegate Band Council and Community support development of the Second Beach Area to achieve three main objectives:

1. To help preserve and celebrate the Haida legacy and share the history of the Haida people with children and visitors;
2. To help create local employment opportunities for the Haida people; and
3. To generate sufficient revenue from activities located at Second Beach to cover operational costs and, if possible, to produce a net return to the Band.

Tourism Commercial Opportunities

The Qay'Lnagaay site is beautiful and spacious, and as such, it was decided that uses such as a Hotel and Restaurant be located near the Heritage Centre, to provide complementary and support services to *Qay'Lnagaay Heritage Centre* users. The lands further to the south of Qay'Lnagaay near the southern boundary of the Reserve may be considered for potential marina and fish processing uses.

The lands on the north side of Highway 16 may be considered for a potential recreational vehicle facility as long as it is sited to minimize disruption of the site, retain maximum tree cover and be integrated carefully with potential community facility uses that may be considered for these lands.

Community Facility Opportunities

The lands on the north side of Highway 16 may be considered for potential community facilities including health care related uses as well as assisted living units.



B2.6.3 General Development Guidelines for Second Beach

The overall objective of the Skidegate Band Council is to reinforce the spirit and physical form of the Heritage Centre by providing development guidelines for the balance of the developable lands at Second Beach to ensure that all development initiatives are complimentary. The Skidegate Band Council is concerned that the integrity of the Second Beach area may be jeopardised by additional development pressures that could devalue the area. The concerns include the following:

- potential uses that may conflict with the overall vision for Second Beach
- building design that may detract from the Heritage Centre
- the use of building materials that conflict with the Qay'Lnagaay theme
- lack of landscaping and ineffective screening between the Qay'Lnagaay project and adjacent development
- lack of a co-ordinated road access and parking network
- potential for development that may “compete” with the Qay'Lnagaay project

The Skidegate Band Council has adopted a number of policies to address these potential concerns and provide a clear vision for the development of the entire Second Beach area.

Second Beach Land Uses

The Qay'Lnagaay Heritage Centre establishes the land use focus for Second Beach. Specifically, the land uses are as follows:

Community Facility/Tourism Commercial Mix: The intent of this land use mix is to accommodate not only the Qay'Lnagaay Heritage Centre but also provide flexibility in the potential types of development that can make the best use of the entire Second Beach area while complimenting the objectives of Qay'Lnagaay Heritage Centre which itself includes a mix of community facility and tourism commercial uses. It is anticipated that those portions of the Second Beach area that surround the Heritage Centre will have a more Tourism Commercial focus while the lands on the north side of Highway 16 will have a Community Facility focus.

Protected Open Space: The steep, forested topography of portions of the Second Beach area provides a valuable backdrop for not only the Qay'Lnagaay Heritage Centre for other potential development initiatives at Second Beach. The rocky coastline south of the Qay'Lnagaay Heritage Centre also provides an opportunity for trails, lookouts and interpretive elements.

Residential: A very small residential area will be retained at Second Beach to accommodate one (1) house which is located on the waterfront west of the proposed Qay'Lnagaay Heritage Centre.



B2.7 DEVELOPMENT APPROVAL PROCESS

The Skidegate Band Council has recognised that a formal process is required to review and decide upon various types of development proposals. The Band Council has also recognised that a development approval process must achieve the following goals:

- it must be seen to be fair and impartial
- it must be comprehensive without being too bureaucratic
- it must be practical and produce results in a reasonable period of time
- it must be flexible but the Community must have the perception that the Land Use and Development Policies are being followed
- it needs people with the right skills and resources to implement it
- it must not place an unnecessary burden on the Skidegate Band Council and Band Staff
- it must be able to adapt to changing priorities

In addition to above-noted goals, the Skidegate Band Council also recognises that any development approval process represents a significant change in the way that development has been managed in the past and that the Band Council, Staff and the Community are moving into uncharted waters. Consequently, it is likely that the development approval process will evolve and change to better reflect the expectations of the Community.

The Skidegate Band Council has adopted a development approval process that attempts to meet the goals noted above. The success of this process will be based on the on-going involvement of the Band Staff who will work with the Skidegate Band Council through most stages of the development approval process. However, it must be clearly understood that the final decision on development proposals ultimately rests with the Skidegate Band Council, who will assume responsibility for all decisions.

B2.7.1 Preparing Development Proposals

In order for a fair and objective assessment to be made of any development proposal, basic information is required. This basic information can be used to measure or evaluate the project to see how well it fits with the Community's expectations, Land Use Plan and Development Policies.

Development Proposals Requiring An Application

Generally speaking, Development Proposals will be required for the following types of projects:

- Developments in Community Commercial Areas***



- ☑ ***Developments in Community Facility/Tourism Commercial Areas***
- ☑ ***Developments in Industrial Areas***
- ☑ ***Resource Development Activities in Natural Resource + Quarry Areas***
 - ⇒ ***forestry related activity***
 - ⇒ ***gravel/quarry related activity***

The development approval process for Home-Based Businesses is described in **Section B2.5.3**.

The Skidegate Band Council has adopted two categories of information requirements for development proposals. The first category will provide the Band Council with a general package of information describing the proposed project. The second category will provide the Band Council with a basis to negotiate a land tenure agreement where access to lands under the jurisdiction of the Skidegate Band are required for the project.

General Proposal Description

The purpose of the general proposal description is to provide the Band Council and Band Staff with a reasonably thorough “picture” of what is proposed to be developed. It also gives the applicant a sense of some of things they should consider in developing their proposal, including things they may not have originally considered.

- ***applicant’s name, address & telephone no.***

This may be an individual or a business name, but should include the name of the person who is responsible for the project proposal

- ***name of business, if applicable***

If the proposed development has a proposed name. For example, “*The Eagle Cafe*”

- ***location of the property/lot on which the development is to be constructed***

The Band Office can provide the applicant with a map to mark the location for the proposed project.

- ***legal description of the property***

The Band Office can provide the legal description for the property if the property has been legally surveyed. It is a good idea to have a legal survey completed, if one does not exist, if the applicant is proposing to enter into an agreement to lease or rent the property from the Band. This may also be the case where the applicant seeks to rent or lease a lot within a larger legal property.

- ***current Land Use Plan designation***

What does the Land Use Plan designate the proposed property, i.e. “*Community Commercial*”? This information will indicate to the Band whether the proposed use conforms to the Band’s Land Use Plan.



- ***proposed use of the land or building***

What is the applicant going to develop on the property and what is he/she going to use the property for? This information will indicate to the Band whether the proposed use conforms to the Band's Land Use and Development Policies.

- ***proposed location of any buildings to be developed on the property***

The applicant should provide the Band with a drawing (preferably according to the legal description) showing exactly what is going to be developed on the property and where it is located on the property. The drawing should have measurements and have a scale (i.e. 1: 1,000). The drawing should also show where parking will be located and how people will access the property. This information will indicate whether the proposed building conforms to the Band's siting requirements, and for example, if the property is located next to a watercourse, whether the setback guidelines have been met.

- ***number of parking spaces to be provided***

The applicant should indicate how many parking spaces will be provided on the property. This information will indicate whether the applicant can meet the Band's off-street parking requirements.

- ***floor plan of the building (if applicable)***

The floorplan should provide a general description of how the spaces in the building will be used.

- ***location of existing and proposed water and sewer services including a site servicing plan (if applicable)***

The site servicing plan should show how the development will be serviced with water, sewer, and hydro. The Band can provide the applicant with drawings showing where the existing services are located. If the property is not already serviced, then the applicant will have to indicate how they will service the site.

- ***description of proposed exterior finishing materials, proposed landscaping and drainage works (if applicable)***

The applicant should provide some general information that will describe what the building(s) will look like when completed. This information will be critical where the Band is attempting to maintain an overall design theme, i.e. the Second Beach area.

- ***estimated project construction start and completion dates***

The applicant should provide a schedule of when they hope to start construction and how long construction will take. This information will be helpful to the Band as it will provide an idea as to how "tight" or "flexible" the applicant's timing needs are. This information will also indicate how "real" or practical the applicant's plans are.



Land Tenure Proposal

A specific land tenure proposal may be required where the applicant is proposing to develop lands that are directly under the ownership and/or jurisdiction of the Skidegate Band Council. The Land Tenure Proposal is likely to result in the preparation of a lease or rental agreement between the applicant and the Skidegate Band. The Land Tenure Proposal may address the following considerations:

- ***Benefits to the Band***

If the land is Band-owned, a description of the benefits that will be provided to the Band if the land is released for the development along with a description of the risks and liabilities that the Band may be taking on (i.e.: will the Band be left with the project if the applicant cannot complete construction or runs out of funding)

- ***Employment and Training***

What potential employment may be created by the project, and can the employment demands be met in the Community? What training opportunities will be provided?

- ***Financial Feasibility***

The Band Council may require a description of the financial backing for the project in order for them to assess the “seriousness” of the applicant’s proposal.

- ***Business Plan***

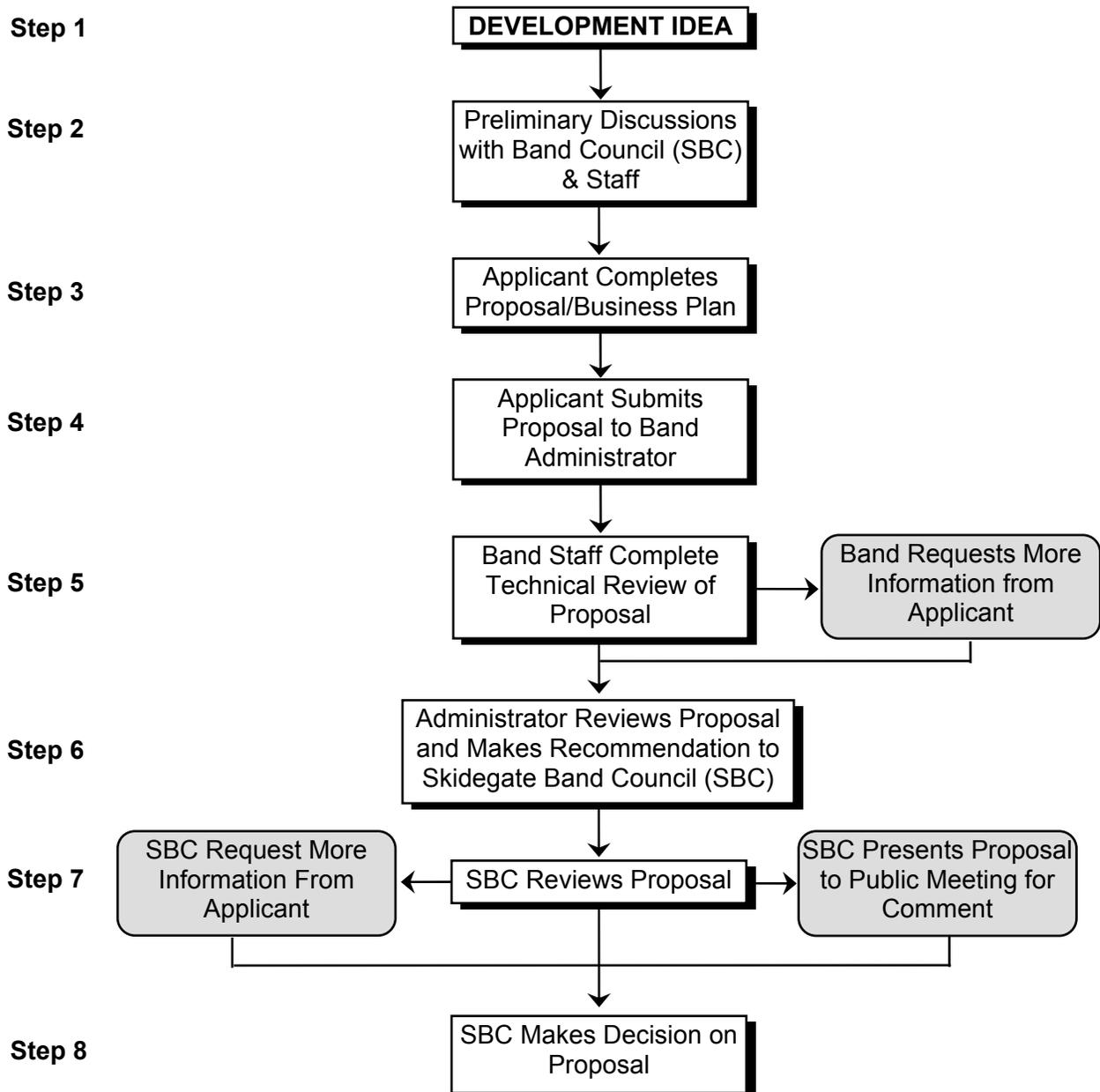
The Band Council may require a business plan that clearly demonstrates how the applicant’s project will be operated as well as the reasonableness of the assumptions underlying the feasibility of the project.

- ***Environmental Assessment***

The Band Council may require an environmental screening and/or impact assessment that will clearly identify whether the proposed project can be safely developed on the proposed site and if there are potential environmental risks, how these will be dealt with by the applicant.

1.7.2 Proposal Review Process

The Skidegate Band Council has adopted a proposal review process that balances the objective of making the process easy to use for applicants with the objective of protecting the interests and expectations of the Community. It has been stated several times that the Skidegate Band Council strongly supports members of the Community in developing projects that will benefit those individuals as well as strengthen the economic base of the Community without harming the Band’s limited developable land base. The proposal review process, described in **Figure B.5** on the following page, shows how an applicant’s proposal will be reviewed and decided upon.





Step 1: Development Idea - The first step, and often the most important, is coming up with a development idea that an applicant feels may be a success in Skidegate. The idea may emerge from realising that a particular product or service has a market that is not now being exploited.

Step 2: Preliminary Discussions - In many cases, an applicant with a good idea may not be sure of how to proceed any further. For example, they may not have a site in mind or they may not be clear as to what the Band's land use and development policies are. In such cases, applicants with ideas are encouraged to come into the Band Office to discuss their project ideas and get advice in the preparation of a formal proposal.

Step 3: Complete Proposal/Business Plan - The applicant completes their proposal ready for submission to the Band for technical review and eventual decision by the Skidegate Band Council. The applicant should be encouraged to discuss his/her proposal with the Band Administrator before completing the proposal to make sure that all the required information is included in the proposal.

Step 4: Proposal Submitted to Band Administrator - The applicant must submit their project proposal to the Skidegate Band Administrator. The Band Administrator will formally record that the application has been accepted for technical review. The Band Administrator will also inform the Skidegate Band Council that an application has been formally received.

Step 5: Staff Technical Review - The Band Administrator, with Staff will complete a technical review. The Technical Review will address such items as:

- does the proposal conform to the Land Use Plan
- does the proposal address various development items such as the siting of buildings, parking, access, services, setbacks from watercourses, etc.
- what form of land tenure is required (i.e. a lease or rental agreement)

During the technical review, the Staff may identify the need for additional information from the applicant in order to complete their review. For example, additional information and discussions may be required with respect to developing an acceptable lease or rental agreement for the proposed development site.

Step 6: Administration Recommendation to SBC - After completing the Technical Review, the Staff will make a formal recommendation to the SBC for their consideration, which will include a summary of the review findings. The recommendation will likely be one of the following:

- recommend **approval** with no conditions
- recommend **approval subject to conditions** (i.e. the applicant must provide a specified number of parking spaces)



- recommend *refusal*

Step 7: Skidegate Band Council Review - The Skidegate Band Council will consider the recommendation of the Administration. The Skidegate Band Council may request additional information from the Applicant. The Skidegate Band Council may also decide to refer the proposal to a Public Meeting for comment and input. The Skidegate Band Council **must** refer the following types of proposals to a Public Meeting:

- an application that requires a change in the Skidegate Land Use Plan
- an application that involves the sale of liquor
- an application that involves commercial gaming activities
- an application that involves the lease or rental of Band lands to a non-Haida individual or business

In addition to the cases noted above, Council may refer any application to a Public Meeting if they feel that public input is needed for Council to make a final decision.

Step 8: Skidegate Band Council Decision - Based on the recommendation from the Administration (and Public input and comment if necessary) the Skidegate Band Council will accept the proposal with certain conditions or refuse the proposal.

B2.7.3 Evaluations of Development Proposals

In most cases, a proposal will be evaluated to determine if it conforms to the **Skidegate Land Use Plan**, and the Land Use and Development Policies. It is also recognised that every proposal will be unique and may have significant merit and benefits for the community but may not “fit” with the Band’s policies. The overriding objective of the proposal review is to ensure that:

- A. The Band’s land base and resources are used in the best way possible;
- B. The Band is not assuming any risk or liability that it cannot reasonably manage;
- C. The Band benefits from the proposed development.

As stated earlier, it is the Skidegate Band Council’s intention that the evaluation of any proposal is seen to be fair and objective. The more detailed and thorough an applicant’s proposal is, the easier and more straight-forward will be the technical review of that proposal. A proposal that raises more questions than answers is more likely to fail. The final key questions that a proposal will be evaluated on include the following:

- A. Does the proposed development conform with the Land Use Plan?
- B. If the proposed development is on Band-owned land, what benefits will the Band receive?



- C. Does the site have the required infrastructure in place, and if not, how is the applicant planning to install these services?
- D. Is the site large enough to accommodate the proposed development?
- E. Is the applicant able to meet all the siting and parking requirements?
- F. Does the applicant have the financial resources or backing to ensure that the project will be completed?
- G. Is this a project which will benefit the Skidegate Community now and in the future?

The Administration will complete a written review or evaluation of the development proposal. This review will be forwarded to the Skidegate Band Council and the Applicant.



C. CAPITAL NEEDS ASSESSMENT

This Section of the Comprehensive Community Development Plan provides a brief overview of the Community's existing infrastructure and describes the capital needs required to address existing deficiencies and accommodate anticipated community development demands over the next 5 years and beyond.

C.1 LANDS

Through consultation with the Skidegate Band Council, Staff and community members, several lands related issues have been identified that should be addressed in the 5 Year Capital Plan.

Erosion and Slope Stability: The SBC has expressed a concern about potential slope stability and erosion hazards on their Reserve lands. A shoreline erosion protection project was recently completed (Summer 2005) that addresses erosion hazards along a portion of the IR 1 shoreline in response to recent winter storm events. The community's concern is that the balance of IR 1's shoreline should be assessed and consideration given to extending the shoreline protection works. As well, the community has expressed a concern about the stability of the steeper slopes above the main residential areas on IR 1. Therefore, it is recommended that a Hazards Assessment be undertaken to identify potential erosion and slope stability hazards and recommend possible mitigative measures.

Emergency Preparedness Plan: The SBC is concerned that it does not have a comprehensive plan in place to effectively respond to potential emergencies. An Emergency Preparedness Plan would identify the types of emergencies / disasters that may befall the community and, working with SBC Staff, the Volunteer Fire Department, community members and officials from agencies on Haida Gwaii, develop a response strategy.

Legal Control Plan: Significant physical and capital development initiatives have been completed throughout Skidegate over the past 10 to 15 years. Many of these initiatives have resulted in various legal plans. The SBC is anxious to develop an integrated legal survey that where feasible, "ties" together these various plans and facilitates access when needed. A related objective is to develop a co-ordinate control plan that can be readily used by SBC Staff for their IR 1 land base.

Consolidated Record Drawings: Similar to the various legal plans that have been created over the past 10 to 15 years, the SBC is anxious to consolidate its infrastructure record drawings to facilitate Staff's ability to access and use them.

C.2 RESIDENTIAL SUBDIVISION DEVELOPMENT

Over the past 8 years, the Skidegate Band Council has constructed over 100 new residential lots generally comprised of the Skidegate Mountain Subdivision and Phase 1 of the Oceanview Subdivision. In addition, Phase 2 (54 lots) of the Oceanview Subdivision is fully designed and is ready for construction. As a result of this development, the SBC has been able to maintain a reasonable supply of vacant



serviced lots to meet some of the Band's estimated housing needs and also has given the SBC the ability to apply for and immediately use housing funds when available.

Notwithstanding the current situation, the SBC recognizes that it must maintain a supply of vacant serviced residential lots to be able to respond to the Community's housing needs. The following proposed residential subdivision initiatives will meet this requirement.

C.2.1 Phase 2 Oceanview Subdivision

As noted above, Phase 2 of the Oceanview Subdivision has been designed and is ready for construction. The Phase 2 Subdivision will be the next subdivision to be constructed and will include 54 new serviced residential lots.

C.2.2 Skidegate Vista Subdivision

The proposed Skidegate Vista Subdivision will be the last new residential subdivision to be developed on the current Reserve lands. As shown on **Figure B.1 – Land Use Plan**, the proposed Skidegate Vista Subdivision is located between the Sk'aadgaa Naay Elementary School and the Skidegate Heights Subdivision.

The conceptual layout for the proposed Skidegate Vista Subdivision consists of a cul-de-sac following along the existing site contours. The conceptual layout provides a yield of approximately 28 new serviced residential lots. It has been assumed that the proposed Skidegate Vista Subdivision will be developed in one phase including a small neighbourhood playground. The existing water and sewer systems will be extended to the Subdivision. The preliminary and detailed design for the Subdivision will likely confirm a final lot yield and development phasing strategy.

C.2.3 Second Reserve Expansion Area - 1st Subdivision

The majority of the residential subdivision development that has occurred at Skidegate over the past 10 years has been constructed on lands added to Indian Reserve No. 1 through the Reserve Expansion process. These lands are referred to herein as the First Reserve Expansion Area. As noted above, with the proposed development of the Skidegate Vista Subdivision, the First Reserve Expansion Area will be fully utilized.

Recognizing that there was a strong likelihood that the supply of developable land for housing purposes would once again be depleted, the SBC completed the Feasibility Study for Reserve Expansion No. 2 (David Nairne + Associates Ltd.) in the Fall of 2004 which explored possible options to expand their Reserve land base, referred to herein as Reserve Expansion No. 2.

The Feasibility Study determined that approximately 35 hectares of developable land will be required for new residential development for lots only. This figure assumes an average lot size of 27.5m x 40m, which is the lot size currently being utilized in the construction of the Oceanview Subdivision in Skidegate. In addition, an additional 65 hectares of developable land will be required to accommodate potential infrastructure, community facilities and economic development initiatives.



After consultation with the SBC along with site investigations and analyses, the Feasibility Study recommended that the Skidegate Band Council pursue the purchase of the *Teal-Jones lands (Lots 285 & 499)* and lands referred to as the *Highway Site* for the purposes of Reserve Expansion No. 2 under the INAC Additions to Reserve Policy.

The Feasibility Study included a Development Plan that recommends that Teal-Jones Lot 499 be developed as the first overall Phase in new residential development. This Phase is assumed to generate a yield of approximately 190 residential lots along with serviced land suitable for future community facilities.

A multi-year Capital Plan was presented in the Feasibility Study to guide the development of Phase 1. Based on a conceptual plan developed for Lot 499, it was determined that this site should be constructed in 4 phases. The Capital Plan for Teal-Jones Lot 499 has the following components:

- Year 1. Complete the Purchase of Lot 499 including the timber value, and required legal surveys and other documentation;
- Year 2. Complete the Environmental Screening / Assessment, Pre-Design and Design of all Off-Site Works;
- Year 3. Complete the Environmental Screening / Assessment, Pre-Design for all On-Site Works (190 lots);
- Year 4. Complete the detailed Design for Phase 1A (36 lots);
- Year 5. Construct all Off-Site Works;
- Year 6. Construct Phase 1A (36 lots);
- Year 7. Complete the detailed Design for Phase 1B (50 lots);
- Year 8. Construct Phase 1B (50 lots);
- Year 9. Complete the detailed Design for Phase 1C (58 lots);
- Year 10. Construct Phase 1C (58 lots);
- Year 11. Complete the detailed Design for Phase 1D (46 lots);
- Year 12. Construct Phase 1D (46 lots).

The Fall 2004 Feasibility Study identified several activities that are required to move the 2nd Reserve Expansion process forward. These activities are summarized below.

- Apply to INAC for Capital Funding to complete the Phase 2 process which consists of completing the formal Submission to INAC;
- Apply for a No Staking Reserve over the Teal-Jones Lots and the Highway Site;
- Prepare the formal Submission to the New Band/New Reserves Committee requesting approval of the proposed Addition to Reserve, and all required supporting activities, including, but not limited to the following items:
 - a. preparation of the environmental audit
 - b. obtaining property value appraisals
 - c. negotiations to remove land encumbrances including existing gravel activities/licences, and



- d. seek support from other governmental and regulatory agencies for the proposed Addition to Reserve including the Skeena-Queen Charlotte Regional District, and provincial/federal agencies including the Ministry of Transportation + Highways
- Negotiate purchase of Teal-Jones Lots 499 and 285
- Address gravel pit encumbrance on Lot 499;
- Remove the lands from the Agricultural Land Reserve which will involve working with the Skeena-Queen Charlotte Regional District
- Request that Lots 499 and 285 be added to Reserve through the Additions to Reserve Process
- Request that INAC apply to purchase the Highway Site; in determining the preferred final extent of lands to be purchased from the Crown, consideration should be given to extending from the current northern Reserve boundary to accommodate the expansion of the proposed Skidegate Sewage Treatment Plant

C.2.4 Recommended Residential Subdivision Projects

The 5 Year Capital Plan recommends the following capital projects:

- Construct phase 2 of the Oceanview Subdivision (54 lots);
- Feasibility Study - Skidegate Vista Subdivision (+/- 28 lots)
- Initiate Phase 2 of the Reserve Expansion Process for the *Teal-Jones* lands and the *Highway Site*

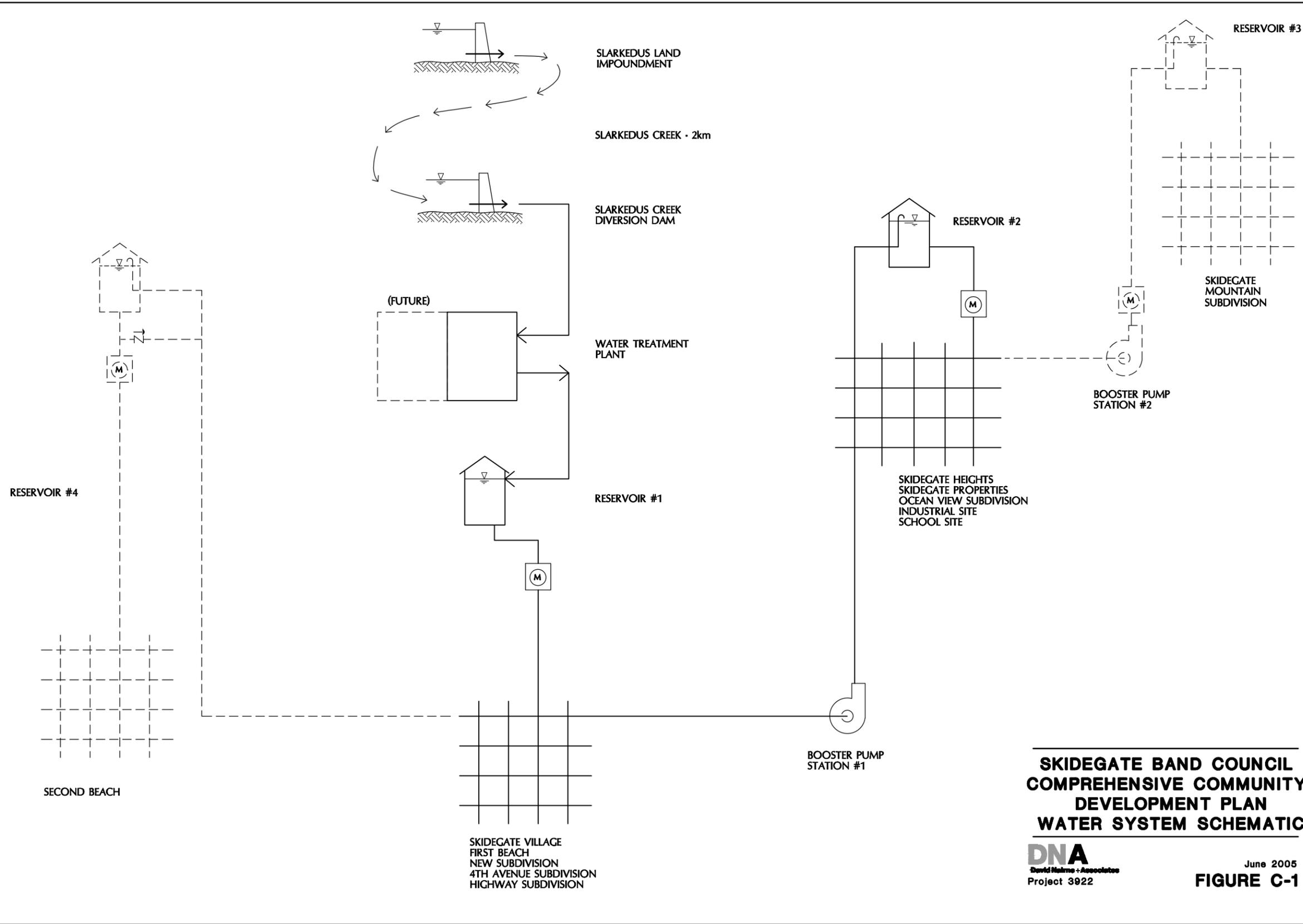
C.3 WATER SYSTEM

C.3.1 System Description

A schematic drawing of the water system operation is presented on **Figure C.1**, on the following page.

The community water system consists of an earthfill dam on the outlet of Slarkedus Lake, a diversion dam on Slarkedus Creek located downstream of the lake, a water treatment facility, four water storage reservoirs, 2 booster pump stations and a network of 150, 200 and 250 mm diameter PVC and ductile iron distribution piping.

Water flows by gravity from the intake through the water treatment plant to Reservoir No. 1 in the Lower Pressure Zone 1. From this reservoir water is distributed to First Beach, Second Beach, Skidegate Village, the New Subdivision, 4th Avenue Subdivision, and Highway Subdivision. Reservoir No.3 also supplies the lower pressure zone and is located at Second Beach, by balancing with the first reservoir. A booster pump station located in the 4th Avenue Subdivision supplies water to Reservoir No. 2 which supplies the Pressure Zone No. 2, including Skidegate Heights, Skidegate Properties and the Oceanview Subdivisions. Booster pump station No. 2 supplies Reservoir No. 4, which supplies Skidegate Mountain Subdivision in the 3rd pressure zone.



**SKIDEGATE BAND COUNCIL
COMPREHENSIVE COMMUNITY
DEVELOPMENT PLAN
WATER SYSTEM SCHEMATIC**

DNA
David Nelms & Associates
Project 3922

June 2005
FIGURE C-1

F:\PROJECT\3922\11-0001\Fig_C-1



Source

The water is supplied from the Slarkedus watershed, which consists of approximately 574 hectares of pristine coastal forest, located within Skidegate I.R. No. 1 and unsurveyed Crown Land. The watershed is a designated Map Reserve by the Ministry of Crown Lands. This designation provides some protection of long term water quality since any activity in the watershed must comply with the Ministry of Environment's "Guidelines for Watershed Management of Crown Lands used as Community Water Supplies".

The **Skidegate Land Use Plan (Figure B.1)** has also designated the Slarkedus Lake and Creek Watershed as a "Watershed Protection Area".

Slarkedus Lake is located at the headwaters of Slarkedus Creek, approximately 2.5 km west of and 290 m higher than the village and 1.0 km west of the water treatment facility. The storage provided by Slarkedus Lake was increased through construction of an earthfill dam on the outlet in 1990. The impoundment provides approximately 130,000 cubic metres of water, which supplement the seasonal low creek flows, allowing controlled release of stored during drought periods so that maximum village demands could be met at all time. In 1989, Kerr Wood Leidal (KWL) completed a Pre-Design for Domestic Water System Improvements in Skidegate. As part of this study, KWL completed analyses which indicated that Slarkedus basin recharges at maximum 30 day intervals. KWL also recommended frequent monitoring and adjustment of the dam outlet to ensure adequate storage and supply.

From the lake outlet, water flows via Slarkedus Creek to a diversion dam and intake structure where water is drawn into the Skidegate water system. The intake structure provides dual coarse screening. Water is withdrawn from the diversion dam through a 200 mm diameter watermain. Water not collected through the distribution system spills over a weir, returning to the creek channel. The community holds three water licences on Slarkedus Lake and Slarkedus Creek for storage and withdrawal of water for domestic use. The total licensed volumes for storage are 102 acre-feet, which is equivalent to 125,260 cubic metres and the total licensed flow withdrawal is 110,000 l gal per day or 500.0 cubic metres per day.

The Slarkedus Creek raw water quality exceeds the recommended limit in the Guidelines for Canadian Drinking Water Quality for colour due to naturally occurring organic materials. This high colour is aesthetically unacceptable and it contains precursors for formation of chlorinated organics such as trihalomethane (THM), and halo acetic acid. Previous laboratory sampling for THM, conducted in 1990, showed the presence of THM. Slarkedus Creek also periodically exceeds the limits for microbial organisms such as bacteria, viruses and cysts such as giardia lambda and cryptosporidium, which may cause various forms of illness when ingested.

The SBC has identified the need to construct a raw water supply main along Slarkedus Creek to Slarkedus Lake from the water treatment facility to provide more consistent raw water quality.



Water Treatment Plant + Capacity

Construction of new water treatment facility was completed in 1996/97 to provide a safe water supply to the Skidegate community which meets the standards of the Guidelines for Canadian Drinking Water Quality and the INAC Design Guidelines. The water treatment facility was commissioned in May 1997.

The water treatment plant is designed to accommodate a Phase 1 flow of 800 m³/day or approximately 9.3 l/s. The facility was also designed to allow expansion for a second phase when community population growth is projected to exceed the current capacity. The flow rates have been monitored closely by SBC Staff. Over the approximate 7 years of plant operation, the average daily flow rates have risen from approximately 4.5 l/s to 5.0 l/s with occasional rates up to 6 or 7 l/s for short intervals which generally occur peak times of the year, usually the summer months. The growth from 4.5 to 5 l/s represents an annual average growth rate of roughly 1.5%/year. During that same time period, the community population has risen at an average annual growth rate of 2.1%/year using data provided by the INAC Registry. This data would suggest that over at least the next 5 years, it is unlikely that the water treatment plant capacity will be reached. Nonetheless, it is recommended that monitoring of flow rates at the treatment plant continue.

The treatment facilities are housed in a process and administration building. The building area is 339.6 m², and is constructed with a cast in place concrete foundation, floor slab and tank walls, with a steel beam superstructure. The outside of the building and the roof are metal clad.

The process components in the plant includes:

- A limestone contactor, which adjusts the pH level of the water.
- **Coagulation** consists of the injection of alum or ferric chloride into the water causing the colour producing particles to form a floc. The system is designed to allow the use of either alum or ferric chloride.
- **Flocculation**, which takes place in a rectangular concrete tank with baffles, slowly mixes the floc causing the particles to join into settleable (larger) sizes.
- **Clarification** removes the settled floc (sludge) from the system in a large concrete basin with a centre hopper for easy sludge removal.
- **Filtration** is achieved in three rapid sand filters, which consist of steel tanks containing sand media. The water level in the filters is controlled by a control tank and weirs. The tanks can be backwashed regularly through air assisted gravity when the sand gets clogged.
- **Disinfection** is provided by chlorination to remove coliform bacteria.

In addition to the above components, the plant includes the provision for the installation of a fluoridation system.

Flow through the treatment plant is entirely by gravity, which minimises potential for component breakdown. Stand-by units are provided for the chemical systems, and the



filter units can be easily bypassed individually for maintenance. Stand-by is not provided for the large tanks, including the limestone contactors and the clarifier. The flow rate is controlled by manual throttling of a single valve. An overflow of treated, non chlorinated water is located in the control weir tank, which discharges into Slarkedus Creek. Overflows and drains at other locations through the treatment process discharge into the sanitary sewer system. Details of the Skidegate Water Treatment Facility are provided in the Design Brief and O&M manuals prepared by David Nairne & Associates Ltd. in 1995 and 1996, respectively.

The Skidegate Band Council and its Staff have identified the need for a back-up power supply for the water treatment plant to provide security in the event of power outages which are a somewhat frequent occurrence.

Storage

Water storage is currently provided in four above-ground insulated bolted steel reservoirs. The capacity of Reservoir No. 1 is 542 cubic metres, Reservoir No. 2 is 713 cubic metres, Reservoir 3 is 568 cubic meters, and Reservoir 4 is 245,000 cubic meters. All reservoirs, include man ways for access, overflow and drain piping and level controls.

Reservoir No. 1, which provides domestic storage for the entire community and fire storage for Pressure Zone No. 1, was re-constructed in 1991 by relocating and enlarging the previous reservoir. Water is supplied to Reservoir No. 2 from Booster Pump Station No. 1 in the 4th Avenue subdivision. Reservoir No. 2, which provides domestic and fire storage to Pressure Zone 2, Skidegate Heights and the Reserve Expansion areas, was constructed in 1993. Reservoir No. 3 was constructed in 1998, and Reservoir No. 4 in 1999.

The water levels in the reservoirs are controlled by a float valve in Reservoir No. 1, which in turn controls Reservoir No.3 at the same level, and pressure transmitters in Reservoir No. 2 and 4. The flow into Reservoir No. 1 is controlled through the water treatment plant, and the float valve ensures that treated water does not overflow into the creek. The controls for Reservoir No. 2 and 4 are housed in their respective booster stations as discussed below, and water levels in the reservoirs is transmitted via telemetry cable to the control panel in the pump stations.

Pump Stations

Booster Pump Station No. 1 is located in the 4th Avenue subdivision. Water is supplied to the pump station through the distribution system. The station was completed in 1994 in order to supply water to Skidegate Heights and the Reserve Expansion areas, in Pressure Zone 2. The station includes two 30 HP centrifugal pumps that pump at the rate of 20 l/s each, through a supply main that is common with the distribution piping in the Skidegate Heights Subdivision to Reservoir 2.

Booster Pump Station No. 2 is located in the Skidegate Mountain subdivision. Water is supplied to the pump station through the distribution system. The station was completed in 1999 in order to supply water to Mountain Subdivision. The station includes two 3 HP centrifugal pumps that pump at the rate of 6 l/s each, through a separate supply main. The pump station also houses a pressure reducing valve that can supply water from Reservoir No.4 back into the middle pressure zone in the event of emergency.



Distribution System

The distribution system consists of a network of 150, 200 and 250 mm diameter PVC and ductile iron mains which were installed between 1971 and 2005. The piping is generally PVC with the exception of the main village where ductile iron exists. The system includes gate valves, hydrants and services to each existing building and serviced lot.

Corrosion repairs were made to in 2004 to the non plastic components of the distribution piping in Skidegate Heights and Fourth Avenue, where corrosion was detected following leaks at corroded fittings. Corrosion was caused by aggressive soils in these select areas. Prior to the repairs being made, an investigation was undertaken to excavate and inspect piping in other areas, and corrosion was confirmed to be limited to the areas noted above. The repairs included installation of protective coatings and protective anodes at iron tees, valves and hydrants, where corrosion was found.

C.3.2 System Assessment

Source: The water source at Slarkedus Lake is considered sufficient to meet the community's needs over at least the next 5 year timeframe. As noted in the system description, the need for a raw water supply main between the lake and the water treatment plant has been identified in order to provide a more consistent raw water quality with respect to the water treatment plant operation.

Water Treatment Plant: The water treatment plant has been determined to have the treatment capacity to meet the needs of Skidegate over at least the next 5 year timeframe. There is a need, however, for a back-up power system to provide system operational security for the community.

Storage: There are no identified concerns with the 4 storage reservoirs.

Pump Stations: There are no identified concerns with the 2 booster pump stations.

Distribution: There are no identified concerns with the distribution system.

C 3.3 Recommended Water System Projects

The 5 Year Capital Plan recommends the following capital projects:

- Design and construct a raw water supply main between Slarkedus Lake and the water treatment plant;
- Install a back-up power system at the water treatment plant; and
- Continue on-going monitoring of water treatment facility capacity and treated water quality.



C.4 SEWAGE SYSTEM

C.4.1 System Description

A plan and schematic drawing of the sewage collection and disposal system is illustrated on **Figure C.2** on the following page. **Figure C.2** includes the proposed new sewage treatment plant which is scheduled for construction start in Summer 2005.

The Skidegate community has two separate sewage collection and disposal systems. The north (newest) system serves Skidegate Mountain, Skidegate Properties and the Oceanview residential areas as well as the proposed Skidegate Vista Subdivision. The north system consists of a network of 200 mm diameter gravity collection mains to a septic tank, and ocean outfall, which was installed in 1994 to 1996. The septic tank and outfall were sized and located to allow installation to a future sewage treatment facility to service the entire Skidegate community.

The south (older) system services Skidegate Village, First Beach, New Subdivision, 4th Avenue Subdivision, Highway Subdivision and Skidegate Heights. This system consists of a network of 200 mm diameter gravity collection mains, 100, 150 and 200 mm diameter forcemains, 5 lift stations, 4 septic tanks and an ocean outfall. The south system was installed between 1963 to 1997. Upgrading to the Skidegate Village sewer system was completed in 1986, when the original outfall was replaced. In 1993 all the older piping and manholes in the Village were replaced. The Band report that the collection system is in good condition.

Services are provided for each occupied building and serviced lots. Sewage flows by gravity through the mains into lift stations and septic tanks. Primary treatment is currently provided in the septic tanks. Secondary treatment will be provided with the new sewage treatment plant.

In 2002, the Skidegate Band Council completed the Sewage Treatment & Disposal Feasibility Study (DNA). This Study confirmed the general requirements for upgrading the overall sewage system to meet existing deficiencies including meeting the new provincial Municipal Sewage Regulations. The construction of the new sewage treatment plant includes the following items:

- Upgrading of Lift Station No. 2 to 15 HP pump;
- Construction of a 3,000 metre long forcemain to the sewage treatment plant;
- Construction of two 42.6 m diameter by 9 m high concrete tanks with 30 days treatment storage; treatment process consists of coarse bubble aerators fed by submerged air lines which will provide mixing and aeration in the treatment zone;
- Construction of a gravity forcemain from the treatment plant to Outfall No. 2.

C.4.2 Recommended Sewer System Projects

The construction of the sewage treatment plant and upgrading of Lift Station No. 2 will address existing deficiencies and provide sufficient capacity over the next 5 year timeframe. The SBC have identified a need for a back-up power systems for the 6 sewage lift stations to provide system operational security for the community.



C.5 ROADS, DRAINAGE, STREETLIGHTING & PEDESTRIAN NETWORK

Roads: The roads in Skidegate are asphalt surfaced, with widths of 5.0 to 9.7 metres. The roads in the Skidegate Village are narrower than the newer areas due to limited Right-of Way sizes. The asphalt surfacing has been installed over the past five years and is in good condition.

Drainage: The drainage system consists of a network of roadside ditches and culverts. Road culverts are minimum 600 mm in diameter and have been sized to accommodate a 1 in 50 year return period event with no over-topping of the road. Driveway culverts are provided for each ditch crossing, minimum 500 mm diameter. Larger diameter culverts have been installed to accommodate creek crossings. The SBC has identified the need to improve drainage in the area of the Village Cemetery including redirecting storm flows around the Cemetery.

Streetlights: Streetlights are located on power poles within the road Right-of-Ways. The community have indicated that additional streetlights are required to ensure safe travel, especially at intersections. In addition to desiring streetlights, the community have indicated that road and traffic control signage should be provided for the existing roads.

Pedestrian Network: During the planning process, the Council, Staff and community members have identified the need for improvements and additions to the existing pedestrian network throughout IR 1. As a result of numerous comments and suggestions, it is recommended that an overall pedestrian network master plan be developed in close consultation with the community. The master plan would identify the sites, facilities and points of interest that should be linked to a network, identify gaps in the existing network and determine a preliminary design, estimated costs and phasing plan to implement the overall network. Council, Staff and residents also identified the need to upgrade both the vehicular and pedestrian network in the immediate vicinity of the Sk'aadgaa Naay Elementary School to improve traffic flows and enhance the safety of children walking to and from the School.

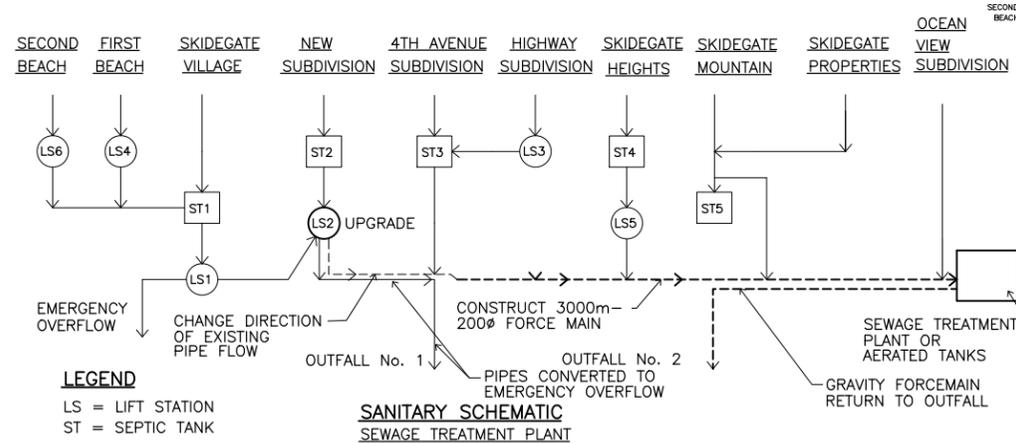
C.5.1 Recommended Roads, Drainage, Streetlighting and Pedestrian Projects

The 5 Year Capital Plan recommends the following capital projects:

- Construct drainage improvements around the Village Cemetery;
- Develop a Pedestrian Network Master Plan and design/construct phased improvements;
- Upgrade vehicular and pedestrian circulation networks around the Sk'aadgaa Naay Elementary School.

C.6 FIRE PROTECTION

Skidegate utilise a fire truck and hall located in the Village area, adjacent to Highway 16. The truck, hall and equipment are in good condition. The Band operate a volunteer fire department.



**SKIDEGATE BAND COUNCIL
COMPREHENSIVE COMMUNITY
DEVELOPMENT PLAN
SEWAGE SYSTEM SCHEMATIC**

DNA
David Nelme + Associates
Project 3922

June 2005
FIGURE C-2



The community is concerned about the response time to the Skidegate Mountain, Skidegate Properties, Oceanview Residential Areas and the Sk'aadga Naay Elementary School, due to the distance, steep hills and winter weather.

It is recommended that an assessment of the existing fire protection system be completed by First Nations Emergency Services to determine recommended improvements to the system to ensure adequate fire protection to the existing and future development areas.

The Band have identified a site at the upper west end of Skidegate Properties for a potential second fire hall.

C.7 SOLID WASTE DISPOSAL

Solid waste is collected on a regular basis from the residents by SBC crews and disposed of at the Regional transfer station approximately 6 km north of the community for transport to the Regional Landfill. There are no reported problems with garbage collection.

C.8 COMMUNITY FACILITIES

Community facilities are an important part of maintaining and enhancing the quality of life in a community. They can also be a factor which encourages people to remain in the community or to relocate to the community. The Community have identified the need for several new community facilities to augment those facilities already meeting some of the needs of the Skidegate Community.

The **5 Year Capital Plan** recommends the following community facility projects:

Recreation:

- Complete an Outdoor Recreation Improvements Master Plan which will include extensive community consultation to identify existing deficiencies, priorities, estimated costs, a phasing plan and a fund-raising strategy;
- Construct 1 new tot lot/small playground per year to address existing neighbourhood deficiencies (**see Figure C-3 Proposed Small Playgrounds**);

Upgrading of Community Facilities:

- Upgrade the mechanical systems at the George Brown Recreation Centre;
- Upgrade the mechanical and lighting systems in the Council Chambers;
- Install back-up power at the Dental Clinic;

New Community Facilities:

- Design and Construct a Healing Centre, which may be located at Balance Rock;
- Design and Construct a Birthing Centre, which could be integrated into the proposed new Southern Haida Gwaii Hospital which may be located at Second Beach (see Section B – Land Use Plan);



- Design and Construct a modest Youth and Education Centre that will accommodate youth programs and educational / training / skills development services;
- Design and Construct a modest Assisted Living Complex for Elders, which may be located at Second Beach adjacent to the proposed new Southern Haida Gwaii Hospital;
- Construct 3 modest traditional longhouses on remote sites to be administered through the Haida Watchmen Program.

Other Facilities:

- Construct a new Community Works Yard & Maintenance Garage to be located next to the Water Treatment Facility.



0 50 100 200 400 metres

 Proposed Playground Site

**SKIDEGATE BAND COUNCIL
COMPREHENSIVE COMMUNITY
DEVELOPMENT PLAN
PROPOSED SMALL PLAYGROUNDS**

DNA
David Nairne + Associates
Project 3922

June 2005
FIGURE C-3

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CDDP Project #: IN 1.1 to IN 1.3
Project Type: Land Development + Protection
Project Names: Oceanview Subdivision Construction Phase 2 (54 lots)
 Skidegate Vista Subdivision Feasibility
 Reserve Expansion Two – Phase 2 + Implementation

Objectives

- IN 1.1 To develop residential lots to meet the Skidegate community's housing needs.
- IN 1.2 To expand the Skidegate Band's reserve land base in order to develop residential lots to meet the Skidegate community's housing needs.

Description

- IN 1.1 Construct Phase 2 of the Oceanview Subdivision – 54 lots
- IN 1.2 Complete Feasibility Assessment for proposed Skidegate Vista Subdivision +/- 28 lots
- IN 1.3 This project includes the formal submission to add lands to the Reserve being completed, the purchase of the 2 Teal-Jones lots and Phase 1 engineering design. Construction will likely be beyond five years depending on need.

Remarks

- IN 1.1 This project will take place in 2009/10 as it is anticipated that there are sufficient lots to meet the needs for the next 4 years.
- IN 1.2 This project should take place in 2009/10 to ensure that the lot development process provides lots to keep pace with community growth demands.
- IN 1.3 The Phase 1 Feasibility was completed in Fall 2004. Given the complexity and time required to undertake the Reserve Expansion Process, Phase 2 should be initiated in 2005/06.

Prerequisite

None – the subdivision design is already complete.

Estimated Cost

- IN 1.1 Phase 2 construction has been estimated to cost \$2,500,000 in constant 2005 dollars.
- IN 1.2 Cost estimate based on recent experience with similar studies in Skidegate and on Haida Gwaii. Total estimated construction cost including engineering + contingency is \$1,750,000.
- IN 1.3 The total costs for the reserve expansion including costs beyond the 5 year plan are:
 - Year 1 \$100,000 Phase 2 Report + Submission to INAC
 - Year 2 750,000 Estimated purchase cost of Teal Jones Lot 499
 - Year 3 420,000 Preliminary Environmental + Engineering – Off Site Works
 - Year 4 865,000 Preliminary Environmental + Engineering – On Site Works
 - Year 5 85,000 Design Phase 1A Subdivision (36 lots)
 - Future 14,200,000 Balance of full Reserve Expansion 2 Residential Development
 - Total \$16,420,000 in constant 2005 dollars

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
IN 1.1 Oceanview Subdivision Construction Phase 2					\$2,500,000
IN 1.2 Skidegate Vista Subdivision Feasibility					\$70,000
IN 1.3 Reserve Expansion Two	\$100,000	\$750,000	\$420,000	\$865,000	\$85,000

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: IN 1.4 to IN 1.7
Project Type: Land Development + Protection
Project Names: Hazards Assessment (Erosion + Slope Stability)
 Emergency Preparedness Plan
 Integrated Legal Survey + Co-ordinate Control Plan
 Consolidation of Infrastructure Record Drawings

Objectives

- IN 1.4 To assess erosion and slope stability hazards on Skidegate reserve land to quantify the risks and recommend remedial activity where appropriate.
- IN 1.5 To develop a plan which gives the Skidegate Band Council and the community the tools to assess potential emergency situations.
- IN 1.6 To create an overall Legal Plan for IR 1 and a co-ordinated Legal Control Plan
- IN 1.7 To consolidate infrastructure record drawings for ease of access and use.

Description

- IN 1.4 Complete an overall assessment of hazards including the balance of the foreshore as well as slope stability.
- IN 1.5 Develop an overall emergency preparedness plan to address potential disasters.
- IN 1.6 Prepare an overall legal survey for all of IR 1 that integrates surveys conducted over the past 15 to 20 years, including a co-ordinate control plan.
- IN 1.7 Co-ordinate the record drawings from over 20 years of infrastructure initiatives into a master, indexed file.

Remarks

Prerequisite

None

Estimated Cost

- IN 1.4 The estimated cost for the Hazards Assessment is \$75,000 in constant 2005 dollars.
- IN 1.5 The estimated cost for the Emergency Preparedness Plan is \$50,000 in constant 2005 dollars.
- IN 1.6 The estimated cost for the Integrated Legal Survey + Co-ordinate Control Plan is \$100,000 in constant 2005 dollars.
- IN 1.7 The estimated cost for the Consolidation of Infrastructure Record Drawings is \$35,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
IN 1.4 Hazards Assessment	\$75,000				
IN 1.5 Emergency Preparedness Plan	\$50,000				
IN 1.6 Integrated Legal Survey + Co-ordinate Control Plan		\$100,000			
IN 1.7 Consolidation of Infrastructure Record Drawings		\$35,000			

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: IN 2.1 to IN 2.2
Project Type: Water System
Project Name: New Intake Extension – Slarkedus Creek / Lake Source
Back-Up Power for Water Treatment Plant

Objectives

- IN 2.1 To provide a more consistent raw water quality to the water treatment facility.
- IN 2.2 to mitigate the risks to the water treatment plant associated with frequent power outages on Haida Gwaii.

Description

- IN 2.1 Extend the water line to Slarkedus Lake, bypassing the creek.
- IN 2.2 Install a back-up power source for six sewage lift stations

Remarks

Prerequisite

None

Estimated Cost

- IN 2.1 The total estimated cost for the New Intake Extension – Slarkedus Creek / Lake Source is \$1,000,000 in constant 2005 dollars. A Feasibility/Pre-design study will confirm the optimal routing as well as provide a more accurate estimate of the capital costs to construct the raw water extension main to the Treatment Plant.
- IN 2.2 The estimated cost for the Back-Up Power for Water Treatment Plant is \$50,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
IN 2.1 New Intake Extension – Slarkedus Creek / Lake Source		100,000	100,000	800,000	
IN 2.2 Back-Up Power for Water Treatment Plant	\$50,000				

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: IN 3.1 to IN 3.2
Project Type: Sewage System
Project Name: Lift Station Back-Up Power

Objectives

IN 3.1 To mitigate the risks to the six sewage lift stations associated with frequent power outages on Haida Gwaii.

Description

IN 3.1 Install a back-up power source for the six sewage lift stations.

Remarks

Prerequisite

None

Estimated Cost

IN 3.1 The estimated cost for the Lift Station Back-up –Power is \$300,000 in constant 2005 dollars based an average cost of \$50,000 per lift station.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
IN 3.1 Lift Station Back-Up Power	\$300,000				

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: IN 4.1 to IN 4.4
Project Type: Roads, Drainage & Street lighting
Project Name: Pedestrian Network Master Plan
 Pedestrian Network Improvements
 Elementary School Parking/Circulation Improvements
 Cemetery Drainage Improvements

Objectives

- IN 4.1 To improve the safety of pedestrians and cyclists throughout the community.
- IN 4.2 To construct the priorities established in the master plan (IN 4.1).
- IN 4.3 To promote and improve safety for both pedestrians and vehicles near the elementary school.
- IN 4.4 To improve the flow of surface/sub-surface water in and around the Village cemetery.

Description

- IN 4.1 Develop an overall master plan that will identify where sidewalks, paths and trails are needed, including linkages between community facilities.
- IN 4.2 Develop a multi-year program to construct sidewalks, paths and trails according to the master plan.
- IN 4.3 Upgrade the parking and pedestrian circulation at the Skidegate Elementary School.
- IN 4.4 Assess the drainage conditions and complete the necessary works around the Village cemetery.

Remarks

Prerequisite

- IN 4.2 Completion of the Master Plan (IN 4.1).

Estimated Cost

- IN 4.1 The estimated cost for the Pedestrian Network Master Plan is \$35,000 in constant 2005 dollars.
- IN 4.2 The estimated cost for the Pedestrian Network Improvements is \$80,000 in constant 2005 dollars.
- IN 4.3 The estimated cost for the Elementary School Parking/Circulation Improvements is \$50,000 in constant 2005 dollars.
- IN 4.4 The estimated cost for the Cemetery Drainage Improvements is \$125,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
IN 4.1 Pedestrian Network Master Plan	\$35,000				
IN 4.2 Pedestrian Network Improvements		\$20,000	\$20,000	\$20,000	\$20,000
IN 4.3 Elementary School Parking/Circulation Improvements	\$50,000				
IN 4.4 Cemetery Drainage Improvements		\$125,000			

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: CF 5.1 to CF 5.2
Project Type: Community Facilities – *Outdoor Recreation*
Project Name: Outdoor Recreation Master Plan
 Playgrounds/Tot Lots

Objectives

- CF 5.1 To meet the community’s current and future recreation needs.
- CF 5.2 To provide a safe place for young Skidegate children to play.

Description

- CF 5.1 Develop an overall master plan that will identify outdoor recreation amenities that are needed now as well as into the future.
- CF 5.2 Construct small playgrounds and tot lots according to the priorities established in the Outdoor Recreation Master Plan (CF 5.1).

Remarks

Prerequisite

None

Estimated Cost

- CF 5.1 The estimated cost for the Outdoor Recreation Master Plan is \$50,000 in constant 2005 dollars.
- CF 5.2 The estimated cost for the Playground/Tot Lots is \$100,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
CF 5.1 Outdoor Recreation Master Plan	\$50,000				
CF 5.2 Playground/Tot Lots		\$25,000	\$25,000	\$25,000	\$25,000

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: CF 5.3 to CF 5.5
Project Type: Community Facilities - *Upgrading*
Project Name: Recreation Hall Renovations
 Council Chamber Upgrading
 Dental Clinic Back-Up Power

Objectives

- CF 5.3 To improve the air handling and ventilation systems of the George Brown Recreation Hall.
- CF 5.4 To upgrade the lighting and mechanical systems of the SBC Council Chambers
- CF 5.5 To mitigate against the risks to the Dental Clinic associated with frequent power outages on Haida Gwaii.

Description

- CF 5.3 Upgrade the mechanical systems of the George Brown Recreation Hall.
- CF 5.4 Upgrade the lighting and mechanical systems of the SBC Council Chambers.
- CF 5.5 Install a back-up power source in a dedicated building adjacent to the Dental Clinic.

Remarks

- CF 5.5 Includes construction of a small shed to house the back-up power source.

Prerequisite

None

Estimated Cost

- CF 5.3 The estimated cost for the Recreation Hall Renovations is \$600,000 in constant 2005 dollars.
- CF 5.4 The estimated cost for the Council Chamber Upgrading is \$20,000 in constant 2005 dollars
- CF5.5 The estimated cost for the Dental Clinic Back-Up Power is \$60,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
CF 5.3 Recreation Hall Renovations			\$600,000		
CF 5.4 Council Chamber Upgrading	\$20,000				
CF 5.5 Dental Clinic Back-Up Power		\$60,000			

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: CF 5.6 to 5.8
Project Type: Community Facilities – *New Facilities*
Project Name: Healing Centre
 Birthing Centre
 Youth Centre/ Education Centre

Objectives

CF 5.6 To develop a facility that will accommodate traditional healing programs and activities.

CF 5.7 To provide a facility for community residents to deliver their children without having to leave Haida Gwaii.

CF 5.8 To provide a facility for youth programs and educational/training/skills development services.

Description

CF 5.6 Design and construct a healing centre, tentatively sited near Balance Rock.

CF 5.7 Construct a birthing centre as part of the proposed new southern Haida Gwaii Hospital which may tentatively be located near Second Beach.

CF 5.8 Design and construct a modest facility that will accommodate youth programs and educational/training/skills development services.

Remarks

CF 5.8 Doesn't include operational costs such as staffing of the facility nor related program costs. Consideration may be given to integrating this proposed facility into the Bill Reid Teaching Centre at the Qay'LLnagaay Heritage Centre.

Prerequisite

None

Estimated Cost

CF 5.6 The estimated cost for the Healing Centre is \$2,000,000 in constant 2005 dollars.

CF 5.7 The estimated cost for the Birthing Centre is \$0 as it is proposed to be integrated into the proposed new Southern Haida Gwaii Hospital.

CF 5.8 The estimated cost for the Youth Centre/Education Centre is up to \$5,000,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
CF 5.6 Healing Centre	\$240,000	\$1,760,000			
CF 5.7 Birthing Centre – No Cost					
CF 5.8 Youth Centre/ Education Centre			\$300,000	\$4,700,000	

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: CF 5.9 to 5.11
Project Type: Community Facilities - *New Facilities*
Project Name: Longhouses for Watchmen Program
 Elders Assisted Living/Long Term Care
 Public Works Yard and Building

Objectives

- CF 5.9 To preserve and promote Haida heritage and culture in Gwaii Haanas.
- CF 5.10 To accommodate the needs of the community's elders so that they can stay on Haida Gwaii.
- CF 5.11 To accommodate Skidegate's public works/maintenance staff including their tools and vehicles, as well as the storage of construction materials.

Description

- CF 5.9 Construct three traditional longhouses on remote sites administered through the Haida Watchmen Program.
- CF 5.10 Design and construct a modest assisted living complex for the elders, tentatively sited adjacent to the proposed new hospital, to be located at Second Beach.
- CF 5.11 Construct a modest building and fenced outdoor compound adjacent to the Water Treatment Plant for Public Works and Maintenance staff.

Remarks

- CF 5.9 Sites are to be identified.

Prerequisite

None

Estimated Cost

- CF 5.9 The estimated cost for the Longhouses for Watchmen Program is \$450,000 in constant 2005 dollars.
- CF 5.10 The estimated cost for the elders' Assisted Living/Long Term Care is \$2,000,000 in constant 2005 dollars.
- CF 5.11 The estimated cost for the Public Works Yard and Building is \$300,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
CF 5.9 Longhouses for Watchmen Program		\$150,000	\$150,000	\$150,000	
CF 5.10 Elders Assisted Living/Long Term Care	\$200,000	\$1,800,000			
CF 5.11 Public Works Yard and Building	\$300,000				

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: EC 6.1 to 6.3
Project Type: Economic Development
Project Name: Quarry Development and Management Plan
Fish Plant Upgrading- Purchase Smokers for Fish Plant
Fish Plant Upgrading- Enlarge and Renovate Facility

Objectives

- EC 6.1 To guide the continuing use and development of the Highway 16 quarry, including an assessment of gravel resources (quality and quantity), future expansion options, reclamation and required capital assets such as a scale.
- EC 6.2 To upgrade the idle fish plant.
- EC 6.3 To upgrade the idle fish plant.

Description

- EC 6.1 Prepare an overall master plan to guide the continuing use and development of the Highway 16 quarry.
- EC 6.2 Purchase and install smokers for the fish plant.
- EC 6.3 Enlarge and renovate the fish plant, including general mechanical improvements.

Remarks

Prerequisite

Estimated Cost

- EC 6.1 The estimated cost for the Quarry Development and Management Plan is \$100,000 in constant 2005 dollars.
- EC 6.2 The estimated cost of purchasing the Smokers for the Fish Plant is \$85,000 in constant 2005 dollars.
- EC 6.3 The estimated cost of Enlarging and Renovating the fish plant is \$190,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
EC 6.1 Quarry Development and Management Plan	\$100,000				
EC 6.2 Smokers for the Fish Plant		\$85,000			
EC 6.3 Fish Plant Upgrading- Enlarge and Renovate Facility		\$190,000			

**Skidegate Band Council Comprehensive Community Development Plan
Capital Project Sheets**

CCDP Project #: EC 6.4 to 6.7
Project Type: Economic Development
Project Name: Fish Plant Upgrading- Purchase Refrigeration and Freezer Units
 Fish Plant Upgrading- Purchase Miscellaneous Fish Plant Equipment
 Small Business Development Program
 Micro-Lending Start Up Fund

Objectives

- EC 6.4 To upgrade the idle fish plant.
- EC 6.5 To upgrade the idle fish plant
- EC 6.6 To encourage and support the development of small businesses to contribute to economic self-sufficiency in Skidegate.
- EC 6.7 To provide access to credit for small businesses in the community that might not qualify for traditional bank loans or financing.

Description

- EC 6.4 Purchase and install Refrigeration and Freezer Units for the fish plant.
- EC 6.5 Purchase and install miscellaneous equipment for the fish plant.
- EC 6.6 Establish a small business development program with sufficient multi-year funding to employ a part-time staff person.
- EC 6.7 Set up a one-time fund to provide micro-lending opportunities to small businesses in the community.

Remarks

- EC 6.6 Requires on-going funding for part-time staff person.
- EC 6.7 This fund could be administered through a proposed development program (EC 6.6)

Prerequisite

Estimated Cost

- EC 6.4 The estimated cost of Purchasing Refrigeration and Freezer Units is \$160,000 in constant 2005 dollars.
- EC 6.5 The estimated cost of Purchasing Miscellaneous Fish Plant Equipment is \$65,000 in constant 2005 dollars.
- EC 6.6 The estimated cost of a Small Business Development Program is \$200,000 in constant 2005 dollars.
- EC 6.7 The estimated cost of a Micro-lending start up fund is \$15,000 in constant 2005 dollars.

Project Description	2005/06	2006/07	2007/08	2008/09	2009/10
EC 6.4 Fish Plant Upgrading: Purchase Refrigeration + Freezer Units		\$160,000			
EC 6.5 Fish Plant Upgrading- Purchase Miscellaneous Fish Plant Equip.		\$65,000			
EC 6.6 Small Business Development Program	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
EC 6.7 Micro-Lending Start Up Fund	\$15,000				

Appendices

Community Profile



LOCATION AND ACCESS

The Haida community of Skidegate on the shores of Rooney Bay, known for years as *Skidegate Mission*, was a village site for many years, and became the location of the United Church Mission at the turn of the century.

Skidegate is named after the chief of the village in the early 1800s, as was customary at the time. When Daniel Pender surveyed the waterway in 1866, he standardized the name for the inlet and channel from *Skit-ei-get*, meaning 'red paint stone', to Skidegate.

The Queen Charlotte Islands are situated off the coast of BC in the Canadian northwest Pacific. Skidegate is centrally located on the islands, situated as it is on the island highway and just a short ferry ride from Moresby Island and the airport at Sandspit. Visitors have three options when travelling to Skidegate.

The town of Skidegate is located 2km north of the [Skidegate Landing Ferry Terminal](#). The Queen Charlotte Islands are accessed by ferry from [Prince Rupert](#) to the Skidegate Landing Ferry Terminal on Graham Island, by air from [Vancouver](#) to Sandspit on Moresby Island (770 km), and by air from Prince Rupert to Sandspit. Other commercial air services (including float planes and helicopters) are available at Sandspit, Queen Charlotte City and Masset. A 20-minute ferry ride connects Graham and Moresby Islands.

The two ferry docks at Skidegate Landing, the settlement between Queen Charlotte and Skidegate, serve ferries to Prince Rupert on the BC mainland and to [Alliford Bay](#) on Moresby Island.

In spring, whales frequent the shores of Haida Gwaii. In the Skidegate area, benches are situated along the shore for visitors to enjoy the scenery and whale watch, in season.

Outdoor recreation in the area includes - amongst other activities - fishing, boating, camping, beachcombing, hiking, kayaking, sightseeing, and wildlife viewing.



EXISTING & FUTURE POPULATION

A Community Census was completed in January, 2005. The Census provided a profile of existing households, listing all residents of Skidegate. Information about in-migrating households wishing to return to Skidegate was based on information collected for the 1997 Physical Development Plan. The Community Census was completed using standardised data collection sheets which asked for the following information:

On-Reserve Community Population

- name, age and sex;
- relationship of each person to the head of the household; and
- Native status.

This Community Census provides a “snapshot” of Skidegate in the Winter of 2005. This information is critical to identify community needs in the future as the population grows and ages. This information should be updated on a regular basis.

BAND MEMBERSHIP

According to the INAC Membership Registry, Skidegate Band Membership totalled **1,337** individuals at the end of 2004. **Figure 1.1** shows the growth in Skidegate Band Council Membership from 1985 to 2005 (INAC data).

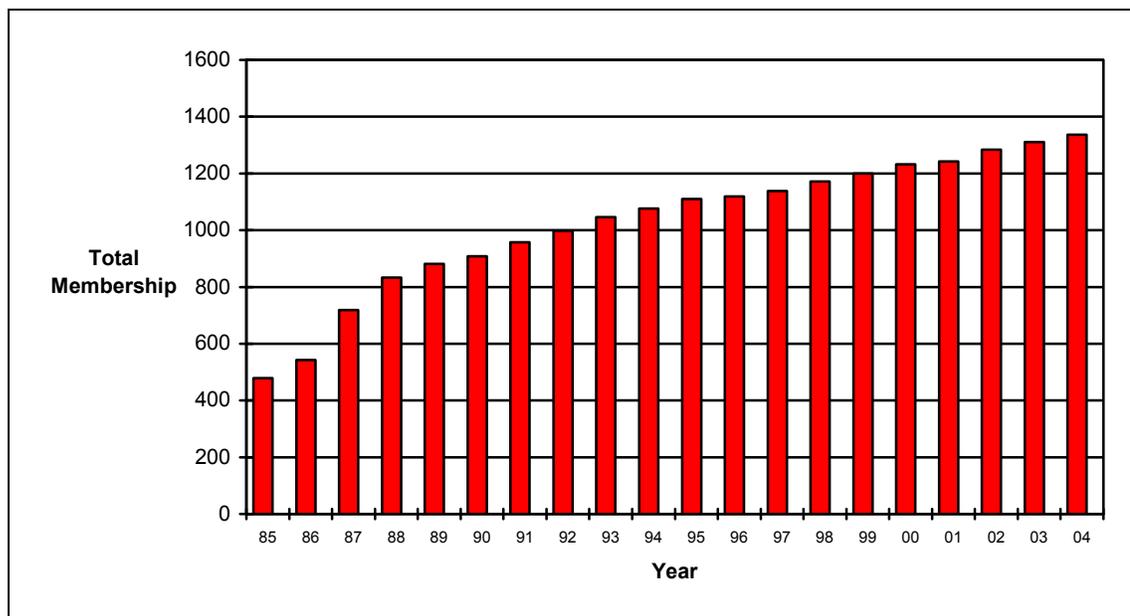


Figure 1.1: Historical Membership Growth, 1985 to 2004



Membership growth over the past 20-year period ('85-'04) has not been consistent. Using total Band Membership data from 1985 to 1995, the historic average annual growth rate for the Skidegate Band is **5.07%**. A significant contributor to the growth rate was C-31 Registrations, which almost doubled the total Band Membership. The growth rate in the last 10 years (post Bill C-31) has remained fairly strong at **2%**. Of note, average growth in members on-Reserve is significantly higher at an average of **5.2%** per year for the last 20 years.

EXISTING COMMUNITY POPULATION

The Community Household Profile shows that the Community population at Skidegate includes 770 (58% of total Band membership) registered Skidegate Band Members, 50 individuals from other Bands, and 86 non-Native individuals for a total **Community Population of 906**.

Non-Native residents represent approximately 10% of the Community Population. This number is important as the Band does not receive funding from INAC for these people, yet the Band provides services to these individuals including basic infrastructure and various community-based services. Nonetheless, for the purposes of this Comprehensive Community Development Plan and the various analyses included herein, the Community population is assumed to include all people living at Skidegate.

The age characteristics of the Community Population are shown in **Figure 1.2**.

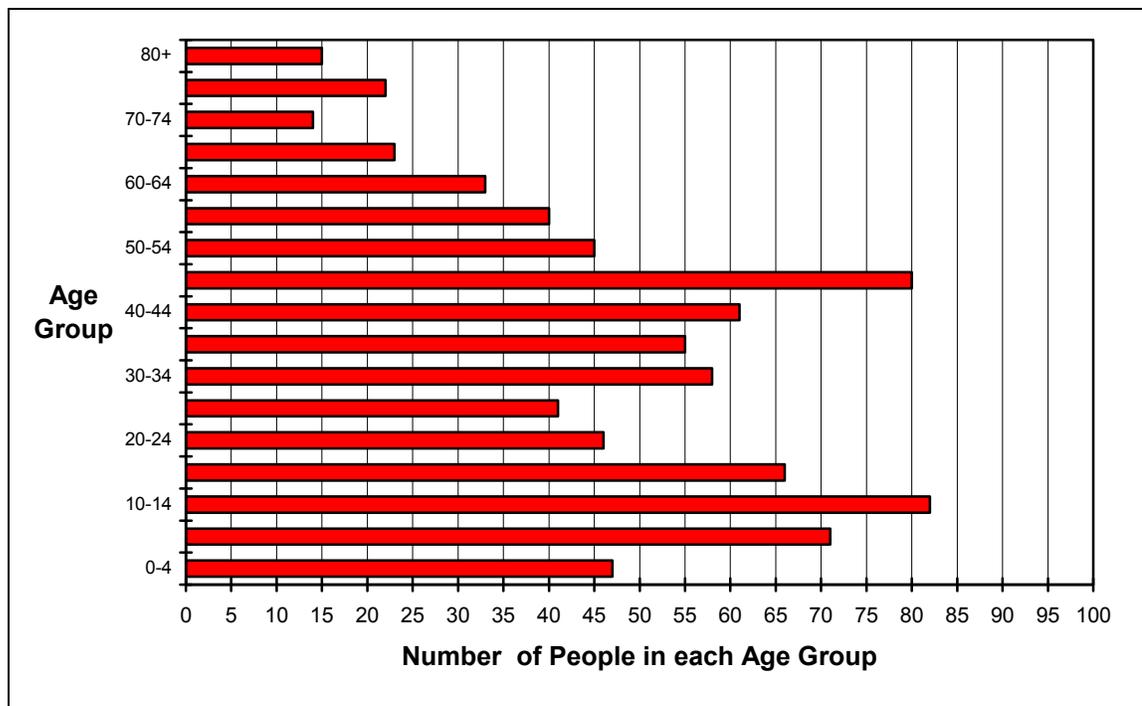


Figure 1.2: Community Population Profile By Age



Figure 1.2 shows a number of interesting features about the Skidegate Community:

- the single largest age group are preteens aged 10-14, a result of the ‘baby boom’ experienced in the Community ten years ago;
- the second largest age group are adults between 45 and 49 years old which is approximately 10% of the total Community population. This is quite similar to the Canadian population as a whole;
- the third largest age group are children between the ages of 5 to 9 years old; this trend may indicate that people in the Community are having children later in life and it counters, somewhat, the general ageing trend in the Community as a whole;
- approximately 39% of the Community is under 25 years old; this group will continue to sustain strong demands for new housing units into the future as households are formed along with demands for various Community services and programmes and employment opportunities.

IN-MIGRATION DEMANDS

In-migration demands represent those individuals and families who wish to relocate to Skidegate. A detailed in-migration profile was not prepared for the CCDP. The data presented below are based on revised figures from the 1997 Physical Development Plan. According to the 1997 in-migration profile, approximately 35% of the in-migration population live in the Vancouver area. The next largest concentration is the North Coast area, with the majority in this area living in Prince Rupert. Approximately 13% reside on Haida Gwaii with most living in Queen Charlotte City.

In the 1997 in-migration profile, the Band identified a total of 565 people on the housing waiting list who wish to relocate to Skidegate. Due to a sustained strong house construction program, some of these people and their families have since relocated to Skidegate. For the purposes of the CCDP, we have assumed that 250 people wish to move to Skidegate in the next 10 years; 150 in the first 5 years and 100 over the balance of the years.

MEMBERSHIP AND COMMUNITY POPULATION GROWTH PROJECTIONS

The preparation of future growth projections for Total Band Membership and Community Population are based on past experience and reasonable assumptions about the future.

Total Band Membership Growth Projections

Estimates of the growth in Total Band Membership to the Year 2025 become the basis for determining potential funding. The following assumptions were used to project the growth in the Total Band Membership:



- An average annual growth rate of 2.0% is used for years 1 through 20 for total Band membership, reflecting the average annual growth rate of the total Band Membership over the last 10 years; and
- Potential transfers of Members from other Bands to Skidegate are assumed to be offset by potential transfers of Skidegate Band Members to other Bands.

The Total Band Membership projections to 2025 are presented in **Figure 1.3**. These projections are estimates only, and the assumptions should be **reviewed annually**.

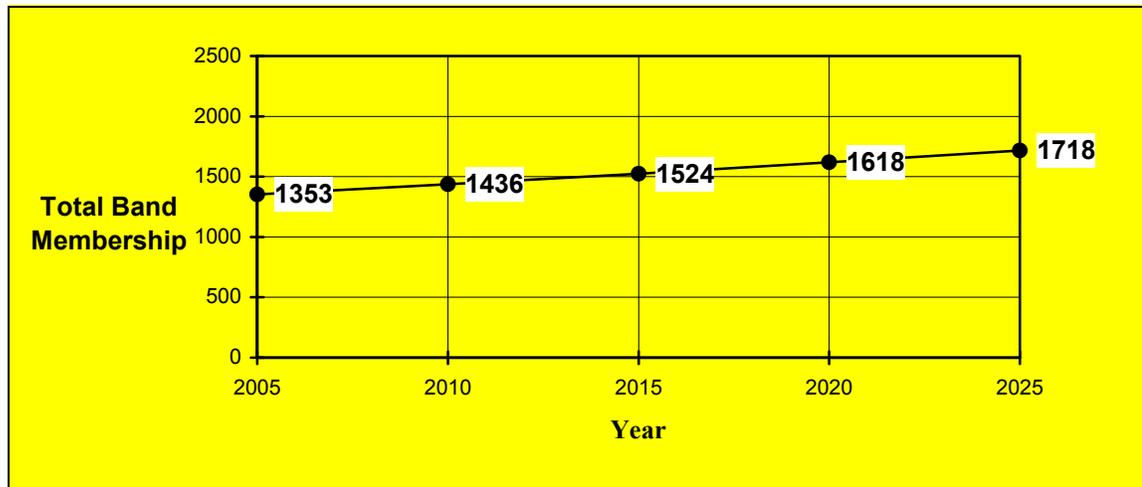


Figure 1.3: Total Band Membership Projections

Based on the stated assumptions, over the next 20 years, the Total Band Membership can be expected to grow by approximately **27%**.

Community Population Growth Projections

Estimates of the growth in the Community Population become the basis for determining such things as future housing needs, land use requirements and Community infrastructure requirements. The following assumptions were used to project the growth in the Community Population over a 20 year period to 2025:

- The relocation of a further 100 people to Skidegate within the next 5 years;
- The balance of the in-migration demand (150 people) will be “evenly” spread over years 5 through 20;
- An average annual growth rate of 3.0% is used for years 1 through 10, reflecting the average annual growth rate of the community population over the last 10 years;
- An average annual growth rate of 2.5% will be used for years 11 through 20 reflecting the impacts of an ageing population and lower in-migration;

The Community Population projections to 2025 are presented in **Figure 1.4**. These projections are estimates only, and the assumptions should be **reviewed annually**.

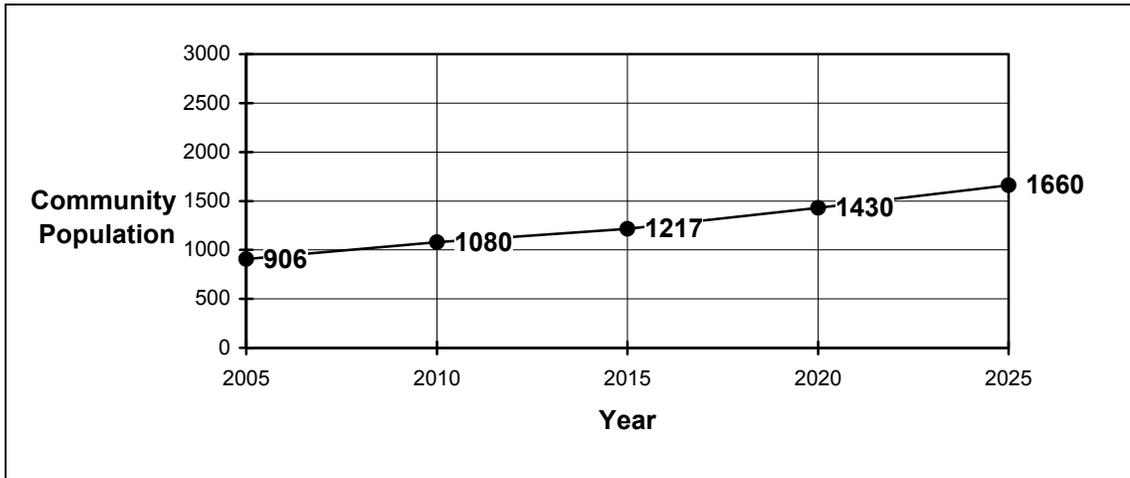


Figure 1.4: Community Population Projections

Based on the assumptions, the Community population will almost double within the next 20 years, which will generate ongoing community development demands.

Community Consultation Process

Monday, October 4
Visioning and Principles – Council and Program Staff

9-9.45 **Opening**
 Introductions
 Comprehensive Community Development Plan Overview

9.45-10.15 **Overview of Strategic Planning:**
 What is strategic planning? Why do strategic planning?
 Need for commitment to implementation

10.15-10.30 **BREAK**

10.30-12.00 **Charting Our Course – Visioning + Values**
 Description of a vision – why is it important? **If you don't know where you're going, you'll never get there!**

- How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?

12.00-1.00 **LUNCH (provided)**

1.00-2.00 **Charting Our Course – Visioning + Values (cont.)**

- What are the principles that guide our work together as Council + Administration?
- How do we know we are making good decisions?

2.30-2.45 **BREAK**

2.00-3.45 **Charting Our Course (small groups)**

<p>Council</p> <ul style="list-style-type: none"> • Our relationship with administration – successes and challenges • Our relationship with our community – successes and challenges • Goals for Council – short term and long term 	<p>Program Staff</p> <ul style="list-style-type: none"> • What are the successes of your program? • What are the obstacles to achieving further successes? • What 3 key issues will your program address in the next 5 years? • What is the top program priority for the next year?
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3.45-4.15 **Ideal Project Exercise (small groups)**

4.15 **Summary + Wrap Up**

Tuesday, October 5 Concurrent Sessions

- 9.00-9.30 **Opening**
Review of Day 1
Review Draft Vision Statement, Mission Statement + Guiding Principles
- 9.30-10.30 **Communicating with Each Other**
How do we make decisions together?
How do we work together to address issues?
What can we do differently?
- 10.30-10.45 **BREAK**
- 10.45-11.30 **Communicating with the Community**
Past successes
New approaches
Involving the community in this project
- 11.30-11.45 **Project Scheduling + Wrap Up**
Summary
Agenda and date for next workshop

Day 1: Deliverables

- **Draft Vision**
- **Draft Guiding Principles**

Day 2: Deliverables

- **Draft Strategic Goals + Objectives – Council**
- **Draft Strategic Goals + Objectives – Programs**
- **Draft Communication Plan**

Elements of a Strategic Plan

1. Creating the Mission

- Purpose
 - who are we?
 - what do we do?
 - why do we do it?
 - who do we do it for?
 - who do we do it through and with?

The Purpose must be clear and concise so it can serve as the cornerstone for all strategies and action plans.

- Vision

The Vision looks ahead 10, 20 or even 50 years, defining a future that is worth striving for:

- long term goal – defines what the organisation wants to achieve in the long term
- strategic objectives – define what the organisation will do in support of the goal

- Core Values

The Core Values are fundamental principles that underlie the day to day behaviours of the organisation's members – they reflect the basic assumptions held by its members about the ideals which are worth striving for.

- an organisation's leaders cannot impose Core Values – they must be manifested in leadership behaviour
- when leadership behaviour is inconsistent with stated values, the result, inevitably, is widespread cynicism

2. Current Situation Assessment

Assess the organisation's current situation including identifying strengths, weaknesses, opportunities and barriers.

3. Developing the Strategy

- Develop an approach to achieving strategic objectives by addressing results of current situation assessment.
- Strategic planning has to do with the plan, or course of action, that leads to the allocation of an organisation's resources to reach identifiable goals.

- Strategies should target specific objectives while addressing opportunities in the environment.

4. Operationalizing the Strategy

- Creating an action plan
- Setting criteria to evaluate whether objectives are being achieved and monitoring and adjusting the plan

5. Reviewing + Updating the Strategy

- The organisation needs to review its current situation and re-evaluate its strategy for achieving long term goals + strategic objectives
- Strategic plans must be updated to reflect changes within the organisation and externally in the environment
- Value of strategic plan determined by successes they do or do not achieve

7 HABITS OF EFFECTIVE PEOPLE¹

- 1. Be Proactive.**
- 2. Begin with the End in Mind.**
- 3. Put First Things First.**
- 4. Think Win-Win.**
- 5. Seek First to Understand, Then to be Understood.**
- 6. Synergize.**
- 7. Sharpen the Saw.**

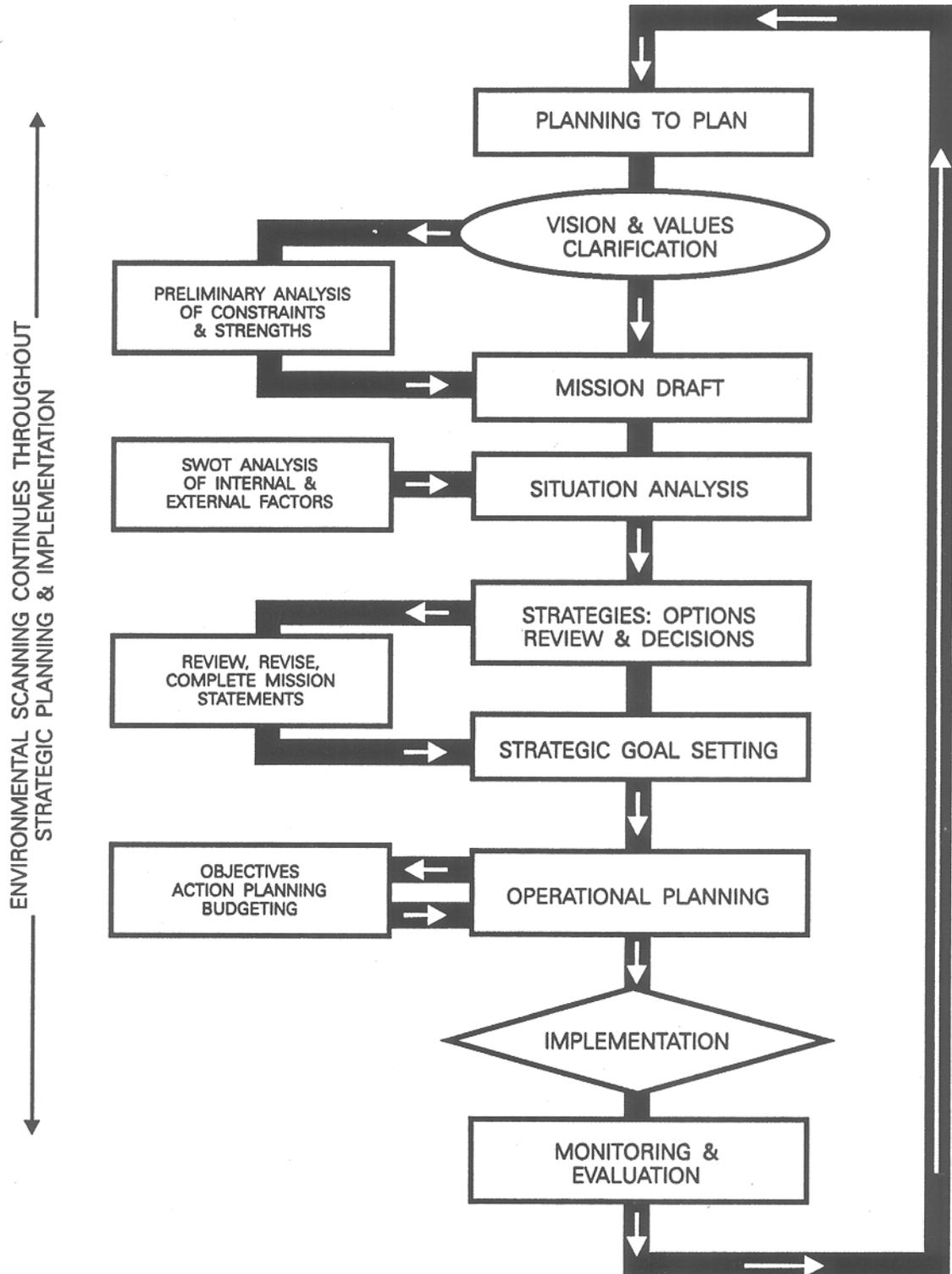
¹ Stephen Covey, The 7 Habits of Highly Effective People, 2003

TEN EASY STEPS FOR REACHING AGREEMENT²

1. **Enlist Everyone:** Invite Hidden Talent as well as Visible Talent and Avoid Creating Enemies.
2. **Discover Shared Hopes:** Multiply Your Prospects for Success.
3. **Uncover the Real Issues:** Listen to Thoughts and Feelings.
4. **Identify All Options:** See the Whole Tree Before You Go Out on a Limb.
5. **Gather the Right Information:** Look Through the Lens of Your Hopes.
6. **Get Everything on the Table:** 100% Information, 0% Debate
7. **Write Down Choices that Support Shared Hopes:** Take the Guesswork out of Decisions.
8. **Map Solutions:** See Clear Results.
9. **Look Ahead:** Be Prepared with Alternatives.
10. **Stay Charged Up:** Celebrate Results + Review Your Hopes.

² Don Maruska, How Great Decisions Get Made, 2004

Strategic Planning Process



Adapted from: Westcoast Development Group
Strategic Planning Process

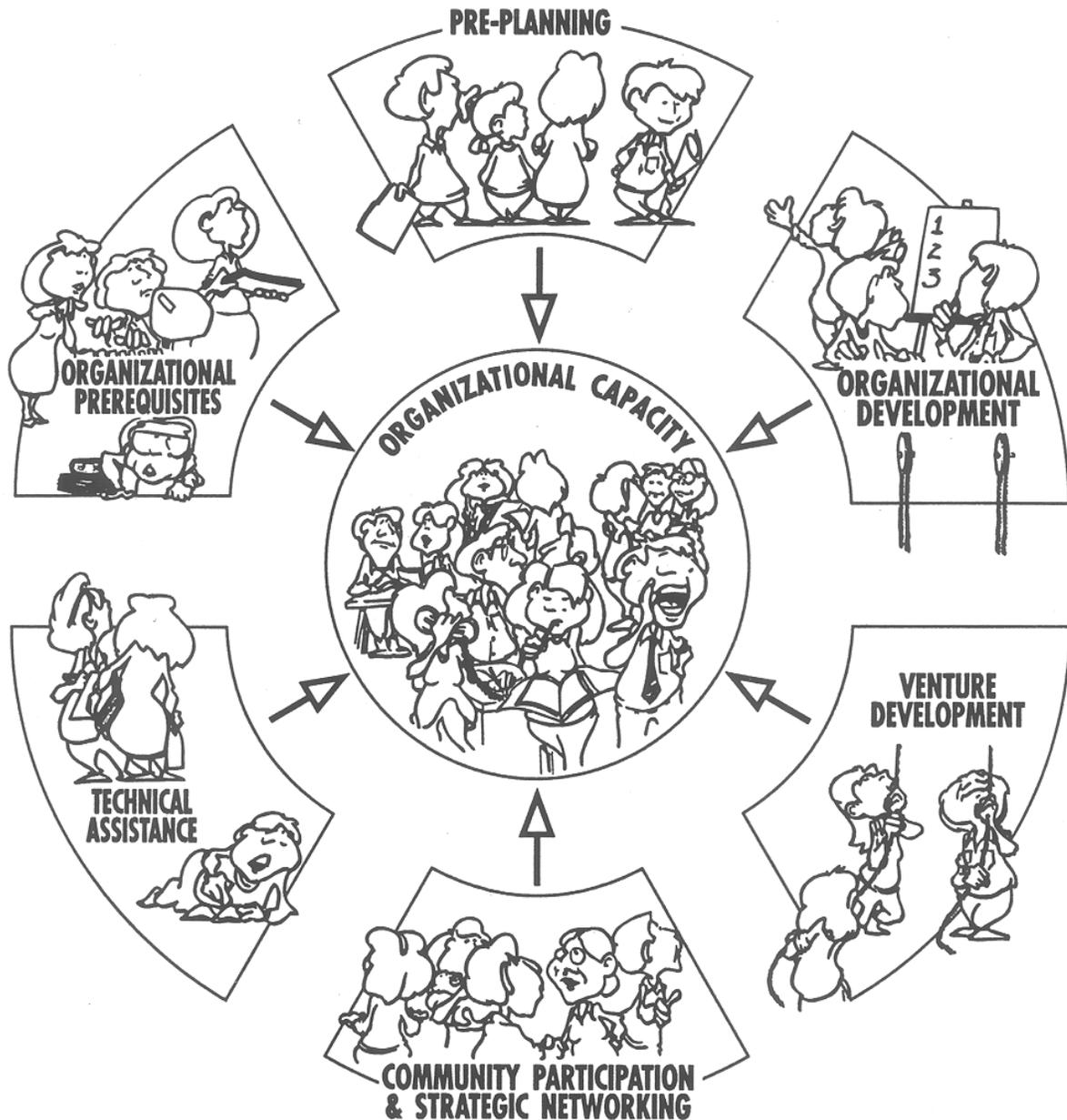


What Good Can Strategic Planning Do?



Adapted from: Westcoast Development Group
Strategic Planning Process

Building Organizational Capacity: the Hub of the Development Wheel



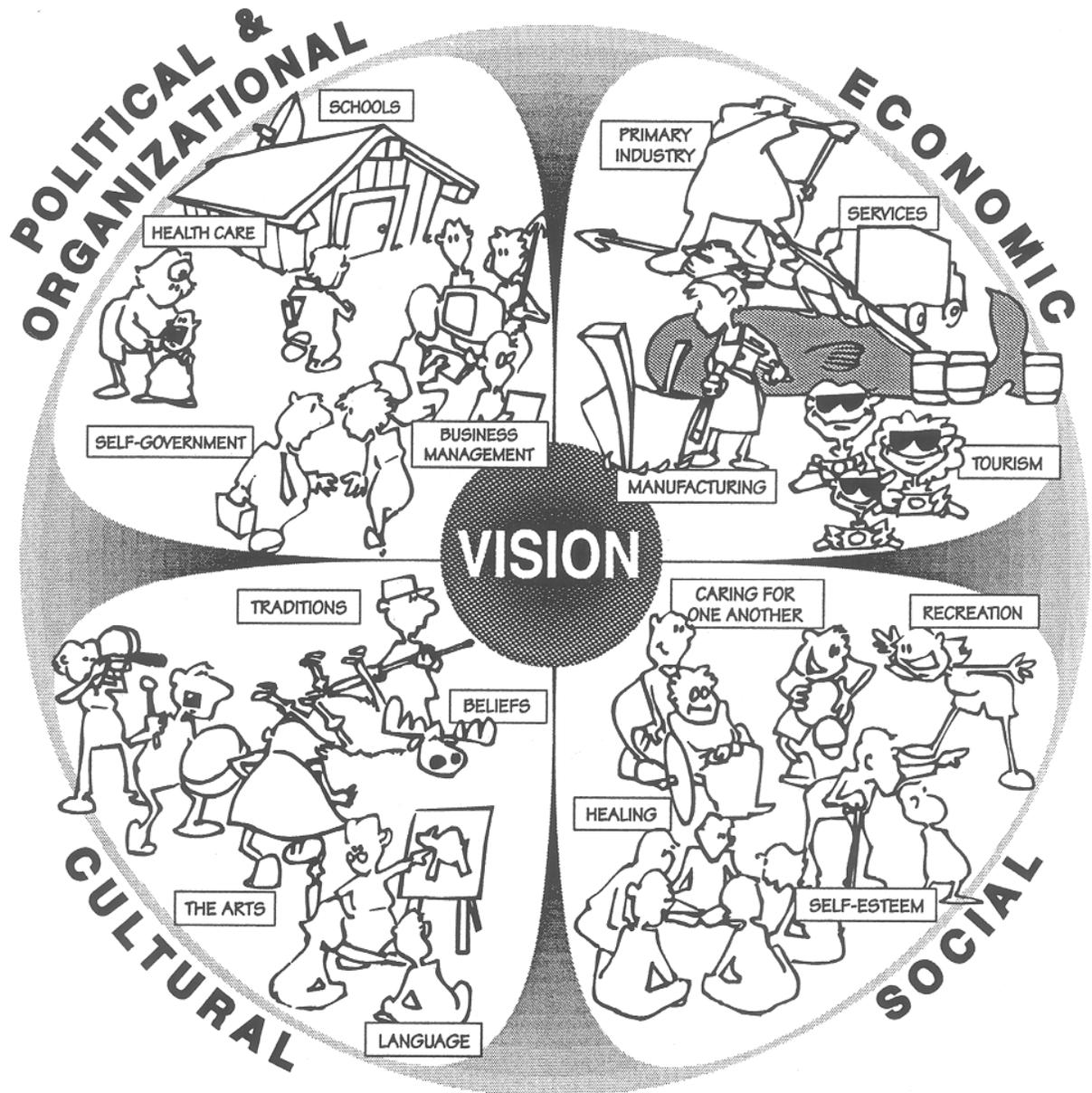
Adapted from: Westcoast Development Group
Strategic Planning Process



A shared vision generates community energy
& commitment to a process of change.

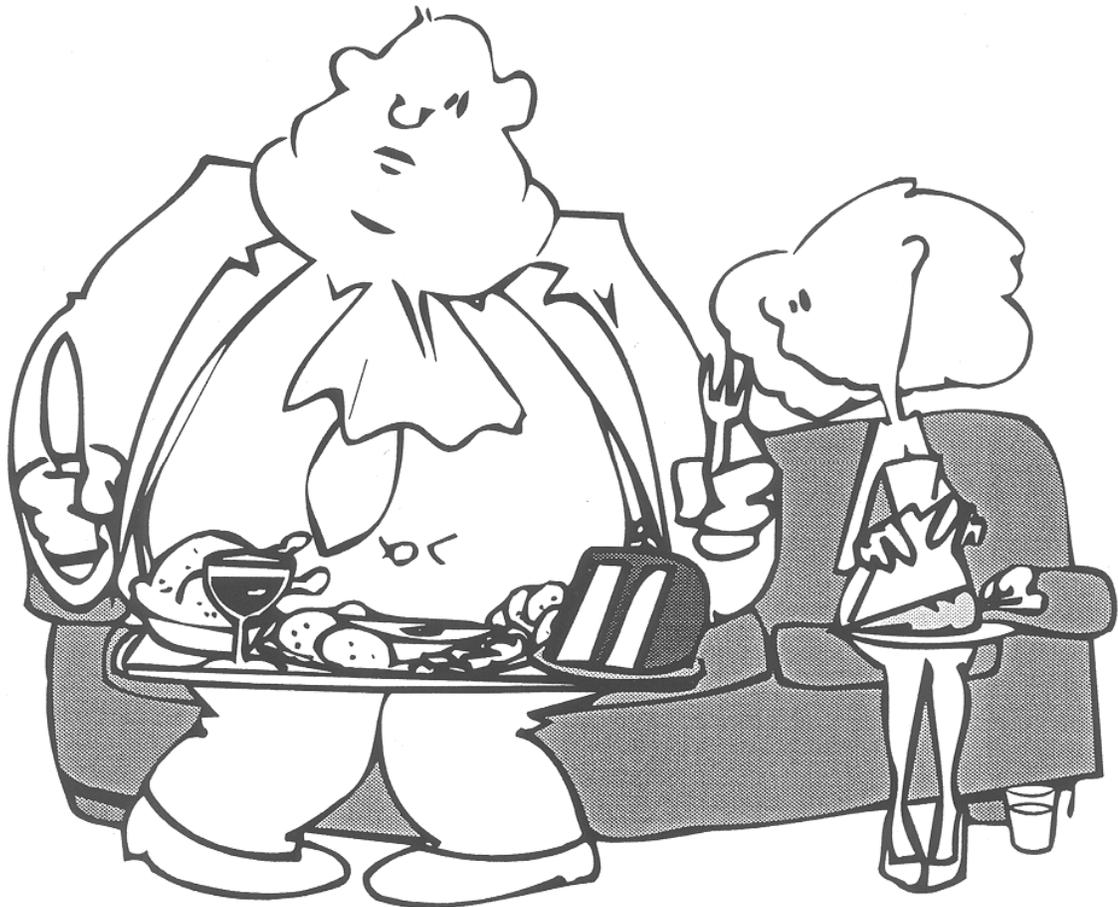
Adapted from: Westcoast Development Group
Strategic Planning Process

THE COMMUNITY VISION



Visioning should encompass the community's hopes and dreams in political & organizational, cultural, & social terms, as well as from an economic perspective. That helps to ensure that the economy doesn't go one way, while everything else goes another.

Writing the mission is like
going to a smorgasbord.



Take too much, & you weigh your organization
down. Take too little, & you miss out.

Whaler's Cove: Situation Analysis



Check out your organization & surroundings for strengths, weaknesses, opportunities, & threats.

Adapted from: Westcoast Development Group
Strategic Planning Process

Organize & summarize the information you collect,
so you are not overwhelmed by detail.



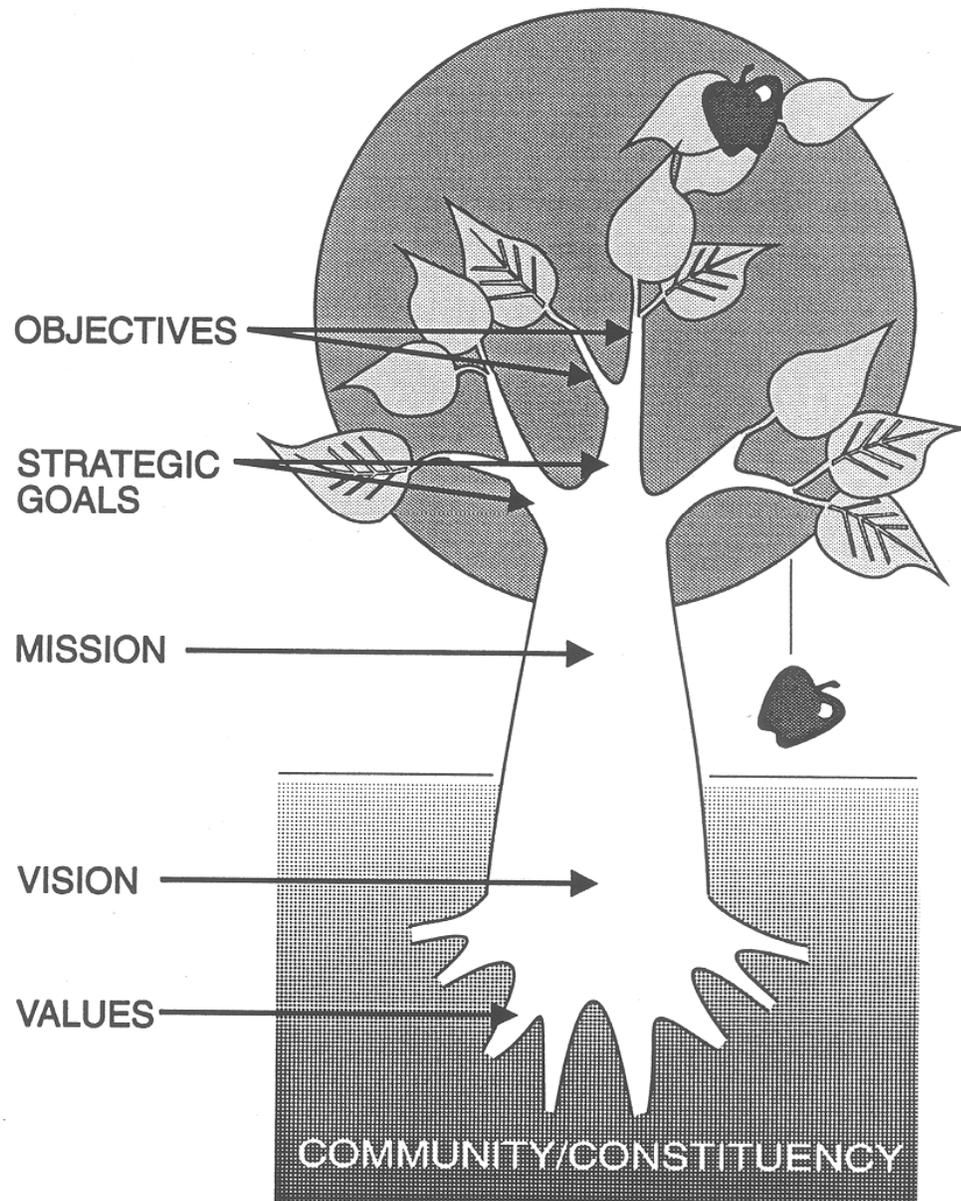
Adapted from: Westcoast Development Group
Strategic Planning Process

THE "FIT"



Select the approach to economic development which is realistic, which upholds the mission, & which will yield the greatest benefits to the community.

If your strategic planning is to bear fruit, each step must grow from the one preceding, so that all express the people's desires & intentions for the future.



Adapted from: Westcoast Development Group
Strategic Planning Process

Healthy Organizations



Adapted from: Westcoast Development Group
Strategic Planning Process

CCDP PROJECT APPROACH

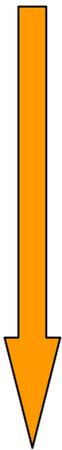
PROJECT START



VISIONING



ASSESSMENT



STRATEGIC PLAN



IMPLEMENTATION PLAN



confirm project approach

vision and guiding principles
mission statement

where are we now?

assess each program area:

- government
- administration
- economic development
- housing
- healthy community
- education
- social development
- land + natural resources
- cultural + heritage resources
- emergency services
- justice
- employment
- recreation
- membership
- children, youth + elders

where do we want to go?

goals + priorities for each program area

prepare strategic plan for each program area

how do we get there?

prepare implementation strategy for each program area including:

- capital
- land use
- operations
- training

PROJECT END

**overall strategic plan +
implementation plan,
including accountability framework**

POTENTIAL PROJECT DELIVERABLES

The following deliverables may be included in the Comprehensive Community Development Plan:

- A Vision / Mission statement based on community input.
- Program-based strategic plans and implementation strategies.
- A detailed overall implementation plan for future developments in governance, administration, program delivery, land use, economic development and community development. (including phasing and costs – capital, training and operational)
- A community profile including population, housing, community facilities and related programs, and infrastructure.
- Updated base mapping for the community's land assets including the identification of existing land uses, capital assets and land tenure.
- An enhanced level of planning and project delivery capacity within the community.
- At least two trained community planners.
- A visual and written record of the CCDP process.
- A broader awareness of the community's vision, values and direction.

SAMPLE PROGRAM AREA PLAN - Education

Visioning:

- Overall visioning workshop with community
- Workshop with education staff
- Workshop with Council
- Community Survey

Assessment:

- Review existing reports
- Interviews with program staff and teachers
- Document existing needs

- Project future needs

Strategic Plan:

- what are the long term goals for education?
- what are the short term objectives for education?

Implementation Plan

- List of activities to meet goals of strategic plan, eg., new school, expanded Haida language program, training required to meet goals, etc.
- Documents costs – capital, training and operating
- Prioritise activities within the program area so that key goals are met first
- Accountability and performance measures, eg., no. of students completing high school, no. of students fluent in Haida, no. of students completing post-secondary training, etc.

Monday, October 4th Council and Program Staff

Participants:

Willard Wilson	SBC
Colin Richardson	SBC
Amanda Reid-Stevens	SBC
Edward Russ	SBC
Richard Russ	SBC
David Crosby	SBC
Babs Stevens	Administrator
Ali Pearson	Haida Gwaii Watchmen Manager
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Eddy Haius	Maintenance Supervisor
Ooka Pineault	Social Development Administrator
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay
Cindy Boyco	Health Administrator

Facilitators:

Kathryn Nairne, DNA + Rhonda Eager, DNA

Workshop participants introduced themselves and answered the following question. This was followed by an introduction to strategic planning. A full summary of the morning session is included at the end of the workshop summary.

ISSUES

What issues do you hope to see addressed or included in the CCDP?

- education – plan developed to accommodate kids more
- solid language + culture program - Haida are nothing without their language and culture
- health of community effects everything – focus on healing center/treatment center – needs to be made a priority
- good procedures – follow best practices: financial accountability + set guidelines
- organization chart – much needed
- healing center/treatment center - everyone needs healing
- Council and Program Managers must be on same page – sense of safety and support

- a plan can bring stability to programs as Council changes every few years
- need to set measurable/achievable goals with targets – need dates + timelines
- need to go back to traditional ways
- housing – how to provide people homes without impacting on Council financially – people not willing/able to make mortgage payments
- organisation – vision – balance vision – spend time on whole scope not focusing on one area
- how to start paying own way
- people need freedom to be individuals – have ability to express self as you want to – as long as doesn't impact on other people
- define roles of Chief + Council / hereditary chiefs system – need a clear, understood system

VISION QUEST

How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?

- Qay is a thriving tourist destination
- ecotourism with Haida cultural values
- world class healing center that draws people from around the world
- a lot of healed people
- a lot of economic development – Haida smoked fish + Haida roe on kelp – distributed around the world + value added + lots of jobs
- so self-sufficient – no INAC \$ - own \$ to run own affairs
- all title cases settled
- healthy
- educated
- language program – language more dominant – Haida as second language – more kids come out of school speaking Haida
- culture becoming stronger
- fishing – more aquaculture, shellfish, smoker + roe on kelp
- logging – still happening but eco-friendly
- hotel thriving with eco-tourism + chartering business Aay oo – people would rather go with Haida

- drug + alcohol free
- WTP pays for itself + sewage treatment plant
- first priority should be children and families
- all watchmen in big longhouses with totem poles – can make a living as watchmen
- new hospital
- people can live their lives how they want – freedom to live without being judged
- youth today will take Skidegate into the next phase of development – young people are the key – have training and education
- supporting Band members in their economic endeavors – reduce reliance on Band Council
- residential school has negatively impacted community – community's inability to access success – need to keep healing program going - lots of residential school survivors – affects us / our children / our grandchildren
- create healthy people with healthy minds + create that vision to live/succeed not just survive + need to heal / inspire people
- community – understanding responsibility in paying for services – education / reasoning
- individuals no longer dependent on Council – have own \$
- kids benefiting from gorgeous place we live in – getting back in touch with environment / getting fresh air

What are the principles that guide our work together as Council + Administration?

- need to undertake planning with measurable goals – evaluate – why success/no success, proud to show off community
- communicate better with the community
- more policies have to be drafted – [the lack of policies] clouds decision making
- ensure program managers understand budgets / outcomes / accountability
- no written financial policies + procedures: accountability, redress, conflict of interest that Chief + Council and staff understand
- make sure that everyone is treated equally – healthy community / good governance
- need to have more staff meetings
- need support from Council when decision is made

- Council and staff need to be on the same page
- crisis management – more proactive plan needed before crisis
- respect – recognize that when Council is elected that they are there to try to do good things / staff too
- support + encouragement from Council are key
- celebrate success
- stand together when tough decisions have to be made
- be transparent in decision making
- dependency attitude – look to Council for everything – people need to look to themselves / take that leadership role
- accountability for your part in what happens
- debriefing sessions after crises are really helpful – reflect on what happened
- all there for betterment of people
- funding guides us
- public meetings – what public wants – guide us
- pride in ourselves/our community
- setting our bar high
- communication + organization are really important as are strong policies

How do we know we are making good decisions?

- the results of the project
- time frame, where you're at, \$\$ raised, etc.
- happy staff
- public meeting where nobody shows up / nobody complains
- informed decision/easily communicated – everyone (public) has a general understanding
- results – decision leads to desired result – even if conflict in implementing decision
- may need to break a few eggs – recognize when decisions may cause conflict ahead of time
- know the budget – live within the budget – understand budgets
- well informed, confident, can back up decision if questioned
- can't please everybody with decisions

- reviewing decisions at a later date/with recognized timeline
- understanding decisions that are being made/understand information

MORNING SUMMARY

Key Themes

- self-sufficiency
- sustainable
- healthy
- fiscal responsibility
- communications
- accountability
- fairness
- trust
- transparency
- language
- culture
- youth
- education
- policies
- training

Further comments:

- achieving goals – supporting people to achieve their own goals

BREAK OUT SESSIONS

Council Break Out

General Discussion

- land development policies from 1997 PDP such as setbacks – needs to be implemented

Challenges to Achieving Vision

- residential school survivors
- drug + alcohol abuse
- people not paying for house – economics influence this
- education system – educational achievement – impacts on ability to communicate
- education only works if opportunities are available
- huge problem - \$ spent on post-secondary education – kids make it through but no jobs to come back to
- complacency/content to see people fight with each other – create dissension / confusion – crab syndrome – idle minds
- parent responsibility toward kids education
- taking time to implement whole idea – what, where, when + who to implement it!
- life skills training program – parents, youth + older people – need to have a Haida life skills program
- need to develop a “to do” list with time frames/benchmarks attached
- user fees – water, sewer, garbage + bus – currently \$140/year – to be raised this year by 40% to \$240 – will the public accept this?
- how about people that can't afford to pay? Trade – jewelry, work for band – say 4 days
- how about people that won't pay?
- need strategy about Band Council pay:
 - cut your honoraria to pay for bus
 - have given public a heads up – looking at cutting number of Councilors by 2 – this could save \$150,000/year
 - asking public to pull in belts – Council must lead by example

Staff Break Out

General

- Conditions of Employment – input from staff
- better communication with health representatives, regular meetings, person hired for communications, programs and projects submitting process reports, how can community bring concerns to council + HR person to deal with staff
- more communication between staff + Council, team building, clear job title and job description for staff members, constantly changing job descriptions + need to know how much authority you have
- Council no micro management, program managers to make decision + policies + procedures
- operations and staff policies, consistent + fair – housing, programs for youth self-confidence
- by-laws for water, policy making + agreement between Council and players
- more planning before budget, annual strategic/operational planning, instead of crisis mode – have a plan in place, when you rent in Village, you have no rights because on Federal land, who enforces by-laws + Band Council has more power than what they act on
- more cultural training for general public + regular meetings/communication
- community's living program – residential school programs
- ensure infrastructure is in place to grow
- building kids confidence/youth center – how do they do it? have an opening for their own place?
- education is important to youth – how to get people to go to school – how to reach those kids
- need to celebrate staff's success
- program manager meetings – move things along

What are the successes of your program?

- great at accessing funding – done as a team
- Social Development - following policy – sticking to the budget
- Education - post-secondary education guidelines – policies + procedures
- team to put on Christmas dinner for the Elders + Skidegate Days
- Health - annual report – meeting all criteria in health transfer agreement – within budget + have time to budget properly, lots of workshops/team building, people feeling good about health center + service aspect toward community

- Education - write proposal for \$130,000 for short term training
- Gwalagaanay - business – gas station, bowling alley now pays for itself with 8 jobs created, managed building, budgeting, success of Aay oo – addition of new boat
- Maintenance - water treatment plant, Johnny Smith is a well-known WTP operator
- beautiful community
- Watchmen - well-paying programs, surplus in program
- Qay'llnagaay – employment, Oceanview subdivision expansion
- Haida names for subdivision – official names of streets – for this, Elders should name them – use a descriptive name rather than family/inherited name – how to get youth involved?

What are the obstacles to achieving further successes?

- funding – only allowed a certain amount
- amount of authority over budget
- WOP program should be changed completely
- reliance/dependency on Council, i.e., Band office to fix toilet
- dependency of people to fix it
- educate people on what Band pays for and what it does
- public information from health policy manual
- communicate through newsletter/public meetings
- people need to be more proactive
- initiative draws people
- health center – do health fair – have pamphlets/handouts
- intimidation/bullying the program managers + then going to Council – this can be stopped by the choices Council makes – Council should not make decisions over the head of program managers – less headaches for Council as well
- honour the people who are successful
- not getting enough applicants – those we get are not suitable - maybe not conveying philosophy way that we used to – losing best people to fishing lodges – targeting youth – the AMB is recruiting people
- co manage southern portion of Island – getting Haidas trained – job shadowing – superintendent Haida

- more mentoring for students – doesn't know which kids are going into social work – utilized students this summer – to get them to do key tasks – call Gail and identify kids who want to go into social work field – work experience programs
- a board that's busy – difficult to get their attention
- education committee makes decisions with what they have
- health – set dates in advance + make it a priority
- need equity to start project – businesses aren't as lucrative as they could be
- obstacles to own businesses / start up – capital, education is an issue, Tri-Corp is good for lending equity
- Aay oo made a profit this year – but wouldn't survive without the support of the Corporation
- artists could come together to form a guild – for training up and coming artists – this will happen at the heritage centre

What 3 key issues will your program address in the next 5 years?

Gwalagaanay

1. landlord for heritage center - whatever comes in needs to cover operating costs of Qay
2. hotel to get going
3. renovate processing plant for smoking salmon

Education

1. more post-secondary grads – how to be successful – transition house where parents can stay with kids at university (house for Haida) – need required courses – moving away from support of family
2. access programs for funding – language program
3. offer courses / college prep courses on Island

Health

1. bona fide health board to move vision for Health Centre forward
2. own travel policies instead of Health Canada or Medical Services
3. staff issues/education – own nurses / mental health worker in next couple of months and executive assistant

Administration

1. sewage treatment
2. erosion control
3. healing center

Watchmen

1. public interest in watchmen
2. funding for new equipment – longhouses
3. expanding training / cultural aspects – instead of bare necessities

Social Development

1. committee for social development
2. dealing with deficit – how going to create economic development – in charge of own WOP program

Maintenance

1. water
2. sewer
3. accountability – keeping records

What is the top program priority for the next year?

- Health Board
- healing centre
- organisation chart
- culture
- funding
- planning
- sidewalk
- aquaculture
- healing with energy
- vibrant Qay'Innagaay
- title case settled
- responsibility
- custom elections
- policies

Staff Break Out Summary

Successes:

- accessing \$
- sticking with budgets
- team based successes – Skidegate Days, Xmas party, etc.
- individual businesses growing
- Qay
- Haida names for subdivision / street names – get elders to do this in a workshop – present to the community
- annual report – meeting criteria in Health Transfer Agreement
- people feel good about Health Centre - different feel at Health Center than a year ago
- budget surplus
- employment in Oceanview Subdivision + Qay construction
- mandate of Corporation is to create jobs
- success of Aay Oo – profit this year but no administrative costs charged - \$200,000 equity and in third year of operation

Obstacles:

- funding
- dependency on Council to do everything

Dealing with Obstacles:

- communicate with people about what their responsibilities are
- communicate – in little bits and repetitiously – start this at the community event

Priorities:

- | | | |
|----------------|----|--|
| Education | 1) | more post secondary grants |
| | 2) | access programs for funding |
| | 3) | offer courses – college prep on Island |
| Health | 1) | bona fide health board |
| | 2) | own travel policies instead of Health Canada's (in draft form) |
| | 3) | staffing issues / education |
| Administration | 1) | sewage treatment |
| | 2) | erosion control |
| | 3) | healing center |
| Watchmen | 1) | more public interest |

	2)	\$ for more equipment
	3)	expanding training past basics
Social Development	1)	committee for social development
	2)	deal with deficit
	3)	in charge of own WOP
	4)	how to create economic development
Maintenance	1)	water
	2)	sewer
	3)	accountability for maintenance
Gwalagaanay	1)	landlord for Qay
	2)	whatever comes in needs to cover costs
	3)	renovate processing plant / smoker

If you could change anything about the Band's way of operating, what would you change?

- develop and incorporate operations and staff policies
- be consistent and fair in dealing with issues related to staff and various policies (i.e., housing)
- have programs for youth to build their self-confidence which will lead to better education and good jobs for them
- look for a way to help members be their own bosses (loan assistance program)
- ensure that infrastructure is in place prior to further expansions
- regular meetings – communication, cultural training offered
- more communication with staff and community members
- staff meetings build team spirit and they are essential for the morale of staff
- clear title and job descriptions – work is added to our plate without monetary consideration
- authority – how much does a program manager have?
- better communication re. health issues to representatives and full Council – have regular meetings to bring each other up to date
- have a person hired to deal with communication for the Band that includes all programs and project heads submitting articles on progress
- human resource person

- grievance procedure for community to be able to bring concerns to Council and have it followed up on
- that the policy makers have: clear policies in place, no micro managing and jointly made conditions of employment
- I would change the way the band comes to a decision without policy in place
- I would like us to follow our present policies and procedures and put in place a process of communication between ourselves on a regular basis
- I would also like to see us finish updating our present policies + procedures
- change the way people think our people want the Council to pay for most things
- regular meetings and reports are needed
- I would like to see policy and procedures developed for Band Councilors to make them more accountable to themselves and to community members

Tuesday, October 5th Council and Program Staff

Participants:

Willard Wilson	SBC
Colin Richardson	SBC
Amanda Reid-Stevens	SBC
Edward Russ	SBC
Richard Russ	SBC
David Crosby	SBC
Babs Stevens	Administrator
Ali Pearson	Haida Gwaii Watchmen Manager
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Eddy Haius	Maintenance Supervisor
Ooka Pineault	Social Development Administrator
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay

Facilitators:

Kathryn Nairne, DNA
Rhonda Eager, DNA

The workshop opened with a brief summary of the day before. A revised agenda was presented and accepted.

DNA was asked to provide a summary of the reference books that were excerpted in the workshop package and to provide copies of the books for the Band's use.

A discussion about community involvement was held. The Band is having a public forum October 28th. The next one is December 9th with another scheduled in January. A visioning exercise for the CCDP will be held on December 9th. The Band will start putting things in the newsletter so people know it is coming out. Detailed planning for the event will occur at the November 9 + 10 sessions.

A brief discussion was also held about how to involve children + young people – perhaps with Grades 11 + 12 Haida language class students. We also need to find a way to involve committees.

Future dates for the CCDP project were also set as follows:

- October 26 + 27 CANCELLED
- November 9 + 10
- December 8 + 9
- January 18 + 19

The project will wrap up early in the new year – probably mid-February to early March, 2005.

We then worked on an Ideal Project Exercise. Participants were asked to say what they would do if the Band was given \$500,000 with no strings attached. The results are recorded below.

What I would do with \$500,000?

	Description	Cost
1.	Breakfast/lunch programs @ schools	\$50,000
	Memorial poles @ Windy Bay	\$50,000
	Poles for other camps	\$200,00
	Alternative Haida language recovery program	\$35,000
	Recreation Hall equipment purchase	\$20,000
	Land purchase for SBC (equity)	<u>\$145,000</u>
2.	New longhouses @ watchmen sites	\$300,000
	or Recreation Centre improvements	\$450,000
	Haida Language + cultural courses offered to whole community	<u>\$50,000</u>
3.	Finish unfinished homes – get owners to RTO for \$s back or rent to other members	\$250,000
	Build ramps or lifts for elders	\$100,000
	Upgrade all elders homes – i.e. renovations, wheelchair access, bathrooms, kitchens, etc.	<u>\$150,000</u>
4.	Skidegate Haida Immersion Program	\$500,000
	Year 1 – Curriculum Developer + SHIP	\$250,000
	Year 2 – Implementation of Curriculum into Schools	\$250,000
5.	Value Added Fish Processing	
	Enlarge and renovate existing facility – including sewer	\$190,000
	Purchase smokers	\$85,000
	Purchase refrigeration + freezer units	\$160,000
	Purchase equipment (misc.)	\$65,000
6.	Emergency Fund	\$100,000
	Ngystle Office	\$100,000
	Healing Centre Business Plan	\$100,000
	Social Development	\$100,000
	Council	<u>\$100,000</u>
7.	I would build three long houses in Gwaii Hanaas,	

• value added fish processing	}	4
• processing plant / smoker		
• expand/renovate gas bar		0
• Nygstyle Office kept open		8
• SHIP		4
• Build ramps or lifts for elders		1
• Qay Heritage Centre		6
• I would build 3 longhouses in Gwaii Hanaas strategically separated by approximately distance for use by our Haida people	}	1
• 3 new longhouses for watchmen sites		
• put settling tank in place for WTP		1
• youth programming		7
• breakfast / lunch program at schools (\$50,000)		7

Pass the Project

Building on the work from the previous day and the morning, 10 questions were formulated based on key themes and priority projects. The questions were passed out and everyone was asked to write down what they thought the way to address / move it forward was. Each issue/theme was passed to and answered by everyone at the Workshop. The issue/themes were as follows:

- Nygstyle Office kept open
- SHIP
- Breakfast/Lunch Program at Schools
- Qay Heritage Centre
- Policies + procedures
- Communication
- Processing Plant / Smoker
- Language + Culture
- Healing
- Youth

The full responses are attached.

ISSUES / THEMES

Ngystle Office kept open.

- how to make it happen: Ngystle staff to seek prospective funders and make application (funding proposals) for funding; Ngystle staff + health centre + social development partner up to lobby for funding
- faith
- fund raise and hard work by those who participate
- proposals and fundraising and support from community
- access some of the new health dollars the federal government announced
- solve the \$ situation ASAP – involve all groups from Skidegate
- work together with language program
- partner with Health Centre programs
- seek funding to continue with weaving, button blanket and drum making – have this available to all community members who want to learn
- try to get recruits (more parent involvement) – we all have a talent somewhere
- use as a proposal to help secure the Hospital Proposal

S.H.I.P.

- have it more traditionally done where everybody doesn't have to get paid – more volunteers
- have a person with a recording device visit the shut-ins and the people who don't participate due to not liking those who do participate; this way more of the language gets saved and personal conflicts are avoided
- have cd's available to public with stories + lessons + songs
- need more funding (and more participation by youth)
- need to cut the cost of the program in order to continue running; more volunteers needed; need to find ways to get more Haida people interested
- encourage more community involvement
- recognize the Haida Language Authority
- as our elders are getting older we will need to have Haida learned to step in when the elders can no longer teach

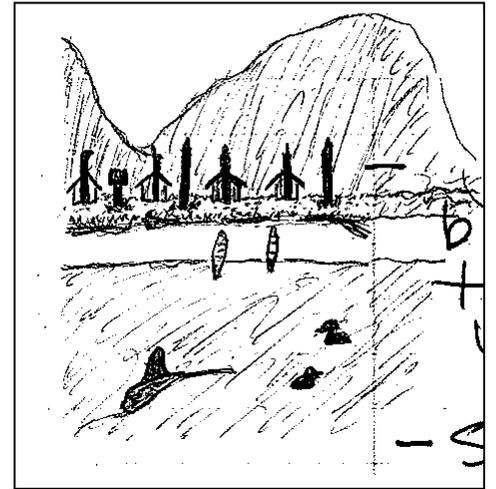
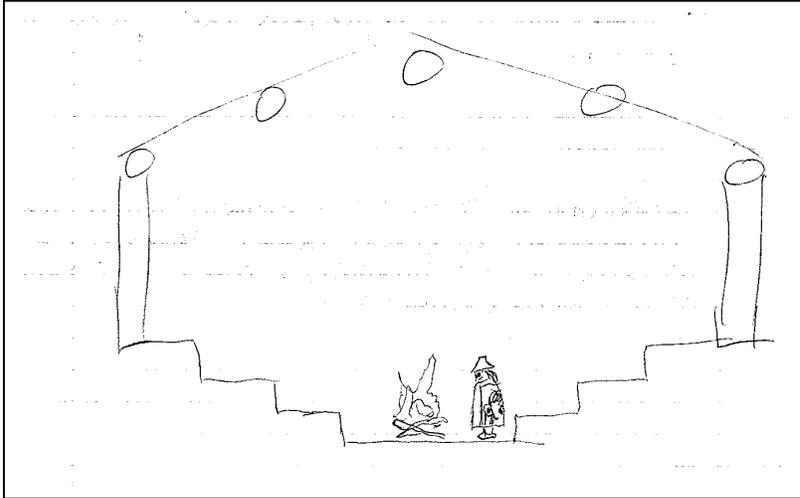
Breakfast / Lunch Program @ Schools:

- need cooks + proper kitchen
- need food (healthy)
- need proper budget
- need volunteers
- parents would have to be involved
- create program that shows kids how to create a healthy meal
- each parent provides one or two healthy meal recipes; their children help to decorate recipe to make it fun to read + get our children involved
- well balanced diet – helps learning disabilities
- Band Education Program to work with schools in finding funding to support meal programs at the elementary school + high school
- use the National Child Benefits funds that are specifically for this type of project – like they do in Massett – they get \$96,000 per year for this – which is funneled through Social Development
- create + sell cookbooks, call volunteers (i.e. parents of participants); help kids food gather – teach them – make it part of the Haida Studies + Home Ec.

Qay Heritage Centre:

- pare down to something less expensive; it started out at approximately \$12 million, now \$20 million
- jewelry + art need to be purchased for the gift shop to ensure good quality stock upon opening
- scale down the project – still \$2 million short
- requires some sort of revenue generation to pay for O + M
- encourage “songs and dance” as a regular scheduled agenda item – revenue producing – tourists seek this type of entertainment
- endowment fund a necessity to help with O + M as well as a contingency fund for ongoing repairs
- get some commitment from carvers to show the abilities of the Haida and their art
- get more of our people educated in the service industry so that we can have an all Haida staff; this would include contractors such as plumbers
- advertise
- start courting prospective donors to endowment fund NOW
- sell lemonade
- what do people want? a swimming pool – it needs to be somewhere if Qay cost that much – what’s another couple of bucks

- traditional Feast House with sand floor + fire pit



Policies + Procedures:

- staff meetings – everyone discusses same to make sure they are all aware; at that time, new policies can be incorporated or changes can be made; same can occasionally be blurred in the newsletters for public awareness
- policies and procedures put in place which apply to everyone; everyone treated equal
- SBC must hire a facilitator to help councilors, staff and community develop policy
- no micro-management – if council does not want to read policy from a department, let the department head make decisions – that is what they are paid for – less stress for both parties
- hire a facilitator and find out which policies are needed and stick to them; policies are weak when over-ridden by Council
- policies must be reviewed often, followed
- Council should create policies as needed – once a main policy book is done; eventually most issues will have a guiding policy
- make it a lot easier for everyone when this is done
- policies and procedures should be created by those that are affected, i.e. staff and council; facilitators too expensive
- facilitators are often cost prohibitive; there is a lot of free publications that have taken into consideration best practices; after council and staff write policy + procedure, have reviewed by human resources professional for legalities
- develop policies and procedures, make sure that there is consistency in decision-making; no micro-managing – let program managers deal with decision-making unless Council is asked to provide input to aid in a tough decision
- policies create specificity for Council decision-making – created to avoid any conflicts of interest
- hire a human resources person to ensure policies are followed

Communication:

- web-site created
- newsletter – updates from all programs
- Haida Laas
- public forums
- school visits to inform youth – in hopes to get the kids have a conversation with their parents or guardians
- staff meetings with Council for problem solving; bring ideas forward
- interact with other Bands for new or better ideas
- communication the key to winning public meetings, newsletters, one-on-one

- encourage community members to voice concerns at public meetings and/or meetings with the SBC
- SBC to ensure all correspondence received from Band members is responded to; it can even be a form letter – as long as the concern's acknowledged
- program managers draft reports / updates – submit to Band Manager for submission to newsletter
- monthly reports / meetings from all program managers with Council; updates in newsletter
- Council written reports to each other and to newsletter
- oral and/or written to Council what has been done on trips, also in our newsletter, plus put this so all Skidegate Haida's know what is happening
- staff meetings so that everyone is on the same page
- Council quite often makes a decision and does not communicate decision to program managers.....consequently loss of information and / or ideas
- Involve program managers and/or employees in decisions relative to their area of experience / expertise

Processing Plant / Smoker:

- change the sewer service to a 6" drain line from 4" line
- put in more sinks with taps
- give the project to a Haida entrepreneur to develop rather than making it a "Board" project or a Gwaalagaa Naay project
- community driven – the community needs to take responsibility and that comes from ownership
- target specialized markets and focus fishing efforts + manufacturing to those markets; find out what they want to eat?
- have Haida design packaging as we're known world wide
- quit wondering and just get it done
- I agree
- smokers specialized to produce traditional "Haida style" smoked salmon together with lox which would satisfy world market
- encourage Band member(s) to run this business
- commit to project
- expand into other products to process – shellfish, roe-on-kelp, sea urchins; certify to become shellfish processor
- advertise our traditional foods with our own packaging on the net and even newspapers from other towns, villages, and cities

Language + Culture:

- plan for the next five years; year one, hire a curriculum developer to work with S.H.I.P.
- utilize “SHIP” in the schools for implementation
- sell dictionary to help people become more familiar with words and pronunciation of Haida language
- encourage parents to read the dictionary to their children
- have more days created to celebrate being a Haida
- newsletter – have a section in every paper with Haida words (say 5 at a time) with the English interpretation
- utilize Elders
- make the SHIP program more comfortable to go in – if you are not comfortable the first while to pronounce words you don’t have to
- Haida historians should come together to share their knowledge
- participate more – community responsibility – look what Jenney does every week – how come there aren’t more people involved
- call Elders to volunteer at schools
- encourage individuals
- Haida Days scattered throughout the year associated with various food gathering seasons (berries, blueback, coho, dog salmon, bark gathering)
- we need a cultural longhouse for dance practices, etc..
- use SHIP
- more volunteers needed; shouldn’t have to pay to learn language and culture
- internet language – first voices should be up and running

Healing:

- drug and alcohol centre
- counselors available to community to address various mental roadblocks that cause substance abuse
- youth counselor
- healing centre
- information programs in school by A + D workers
- community events – basket weaving, carving classes, painting, etc..
- youth counselor – sex abuse, alcohol and drugs, healing centre
- Haida life skills training program
- return to our traditional culture or incorporate it

- support those who need it, but don't push it on others; everybody finds their own way, just provide options
- healing centre needed with alcohol + drug component
- find out and access \$s to help deal with the problems that lead to alcohol + drug problems – set up our own healing centre in Skidegate
- requires qualified counselors to deal with clients

Youth:

- access funding to provide confidence building and possibly mentoring to young people
- create organized sports programs
- youth centre programs
- educate youth with our knowledge at schools (guest speakers)
- educate youth on drug and alcohol abuse
- have junior councilor on Band Council
- invite youth to attend and speak at public meetings and with Council
- hang with them – they need attention! give them ideas – share ideas – talk to them – be a role model – empower them so they can learn to fund raise – teach them; even if they say they don't want to hang with an adult, sometimes they do; work on their assets – just they are proud to be Haida – go from there
- support and encourage role models, access buildings / services they will like (mechanical shop / Tim Williams, etc..)
- recreation centre programs for youth
- parents need to take responsibility – children learn what they live; adults need to be role models
- find enough \$s for our youth programs
- parental judgment all the way; in order for a youth program to succeed, parents NEED to be involved in fund raising, programs, volunteering their time to oversee their activities, etc...
- encourage mentorship program...

FULL SUMMARY – MONDAY MORNING

ISSUES

What issues do you hope to see addressed or included in the CCDP?

- more applicants for watchman program – more training
- fishing: aquaculture, processing + smoker
- education – plan developed to accommodate kids more
- better transportation to pick kids up and drop them off – sidewalks/congestion
- good procedures – follow best practices: financial accountability + set guidelines
- solid language + culture program
- stable funding on year to year basis but should have core funding
- Haida are nothing without their language and culture
- health leads into every other area – huge issue that needs to be looked at separately
- implement health evaluation recommendation to set up health board – need \$\$ to implement this
- health of community effects everything – focus on healing center/treatment center – needs to be made a priority
- policies for: financial policies, Council, staff
- organization chart – much needed
- healing center/treatment center
- maintenance staff need more training – to keep certification
- healing center – everyone needs healing
- maintenance department keeps in touch with people
- fund-raising – don't have time to do research
- Council and Program Managers must be on same page – sense of safety and support
- a plan can bring stability to programs as Council changes every few years
- the CHN + there vision of where the community is going – also, what other organizations have an influence
- last 5 year plan – almost everything has been done
- need to utilize newsletter

- need to have firm dates for Council and Program Heads to meet together
- need to set measurable/achievable goals with targets – need dates + timelines
- social issues – bar in village – contradicts attempt to develop a healthy community
- social development could move forward more with job creation and training if access to economic development \$\$
- Social Assistance dollars get shuffled elsewhere
- can't just throw \$\$ at the drug and alcohol program
- need to go back to traditional ways
- housing – how to provide people homes without impacting on Council financially – people not willing/able to make mortgage payments
- need for equity contribution
- also – need to find way to provide housing for people who can't afford conventional housing
- organisation – vision – balance vision – spend time on whole scope not focusing on one area
- how to start paying own way
- people need freedom to be individuals – have ability to express self as you want to – as long as doesn't impact on other people
- need to involve community in CCDP
- develop custom elections
- define roles of Chief + Council / hereditary chiefs system – need a clear, understood system
- clan system is important – personal responsibility through clans - respect

VISION QUEST

How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?

- Qay is a thriving tourist destination
- ecotourism with Haida cultural values
- world class healing center that draws people from around the world
- a lot of healed people

- a lot of economic development – Haida smoked fish + Haida roe on kelp – distributed around the world
- self-sufficient
- so self-sufficient – no INAC \$ - own \$ to run own affairs
- all title cases settled
- self-sufficient
- healthy
- educated
- lots of jobs
- birthing center – parenting / self care and taking care of kids – different rooms in center – Haida Room, Nature Room, etc.
- Health Centre is a safe place
- playgrounds are well cared for – kids are safe
- concentrate more on youth – youth activities – youth center
- less abuse of drugs + alcohol, children + spousal
- more programs centred around youth
- healing centre
- economic development thriving – lots of jobs / value added
- youth activities
- Haida government – INAC contributes 5% of revenue
- more kids educating themselves as administrators, housing, social development – leaders
- language program – language more dominant – Haida as second language – more kids come out of school speaking Haida
- culture becoming stronger
- fishing – more aquaculture, shellfish, smoker + roe on kelp
- logging – still happening but eco-friendly
- value added products – cultural + other wood
- hotel thriving with eco-tourism
- chartering business Aay oo – people would rather go with Haida
- more internet – make \$\$ this way
- village self-sufficient in own banking – providing own \$\$
- drug + alcohol free

- WTP pays for itself
- sewage treatment plant
- weathered worst of housing crisis
- court cases finalized
- as Haida, reap royalties / access natural resources
- Island economy
- but first have to weather some tough times
- get into manufacturing
- first priority should be children and families
- youth need to decide what they want
- long house – youth center
- Haida Child + Family Services – up and running – repatriating Haida to Haida Gwaii
- historians come together and show off what we have
- Haida Child + Family Services provide safe places for families and their children to come together – current approach makes people defensive
- recreation hall where we can work out – part of Qay?
- nice to have a healing spot – but how do you become drug + alcohol free – pre-requisite to be a healthy community – inspiration to kids
- economic development
- knowledgeable/active in culture
- many jobs in tourism – ecotourism is a mainstay
- thriving economy
- all watchmen in big longhouses with totem poles – can make a living as watchmen
- abandoned reserves to longer abandoned – people living there year round
- clans will get along
- healing with our minds and energy rather than surgically – energy vibration will be so high
- community has weaved its way all the way to Cacelia's – buy/expand/title to remaining Haida Gwaii
- new hospital
- Haida going to be historians

- people can live their lives how they want – freedom to live without being judged
- economic development – fish plant (in Masset, the plant is going 24 hours a day)
- create more jobs – logging + fishing
- more focus on economic development
- employment opportunities that are not through the Band
- housing – more needed as well as alternatives
- explore different ways to get people into houses – own mill
- Reserve Expansion – buy private lands
- need to partner up with companies
- nothing better than high employment
- from WWII until mid80s there was high employment – this is where we are going again
- jobs have not kept pace with population growth
- youth today will take Skidegate into the next phase of development – young people are the key – have training and education
- have economic development strategy which shows where we want to go
- Qay is key to economic development strategy – need to train people who are going to run Qay
- economic development strategy on paper – went to everyone’s home before Christmas
- supporting Band members in their economic endeavors – reduce reliance on Band Council
- for education – show that it needs to be addressed – what is happening + why + how we can fix it
- residential school has negatively impacted community – community’s inability to access success – need to keep healing program going
- create healthy people with healthy minds
- need to create that vision to live/succeed not just survive
- need to heal / inspire people
- Haida went all over the world trading and warring
- need to create economies + inspiration
- lots of residential school survivors – affects us / our children / our grandchildren

- community – understanding responsibility in paying for services – education / reasoning
- responsibility
- flourishing, prospering Qay + hotel
- healing center
- custom elections
- title case settled
- residential schools – healthy + healing
- lots of \$ in the community again
- lots of employment
- individuals no longer dependent on Council – have own \$
- kids paying outside and on beach instead of hanging out at home and playing video games
- kids benefiting from gorgeous place we live in – getting back in touch with environment / getting fresh air
- opportunity for community members to get into businesses – lending organisations

What are the principles that guide our work together as Council + Administration?

- now: maintaining what we have – trying to stop the sky from falling – dealing with crises – best case forecast what the crises will be. future: truly planning with measurable goals – evaluate – why success/no success, proud to show off community. but: always looking for ways to improve but need \$\$ to do so + change does have its costs
- try to be there as much as possible for everyone – available 7 days a week. Now get training to communicate better with the community
- more policies have to be drafted – [the lack of policies] clouds decision making – all related in some ways – conflict of interest. find direction from the community through public forums
- finance department – ensure program managers understand budgets / how to read financial statements. Read funding proposals – understand outcomes / accountability. No written financial policies + procedures: accountability, redress, conflict of interest that Chief + Council and staff understand
- need steps for best practices to satisfy the needs / wants of Council and the community

- make sure that everyone is treated equally – healthy community / good governance
- can't continue to depend on precedents – too big now – need to look for better ways to do things
- too much information is in people's heads
- treat everyone fairly – on-Island and off-Island – everyone should be treated the same/given the same consideration
- need to have more staff meetings
- lack of consistent policies + processes
- each situation is treated differently
- need support from Council when decision is made
- Council and staff need to be on the same page
- crisis management – more proactive plan needed before crisis
- respect – recognize that when Council is elected that they are there to try to do good things / staff too
- ideas about community and how could run consistently – treat everyone the same – community grievance process
- support + encouragement from Council are key
- celebrate success
- stand together when tough decisions have to be made
- follow through with each other – staff + Council – where we're at – then bring to community
- be transparent in decision making
- communication
- dependency attitude – look to Council for everything – people need to look to themselves / take that leadership role
- health is service to the community – need to review how we interact with community given this
- accountability for your part in what happens
- debriefing sessions after crises are really helpful – reflect on what happened
- all there for betterment of people
- funding guides us
- public meetings – what public wants – guide us
- pride in ourselves/our community

- setting our bar high
- communication – fine tuning – newsletter – how we communicate with the people – regular reports from each program
- good communication
- clear policies + procedures in place and reviewed often
- social development has a lot of policies, trust from Council + Administrator and team there when they're needed
- dependency model – never see vision first – limited by what you have (\$\$)
- working on safe house – vision first, then \$\$
- having faith – working without bounds DIA gives us
- don't consider assets in the community – Head Start survey – documents assets people have in the community – sharing and caring for each other
- all here to work with the community – need to focus on that – make a difference! – vision statement is a good reminder
- set goals in December for what you want to accomplish for the year – posted in office – reminder
- need to look at things positively
- support
- communication + organization are really important as are strong policies

How do we know we are making good decisions?

- listen to all sides of the story
- the results of the project
- time frame, where you're at, \$\$ raised, etc.
- happy staff
- public meeting where nobody shows up / nobody complains
- little/no conflict
- informed decision/easily communicated – everyone (public) has a general understanding
- thank yous from members
- be positive about decisions – sometimes split second decisions have to be made
- results – decision leads to desired result – even if conflict in implementing decision

- may need to break a few eggs – recognize when decisions may cause conflict ahead of time
- when good policies in place – that everyone has input to – staff, Council and community (sometimes)
- know the budget – live within the budget – understand budgets
- don't make decisions about family – hiring family – who to hire? family or qualified people
- decisions mainly guided by policy
- crisis mode – what do I want to happen – what would be the best outcome – what is the best decision for family/everyone involved eg. suicide, family violence, etc.
- well informed, confident, can back up decision if questioned
- know about \$ - do we have the budget – need to stay within budget
- set benchmarks like Gwaii Trust – set budgets and stick with them
- INAC + Health only constant budgets – everything above this is up to the Band
- make decisions about \$ you have – should end year with surpluses – only so many deficits and then you must go home
- can't please everybody with decisions
- get instant feedback re. decisions being made
- community feedback is an indicator of good decisions but can't please everyone
- reviewing decisions at a later date/with recognized timeline
- understanding decisions that are being made/understand information

Monday, November 8th

Participants:

Gail Russ	Education Administrator
Kathleen Hans	Teacher at Secondary School
Kevin Borserio	Teacher at SHIP
Laura Jormainien	Teacher at Elementary School
Diane Brown	SHIP
Debbie Burton	Teacher at Secondary School
Joan Moody	Teacher at Elementary School
Herb Jones	Daycare/Headstart

Facilitators:

Kathryn Nairne, DNA + Michael Kloppenburg, DNA

Gail welcomed everyone to the workshop and gave the background of the overall project and a summary of what's been done to date. She also shared that FNEESC is currently undertaking strategic planning for the revitalization of aboriginal languages.

The need for more than one meeting to move language and culture forward was highlighted. The fact the language and culture is on the agenda of Skidegate's leaders is exciting and timely. There are 20 – 30 fluent Haida speakers in Skidegate, only half of whom will teach the language.

Elders have information and stories and they are willing to share. There is a need to develop stronger partnerships with teachers who can make the stories age appropriate for the classroom. There also needs to be a standard alphabet.

Visioning + Values - How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?

- opportunity for Haida students to learn language and opportunity to learn from people other than family as family structure has changed
- how are we going to look? Must be working together / doing things together. Need to stop using the "shotgun approach" where the pellets go all over and instead use a rifle where the bullet goes where it is supposed to
- how many of us will be here in 20 years? Look at the SHIP program – elders have an average age of 80
- parents used to teach Haida at home – this is the way we should be going
- looking to language authority – something on CD that can go around to everyone – visual and audio
- need to get together in next 20 years or the language will be gone

- systematic learning like at home
- need to ask ourselves why is Haida language important – work can be very discouraging but so much is at stake
- competing with TV
- SHIP program produced volume of CDs which were available for a nominal charge – only 1 or 2 homes use them
- if you don't know where you came from, you'll never go forward
- need to learn about rich culture/rich past
- in 5 years, have an immersion school
- alcohol and drug problem under control – no room to care about culture if drinking and drugging – absolve themselves of responsibility for passing the culture on
- need to be proud of who you are / proud of where you come from – such a healing thing
- speaking language heals people
- amazing healing of elders through SHIP – SHIP is everything residential school wasn't – elders are empowered – SHIP is the elders' vision
- building self-esteem / valuing yourself
- children / grandchildren learn Haida from fluent speakers
- SHIP has 18 CDs for sale
- there are 14 dialects in Skidegate, 7 of them in SHIP + 7 others ones out there / 25 have been lost
- High Haida – only 1 to 3 people speak. Middle Haida and Low Haida – what is being taught / spoken now
- don't have 20 years to save it – have 4
- Haida flows out like a beautiful song when spoken fluently
- will take everyone's efforts – elders can't do it on their own – our leaders, teachers and the community have to want it
- youth need to gain pride in who they are
- night school – 2 hours x 2 times per week – even if 1 person shows up, it is still worth it
- working with SHIP for 7 years – does recordings, orthography
- in 20 years, SHIP continues to be within the community until all the language and knowledge of elders is recorded – untapped part of Haida culture

- CHN has to be the main driving force as the protector of the language – language is a national treasure to CHN – need to support this financially and politically
- more Haida spoken at public events – needs to be celebrated by leaders – success in last 5 to 10 years
- currently Gwaii Trust proposal in to rename street signs, buildings, creeks etc. – to give the language visibility
- if language got on the same page for the kids from head start to adult learners – need a curriculum scoped and sequenced like mandarin, french and german
- challenge is to develop a standardized Haida language in a respectful way – the different dialects mean different meanings and pronunciations
- people need to have knowledge and appreciation of who they are and where they come from – have all programs flowing – go from one school to the next seamlessly
- lots of repetition – repetition is important to everyone
- non Haida students are becoming interested in learning Haida
- daycare/headstart – limited time to instruct them (5 to 10 minutes at a time) – teach short sentences
- would be great to have another fluent Haida speaker at the Head Start a couple of times a week so that the children could hear conversations

How can we work together to make the vision happen?

- get all our information from the language authority – principal organization of language and culture programs
- condense to one dialect – tools to implement direction – has to be consistency – like baking bread, need to measure things properly
- high school has a curriculum for Grades 8 to 11 - not language so much but is culture based – needs to be updated
- Haida teaching could be in other classes – elders teaching Haida in science, math, phys ed, etc.
- elders and language authority were promised a curriculum developer and a linguist by the School District
- funding should reflect the importance of this
- resources – storybooks that kids can read / take home – Joan does one per year including the artwork herself

- Dianne to go to programs to make sure that teaching / pronunciation is correct
- how to get parents involved?
- feel unsupported unless direct contact with Language Authority – need to get back on same page
- no time for people to teach and develop resources for this – the School District provided one week of services by a linguist, language curriculum developer and technical support person
- needs to be someone / some external entity to undertake resource development
- needs to be political will – SBC, school district, superintendent
- who will be the leader in all this?
- suggestion that representatives from SBC and CHN attend the next meeting
- FNEESC has identified \$\$ for language revitalization
- good first step – Haida signs including street naming

Summary

- SHIP is doing a really good job
- we need to continue supporting each other by visiting each other's programs
- standard curriculum and pronunciation
- resources
- visibility
- daily use

Tuesday, November 9th - Agenda

9-10.00 **Opening**
 Introductions
 “Bundles”
 Review of Workshop Summary from October 4 + 5th

10.00-11.00 **Communicating with Each Other**
 How do we make decisions together?
 How do we work together to address issues?
 What can we do differently?

10.30-10.45 **BREAK**

11.00-2.00 **Strategic Goals**
 - Healing
 - Self-Sufficiency
 - Governance

12.00-1.00 **LUNCH (provided)**

2.00-4.00 **Concurrent Sessions**

Council	Program Staff
<ul style="list-style-type: none"> • Our relationship with administration – successes and challenges • Our relationship with our community – successes and challenges • Goals for Council – short term and long term • Council Priorities 	<p>Community Event:</p> <ol style="list-style-type: none"> 1) purpose of event 2) format of event 2) advertise + hire event coordinator 3) community planning workshop / open house: <ul style="list-style-type: none"> - confirm December 9th date - where will it be held - advertising - agenda for day - information required for each display - prizes - who will be responsible? 4) feedback to community after workshop

2.45-3.0 **BREAK**

4.00-4.30 **Summary from Each Group + Wrap Up**

Tuesday, November 9th - Minutes Council and Program Staff

Participants:

Willard Wilson	SBC
Colin Richardson	SBC
Amanda Reid-Stevens	SBC
Edward Russ	SBC
Richard Russ	SBC
Paul Pearson	SBC
Babs Stevens	Administrator
Ali Pearson	Haida Gwaii Watchmen Manager
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Eddy Haius	Maintenance Supervisor
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay
Cindy Boyco	Health Administrator
Waneeta Richards	Ngystle Society

Facilitators:

Kathryn Nairne, DNA + Michael Kloppenburg, DNA

The workshop session was opened by Babs Stevens with a prayer. The story "Bundles" was then read by Kathryn Nairne and briefly discussed. An overview of the workshops held October 4 + 5th was then given.

Gail Russ gave a summary of the language + culture focus group that was held the previous evening. She said that all the participants spoke from the heart and that everyone agreed that the next 5 years is critical to preserving the language. She also mentioned the operational constraints created by lack of resources, lack of funds and lack of support. This prompted a discussion about language + culture:

- Haida language is an accredited language in Haida Gwaii + Prince Rupert
- send Haida language teachers + elders to Rediscovery Camp – the kids are very open in this environment without tv + video games – here they could be given Haida nick names and do a few sentences in Haida every week
- need to ensure that Haida language retains its presence in the base camps – language + culture need to be there

How do we make decisions together?

- by coming together + brainstorming – say for the elders dinner – decide what needs to be done / create a plan for action

- health + maintenance have regular staff meetings – administration needs to do this too
- have Council meeting + vote taken – majority rules
- the way Council makes decisions is different from Gwaii Trust which is consensus based – this takes a lot longer
- decision before – Corbiere decision – everyone with roots to Skidegate can participate in a referendum or a poll of people in the area – things to consider when making the decision included costs + timing
- for Nygstile Society, have 3 year plan – staff bring information to the Board – they vote/decide what to do
- the chance to exchange information like today is valuable
- needs to be better method of scheduling
- for Gwalagaanay, it is hard to get decisions because the Board of Directors is very busy – hard to get quorum
- decisions for the Corporation are all made by the Board – Band Council is always looking at opportunities to pass on to the Corporation – needs to be better linkages between GNC + SBC so that the Corporation is brought in earlier
- Watchmen – good attendance at meetings – all opinions/concerns acknowledged
- program managers should meet with Council to make sure everyone is informed
- the typical way that issues are communicated to Council by programs: 1) by the program managers to the committee to Council and 2) by the committee to Council.
- clear what monetary authority program managers have – over a certain limit, it has to go to Babs

Streamlining Decision Making

- portfolio holder's main function is to act as liaison between program staff and Council – bring issues forward from program level to Council
- If urgent, the program manager can bypass the committee and go straight to the portfolio holder
- need process to help Council operate more efficiently
- need to find way to schedule all meeting so people attend – make them a priority

- restructure Council so that there is 1 team that is good at getting \$\$ off Island and 1 team that is good at staying home and making decisions there
- Council recently had to make a tough decision about having alcohol at the bowling alley – there was a conflict as the Council is responsible for making prudent financial decisions (improving financial situation of the bowling alley) and responsible for the health of the community
- Council deals with too many issues that program staff should be dealing with and sometimes staff make decisions that exceed their authority – clarity on roles and responsibility would address this – prevent micro managing
- To develop policies and procedures – needs to be clarity about program vision + mandate – Babs mentioned that Lorna Morrison has completed the Training Plan and is ready to start working on the policies + procedures
- But – policies + procedures can't come in the way of creativity – not be too confining
- Existing policies should reflect best practice but best practices may need to be community specific to an extent
- suggestion – reduce the number of Committee / Board meetings and give program managers more responsibility but need policies and procedures

We spent some time discussing elements of the governance / organization chart as preparation for the second day sessions.

Committees

- Housing Committee: Doris Daschuk, Earl Moody, David Crosby
- Education Committee: Joan Moody, Deb Burton, Heather Dudoward, Rose Russ, Theresa Cooper, Laura Jormainien, Isabel Brillon, Lisa Shoop, Vonnie Hutchingson, Michelle Pineault, Gail Russ
- We Care Committee (suicide prevention)
- Drug Free Community Committee
- Finance Committee
- Fisheries Committee
- Forestry Committee
- Safe House Committee
- Communications Committee
- Residential Schools Committee

Boards / Societies

- Qay'llnagaay

- Watchmen
- Gwalagaanay
- Nygstle

Portfolios

- Aboriginal Justice: Ed Russ & David Crosby
- Capital: David Crosby, Earl Moody, Paul Pearson
- Communication: Amanda Reid Stevens, Richard Russ
- Education: Richard Russ, Ed Russ, David Crosby, Earl Moody
- Finance: Colin Richardson, Earl Moody, Willard Wilson, Amanda Reid Stevens
- Fisheries: Ed Russ, Paul Pearson
- Forestry: Colin Richardson, David Crosby
- Gwaalagaa Naay Corp: Colin Richardson, Paul Pearson
- HG Economic Dev. Corp: Ed Russ, Paul Pearson
- Haida Tribal Society: Paul Pearson, Ed Russ
- Health: Richard Russ, Earl Moody
- Housing: David Crosby, Earl Moody
- Policy & Procedure: Amanda Reid Stevens, Richard Russ, Colin Richardson, Ed Russ
- Qay'Inagaay: Willard Wilson, Colin Richardson, David Crosby, Amanda Reid Stevens
- Revenue Generation Committee: Colin Richardson, Amanda Reid Stevens, Earl Moody
- Social Development: Amanda Reid Stevens, Richard Russ
- Tourism/Culture (HGW): Colin Richardson, David Crosby, Earl Moody
- Youth & Recreation: Richard Russ, Ed Russ
- Museum Board: Earl Moody

For the rest of the morning and part of the afternoon, the workshop was broken into two groups to consider the Band's strengths and challenges in addressing the key areas and strategic themes which were developed based on the visioning in the first strategic planning workshop. Each principal theme area is supported by related activities and themes. They were also asked to consider if the goal statements accurately reflected the theme area.

HEALING – to be a healthy community by embracing the Haida way of life [renamed HEALTHY HUMANS]

- Language + culture
- Education
- Youth
- Wellness
- Families
- Life skills

SELF-SUFFICIENCY – to have economic control over our lives + resources

- Revenue generation
- Jobs
- Training
- Tourism
- Small business
- Natural resources

GOVERNANCE – to ensure that decisions are fair + transparent

- Policies + procedures
- Guiding principles
- Communication

Break Out Group 1

Amanda Reid-Stevens

Richard Russ

Gail Russ

Sue Wood

Alana Valentisen

Ali Pearson

Cindy Boyco

Facilitator: Michael Kloppenburg

Healing

Language + Culture

Strengths:

SHIP program – encourage Haida learning
elementary school
high school
head start / daycare
Haida dance classes
First Voices
curriculum developer – have funding

Challenges:

people not accessing it
how do you make it matter?
not a priority
relationship to the land – not opportunity to experience
distractions – television
lack of community interaction
not so isolated anymore – too many choices
exposed to too many non Haida influences
lack of funding
not enough volunteering
shouldn't have to pay to hear your own language
get in to the internet – not everyone has a computer
curriculum development tools
lack of resources

Education

Strengths:

graduating more students
local education agreement – accountability, influence / control and more say with local boards
grade 12 graduates mostly looking at post secondary

Challenges:

pursuing post secondary is giving up culture
difficulty in being far from family for post secondary
drug culture – high school / elementary

going to school hungry + tired
attention deficit disorder – not enough specialists available
budget shortfalls
literacy skills
learning disorders – dyslexia – may be more prevalent than assumed

Youth

Strengths:

competitive – sports focused
Youth center
Swan Bay rediscovery program
Watchmen Program
community pride among youth – Haida – we're the best
understand the importance of families and traditional leadership – elders - haven't lost – grounded – still carries through
older teens work with the younger kids, e.g., basketball
de facto mentoring
encouragement
youth run after school computer program

Challenges:

following through with community pride – walk the talk
how to build on the mentorship
lack of structure
lack of youth leadership
lack of role models
drug culture – easy access to drugs / associated crimes
have to lack to doors – didn't have to do it in the past
everyone wants to get paid
difficulty in being far from family for post secondary

Wellness

- Strengths:
- the whole community rallies around people in trouble
 - good support network
 - Nygstle
 - Health Centre
 - SHIP
 - Rediscovery
 - Recreation Centre
 - location – centred on Island
 - great people in the Health Centre
 - resiliency of people to bounce back
 - access to amazing food resources
 - inclusive
 - part of a whole nation
- Challenges:
- dependency on outside system
 - expectations on Council / Health Centre are overwhelming
 - attitude about physical health
 - people are spoiled
 - crippling repercussions of contact – disease / residential schools
 - people expect pay back for everything
 - drugs and alcohol
 - high unemployment - turns attitudes negatively
 - food resources not being accessed
 - apathy – too few want to help themselves
 - too much dependency on package foods

Families

- Strengths:
- close knit
 - respect for elders in decisions
 - extended family (not necessarily related) play a huge role

shared life experiences – defined by locations + culture
families closeness
Challenges: outside world – tv, video + music
distractions
peer pressure on youth
missing positive role models
exposed to negative influences

Life Skills

Strengths: food gathering / preparation
sharing
coming together in crisis – helping people in trouble
dealing with crises

Challenges: fallout from residential schools
lack of parenting skills
overcoming internal family problems
introduction of sugar – impact on Haida diet – diabetes
traditional influences
working parents
single parent families
it's a different world – can't go back to the way it used to be – must accept the limitations of modern world – distractions and all

Self-Sufficiency

Revenue Generation taxes

need skilled people working to pay the user fees and
must charge for services provided

Training

need local workforce
are we ready for Qay? – not enough people ready for it
have to be ready

people have to follow through
skills training is needed
need an education
more occupational skills training (OST)

Natural Resources

not as much as used to be – fishery
people were spoiled – lots of jobs in forestry / fishery
value-added approaches need to be pursued – Haida
smoked fish, etc.

General

don't focus so much on post-secondary education
against occupational skills training
must only fund those programs that have funding
turn WOP \$\$ into OST \$\$

Build up a local skills base: training program set up – people not accessing them

require consistent standards at the same time
redirecting WOP + SA \$ to build up skills base
programs head work together – approach Council
with options
need to think in the longer term but should consider
short term implications – see the financial implications
tourism + Qay – some skills being developed – spin
off opportunities

presentation to high school students – opportunities
flowing from Qay – skills required / training
opportunities

own financial institution – ie. work with Tricorp?
internal circulation of funds

spin offs from Qay – marketing plan

Strengths:

lots of financial/organization assistance to small
businesses + entrepreneurs

Tricorp

Community Futures – in Skidegate

ABC

Challenges: reluctance to seek help from non-Haida community members
need to promote the services available
must move beyond application/funding based resources, ie., little bit of \$\$ - not moving forward in bigger picture

Governance

policies + procedures for operating – will make it easier with operations outside of Council, e.g., getting to work on time, information breaks + respect
leadership from Council – show that we can do it
showing the community that we can organize ourselves
Council has confidence in Program Managers to develop policies + procedures through portfolio holder
no terms of reference for portfolio holders + committees
communication is the key
buck stops with Council
need a policy for redress
policies + procedures – must be flexible (within reason), ie., extraordinary circumstances, redress policy – if situation arises that is extraordinary – this is how it can be addressed

Priorities

1. Council policy/procedure/operations
2. Terms of Reference for Committees / Portfolios
3. Agreed upon mandate with each Program Manager
4. Policies + Procedures developed by each Program Manager in communication with portfolio holder and Council has a whole

Break Out Group 2

Colin Richardson

Willard Wilson

Eddie Hans

Waneeta Richards

Babs Stevens

Paula Lawson

Facilitator: Kathryn Nairne

Healing

revise goal statement to read **“to strive to be a healthy individual which creates a healthy community which creates a healthy nation”**

add **taking responsibility for yourself** as a theme

attendance at school has never been so good since the bus service quit

tools/funding to provide counseling/reinforcement to develop self-worth/feel good about what you do

language + culture – Haida language program – but how many kids are getting a real handle on Haida language?

how about themed years? Examples: Year of Self Improvement, Year of Healing and Year of Language + Culture – hold workshops / events around these themes

encourage healthy food to be served at feasts

give victims a voice – creating a voice within clans – e.g., opportunity for abused women to face their abuser

change governance structure to clan structure – competitive system benefits people with most family in the community – old way with updated rules that apply to today

clans have to lead healing

chiefs, elders, grandmas, grandpas, aunties and uncles come together

way community come together when needed – crises and happy times

individuals having willingness to take responsibility

role models – people who walk the talk

alcohol and drugs

cultural way of involving clans – one of the clans
haven't potlached their leader – not planning this –
will heal things for that family

not enough \$\$

language – Council to call each other by Haida names

summer – Haida immersion program – very healing

staff retreats at Community Hall – two weeks – way
for staff to heal

Self-Sufficiency add attitude as a theme

“who's going to help me” instead of “how can I help
myself”

instead of striving, we are simply surviving

healing is a pre-requisite to self-sufficiency

healing needs to go with revenue generation

need to get more people involved

Council is very progressive in seeking economic
opportunities – with current staffing, have reached
saturation point

Need to find more \$ to go further / need more human
resources

Need to find ways to help people start their small
businesses – Tricorp

Bowling alley, commercial center and co-op are
almost paid off

Community Lending Fund for small businesses –
elders decide who gets the \$

Tricorp / First Citizens Fund – help through
Community Futures to do Business Plan – pay 60%
back. Tricorp is a high risk lender – lots of failures

Governance

revise goal statement to read **“to ensure that decisions are fair and transparent”**

need mechanisms to gauge management performance – evaluation / how to support program managers to deliver what they’re supposed to do

but evaluation has to be two way

mechanism for manager to access training / bring workshops into the community – partnering with education

the training plan prepared with Lorna Morrison covers 1) public, 2) staff and 3) Council – the training plan will cost \$1.4 million/year for the next 5 years

employee stuff based on competencies but should concentrate more on Qay + hotel and who needs training / will fill the positions

right now, focusing on milling wood. \$ from SNDS \$48,900 this was matched by Blade Runner. now doing application to SMRFA.

workplan for governance:

- organization chart
- job descriptions – everyone has one
- grievance process for community
- Conditions of Employment need to be revised + developed for both staff + Council

wages for unionized (Health Centre) and non-unionised workers is a source of conflict

people are upgrading their skills and not receiving a wage increase

SBC is purely budget drive – don’t have a lot of extra \$\$

should develop pamphlet for employees so they are familiar with policies and procedures

need to review “suggestion box” in reception area – letters go straight to Council which bypasses staff – perhaps the box should be moved or letters should go to relevant program managers

every areas has their own policies and procedures – how can these be combined

need to do team building with project managers

Community Event

The remainder of the afternoon was spent planning for the community event to be held on Wednesday, December 8th (see attachment).

Bundles

German Folktale adapted by Allison Cox

There once was a woman who had so many problems, so many worries, so many troubles . . . that at times she felt she had more troubles than anyone else in the world!

Well . . . there was one friend she knew who had quite a large share of troubles herself. But this friend seemed to be able to move through her troubles and come out the other side with her head still held high. The more the woman thought about her friend, the more she began to think "I could ask her to tell me how she deals with her problems and then I would know how to deal with mine."

The woman became convinced that this was the answer - so one day she knocked on her friend's door. The friend invited her in, they sat down and chatted together while they shared tea. By and by the visitor told the friend why she had come to visit.

"Oh, but I can't tell you how to deal with your own problems" the friend told her, "only you know what are the right choices for yourself." The visitor's face looked so crestfallen that the friend added "But I could tell you some advice that someone once gave me that helped. . ."

"Oh would you? Could you?" the visitor encouraged her.

"Alright" the friend answered. "Why don't you let that part of yourself that is connected to all that is take over caring for your troubles."

"Well . . . alright."

It wasn't the kind of advice that she had expected. The visitor stayed a bit longer, chatting and catching up, then she said goodbye to her friend and began walking home. On the way home she thought "I really have tried everything else I can think of - what do I have to lose?"

So that night, when everyone else was asleep, she shut her door, got into bed, sat there and said "That part of me that is connected to all that is . . . please - help me with my troubles. I don't know what else to do . . ."

Then she figured she must be done, so she turned out her light, pulled up the covers and fell asleep . . . and that night she dreamed a dream. . .

She found herself in a vast candlelit cavern, surrounded by gray bundles of all shapes and sizes, as far as she could see. Walking toward her was a woman with flowing long white hair and dressed in a long dark cape.

"Who are you?" asked the dreamer "and what is this place?"

"This is the cave of the bundles of troubles and I am the Keeper of the cave."

"Bundles of troubles?"

"Yes," the Keeper explained, "each person who walks the earth carries a bundle of trouble on their left shoulder." The dreamer turned to look and there was a gray bundle on her left shoulder - it had been there all this time and she never noticed! "If you wish," the keeper continued, "you can take your bundle down and exchange it for another."

"Really? I can?" The woman lowered the bundle from her left shoulder. Oh it felt so good to put it down. Then she began picking up different bundles, feeling their weight, trying them on for size... She did this for hours until finally she said "Can I take this one? This one feels just right."

"Certainly you may" the Keeper told her, "but first, why don't you open it up and look inside."

So the woman put the bag down and pulled on the gray drawstrings and looked inside . . .
"But these are the same troubles I brought in here!"

The Keeper of the cave smiled softly and nodded. "That's usually what happens, but do not despair, for there is another bundle on your right shoulder that should help lighten your load."

The woman turned and saw another bundle on her right shoulder. It had been there all this time and she never noticed! Only this bundle was woven of silver and gold threads and it sparkled like a diamond in the sunlight.

The Keeper spoke - "Why don't you take down that bundle, and look inside."

So the woman did. The bundle was light as down. She pulled the silver and gold strings and looked inside. And there were . . . all of her experiences and all that she had learned. There were her talents, her gifts, her hopes and opportunities yet to come. The woman felt her heart fill with joy and she looked up to thank the keeper of the cave. But the Keeper of the cave was gone. All the gray bundles were gone. The cave was gone. And she found herself sitting up in her own bed with the morning sun streaming through the window, shining in her face.

Wednesday, November 10th - Agenda

- 9.00-9.45 **Opening**
Review of Day 1
Refine Community Event

9.45-11.30 **Concurrent Sessions**

Council	Program Staff
<ul style="list-style-type: none">• reserve expansion presentation• discussion• next steps for reserve expansion• what policies + procedures should we focus on developing? (if time)	<ul style="list-style-type: none">• vision + mission statement for program• internal communication within program• internal communication as senior staff team• communication with the community• external relationships

10.15-10.30 **Coffee Break**

- 11.30-11.45 **Project Scheduling + Wrap Up**
Summary
Agenda + date for next workshop

Day 1: Deliverables

- **Draft Vision + Draft Guiding Principles**
- **Draft Communication Plan**
- **Preliminary Action Plan for Strategic Goals**
- **Preliminary Strategic Plan for Council**
- **Community Event Logistics + Planning completed**

Day 2: Deliverables

- **Preliminary Program Strategic Plans**
- **Reserve Expansion**

Wednesday, November 10th- Minutes Council and Program Staff

Participants:

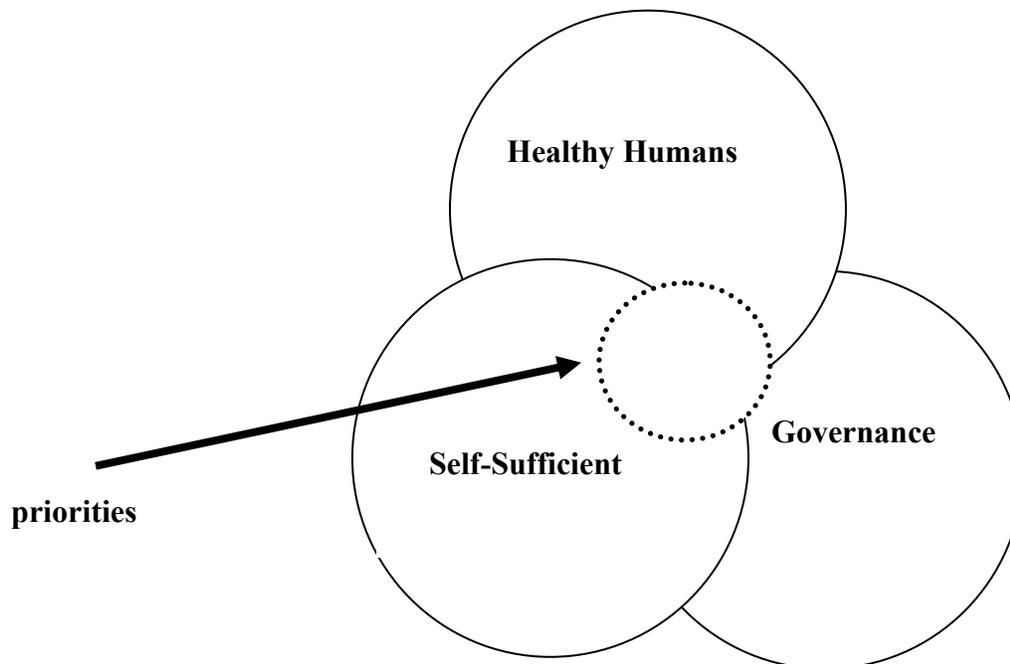
Willard Wilson	SBC
Amanda Reid-Stevens	SBC
Edward Russ	SBC
Richard Russ	SBC
Paul Pearson	SBC
Babs Stevens	Administrator
Ali Pearson	Haida Gwaii Watchmen Manager
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Eddy Haius	Maintenance Supervisor
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay

Facilitators:

Kathryn Nairne, DNA + Michael Kloppenburg, DNA

The workshop session was opened by Babs Stevens with a prayer. This was followed by a brief presentation of the strategic planning process and the SBC current decision making process.

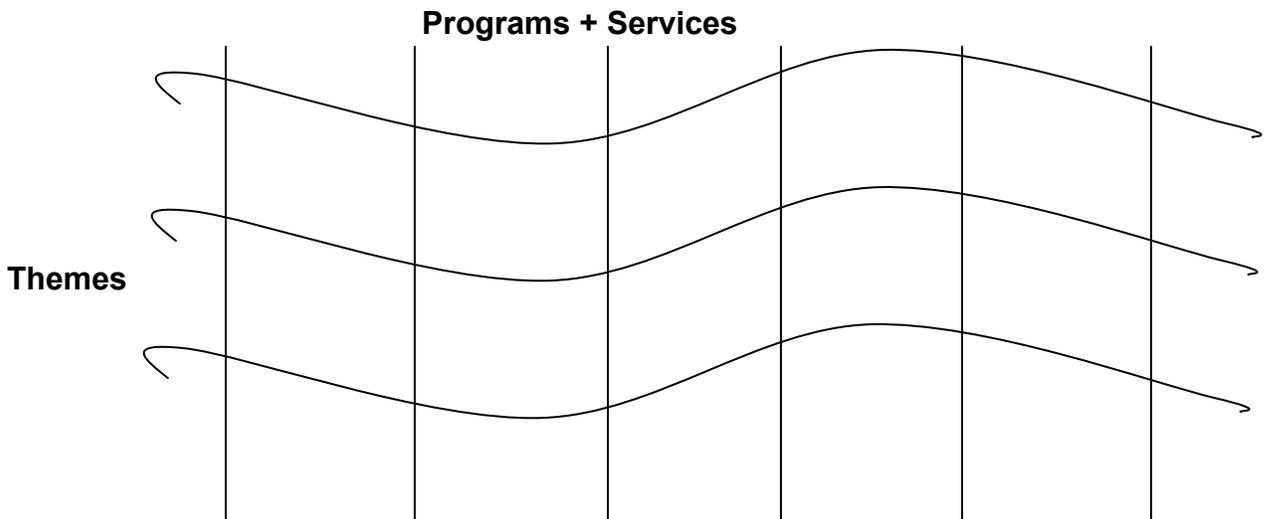
The three key theme areas were discussed and revised to be Healthy Humans, Governance and Self-Sufficient. The graphic below shows how the three overlap. The projects that have the highest priority are the ones that related to all three theme areas.



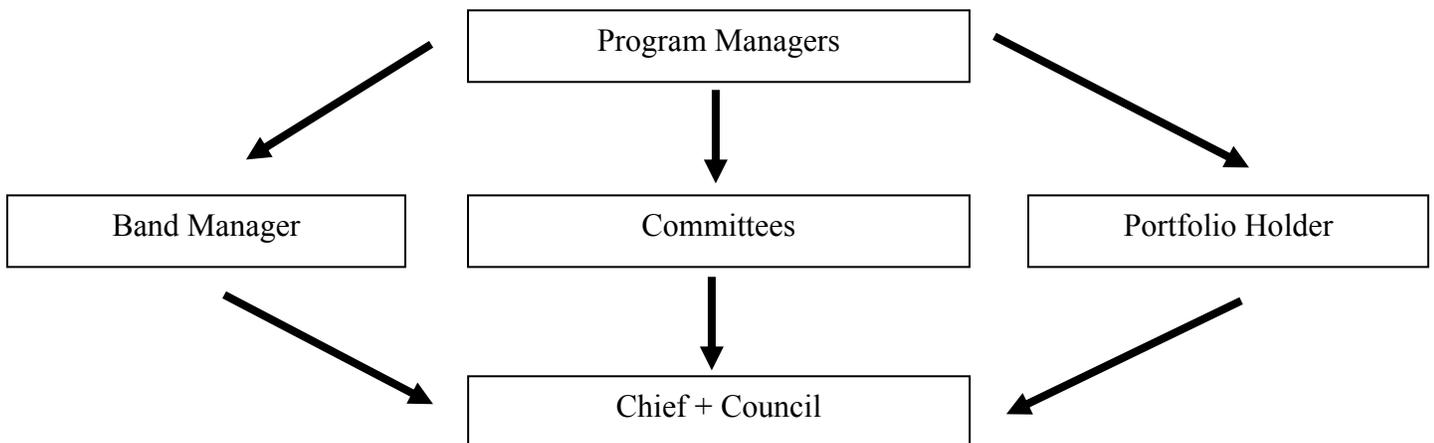
The goal statements for the theme areas are:

- **Healthy Humans** – to strive to be a healthy individual which creates a healthy community which creates a healthy nation
- **Self-Sufficient** – to have economic control over our lives + resources
- **Governance** - to ensure that decisions are fair + transparent

The strategic planning process was explained as shown in the following graphic. The straight lines represent the programs, activities and services offered by the SBC. The wavy lines flowing through are the theme areas. The theme areas need to have the support and energy from all existing programs to move forward successfully.



Part of the overview of the previous day included a graphic showing existing communication paths between program managers and Council. It is shown below.



A brief discussion was held about the need to clarify the roles and responsibilities of Program Managers and Chief + Council.

A summary of the break out workshops was then provided. Key discussion points arising from the summary include:

- there was strong support for looking more closely at the idea of lending circles as presented by Paula. Tricorp has information on lending circles and Community Futures is starting them
- there was also strong support for the idea of a youth council – Massett used to have youth involvement with OMVC – these youth ended up sitting on Council later – youth council contributes to leadership development
- regarding housing, there is a need to build up the skill level within the community and need a licensed housing inspector
- need a human resources director
- brain drain in Skidegate because opportunities not available in the community to keep people here – what training do we need to get people back to the community? Idea of training contracts which specify that to qualify for training \$, applicant must work in the community for a specified time period
- committees must be clear in their purpose – must be fair – no favouritism for family – there for the good of the community
- Council/staff need to be on the right path before they can help the people
- We're strong. We're good.

Reserve Expansion

Michael Kloppenburg, DNA gave a brief presentation / summary of the Band's second reserve expansion project. Comments from staff and Council include:

- cul de sac lots are hard to get people to take – awkward driveways + lot shapes – should make cul de sacs through roads
- **but** parents with small children like cul de sacs as they are safer to play on
- make sure that playgrounds (including equipment costs) are included in capital costs for the subdivision projects
- United Church gave some land back to the band – Dead Tree – should be turned into Reserve? No, because is currently a Band asset.
- the Dead Tree lands are surrounded by private lands owned by Dave Younger – SBC may consider buying these to create a larger parcel of land

Organisation Chart

A draft organization chart / governance map was prepared. A draft is attached.

Community Event

It was confirmed that the community event would be moved to Wednesday, December 8th (from Thursday, December 9th). Michael will travel to Skidegate on the Tuesday and Kathryn will come up Wednesday afternoon.

A mini strategic planning workshop / review of the community planning event will be held at the Community Hall from 9.00 to 12.00 on Thursday, December 9th.

Skidegate Band Council December 8 Community Event

Display Information Set-up

- A table is required for each booth (see attached list of booths)
- The Band will talk to OMVC about using the display panels they had for their kiil laagang event. This way, the display can stand on the table without supports.
 1. First panel would have program specific photos, i.e.: of staff and projects
 2. Second panel would have bullet points of text describing the program activities and responsibilities
- A brief questionnaire will be available at each table specific to the program
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- Cash prize draws will be made each hour throughout the event.
- The grand prize will be two tickets to Vancouver, two nights in a hotel and \$500 spending money.

Display Information Checklist

Name of Program: _____

- Digital Photos of Program Staff – all staff associated with the Program
- Photo of Program Offices
- Staff Titles + 1-2 sentences on what they do
- List of Program Services
- Photos of Program Activities / Services
- List of Ongoing Projects with 2-3 sentences on what they are
- Photos of Ongoing Projects

Skidegate Band Council December 8 Community Event

List of Displays

Display	Person Responsible
Chief + Council / Capital	Richard / Amanda
Administration	Babs
Haida Gwaii Watchmen	Ali / Wally
Comprehensive Community Development Plan	DNA (Kathryn / Michael)
Finance	Sue
Ngystle Society	Waneeta / Isabel / Mary Ann
GNC	Paula / Dana
Qay	Robert
Housing	Alanna / Ginger
Education	Gail
SHIP	Dianne / Kevin
Headstart / Daycare	Rachel / Tawni
Recreation / Youth	Buck
Health Centre	Cindy
Social Development	Ooka
Dental Program	Jan
Maintenance / Public Works	Eddie
Rediscovery	Dan Robertson
Adult Day Program	Carol Young
Volunteer Fire Department	John
Alcohol + Drug	
Band Membership	

There will also be a supervised children's area which will provide activities for children while their parents look at the displays.

Characteristics of Principle-Centred Leaders¹

1. They are continually learning:

- educated by their experiences
- continually expand their competence and ability to do things
- develop new skills and new interests

Practice: learn to make and keep promises/commitments. Start by making small promise to yourself; continue fulfilling that promise until you have a sense that you have a little more control over yourself. Then, make yourself a more difficult promise and keep that promise, and so on. As you do this, your sense of personal worth will grow; your sense of self-mastery will grow, as will your confidence that you can master the next level.

2. They are service-oriented

- life is a mission not a career
- have a sense of responsibility, of service of contribution, something that needs to be pulled or pushed

Practice: yoke up and put on the harness of service, thinking of others. See yourself each morning yoking up, putting on the harness of service in your various stewardships. See yourself taking the straps and connecting them around your shoulders as you prepare to do the work assigned to you that day. See yourself allowing someone else to adjust the yoke or harness. See yourself yoked up to another person at your side – a co-worker or spouse – and learning to pull together with that person.

3. They radiate positive energy

- cheerful, pleasant, happy, optimistic attitude, positive, upbeat
- positive energy surrounds them and charges or changes weaker, negative energy fields around them

Practice: be aware of the effect of your own energy and understand how you radiate and direct it. In the middle of confusion or contention or negative energy, strive to be a peacemaker, harmonizer, to undo or reverse destructive energy. You will discover what a self-fulfilling prophecy positive energy.

4. They believe in other people

- don't overreact to negative behaviours, criticism, or human weaknesses
- don't feel built up as a result of others weaknesses
- realize that behaviour and potential are two different things
- they see the oak tree in the acorn and understand the process of helping the acorn become a great oak

Practice: Seek to believe in the unseen potential. Create a climate for growth and opportunity. Believe it's "in" them, not "in" you, so that you can relax, accept, affirm, and let things happen. Either way it's a self fulfilling prophecy.

¹ Excerpted from Principle-Centred Leadership, Stephen R. Covey

5. They lead balanced lives

- intellectually, physically, and socially active - read, watch, observe, and learn
- feel their own worth, which is manifest by their courage and integrity and by the absence of a need to brag, drop names, to borrow strength from possessions or credentials or titles or past achievements
- open in communication
- courageously condemn the bad and champion the good
- actions and attitudes are proportionate to the situation –
- no need to manipulate through either intimidating, anger, or self-pity

Practice: live sensibly in the present. But carefully plan for the future and flexibly adapt to changing circumstances. Allow your self-honesty to be revealed through your sense of humour, your willingness to admit and then forget mistakes, and to cheerfully do the things ahead that lie within your power.

6. They see life as an adventure

- allow security to come from within instead of from outside, so there is no need to categorize life to give a sense of certainty and predictability
- rediscover people each time they meet them
- ask questions and get involved; present when they listen
- capable of adapting to virtually anything that comes along

Practice: be like a courageous explorer going on an expedition into uncharted territories. Be confident that whatever happens, it will be exciting and growth producing and that you will discover new territory and make new contributions. Let your security lie in your initiative, resourcefulness, creativity, willpower, courage, stamina, and intelligence rather than in the safety, protection, and abundance of your comfort zone.

7. They are synergistic

- synergy is the state in which the whole is more than the parts
- improve almost any situation they get into
- work as smart as they do hard – they are amazingly productive, but in new and creative ways.

Practice: be synergistic. In team endeavours, build on your own strengths and strive to complement your weaknesses with the strengths of others. Delegate for results and believe in others' strengths and capacities. Don't be threatened if others are better in some ways, rather embrace and help focus their abilities.

8. They exercise for self-renewal

- regularly exercise the four dimensions of the human personality: physical, mental, emotional, and spiritual.

Practice: exercise the four dimensions. Participate in some kind of balanced, moderate, regular program of aerobic exercise. Exercise your mind through reading, creative problem-solving, writing and visualizing. Emotionally, make an effort to be patient, listen to others with genuine empathy, show unconditional love, and accept responsibility for your own life and decisions and reactions. Give time to your own spirituality. Undertake these activities through the normal course of the day or schedule them into the day.

Strategic Goals

Three principal theme areas have been developed based on the visioning in the first strategic planning workshop. Each principal theme area is supported by related activities and themes. This is summarised below.

HEALING – to be a healthy community by embracing the Haida way of life

- Language + culture
- Education
- Youth
- Wellness
- Families
- Life skills

SELF-SUFFICIENCY – to have economic control over our lives + resources

- Revenue generation
- Jobs
- Training
- Tourism
- Small business
- Natural resources

GOVERNANCE – to ensure that decisions are fair + transparent and more fully engage the community in decision making

- Policies + procedures
- Guiding principles
- Communication

MICRO LENDING CIRCLES

The Community Based Micro-Lending Circles have the potential to have a major impact on the financial resources available to individual community members. This concept is based on what Economists call the "**multiplier**" effect.

The CFDC of CIFN has designated a portion of the investment fund, which we receive from the Federal Government, for Micro-Lending Circles. The investment fund has been made available to increase employment opportunities through economic development for the Aboriginal and non-Aboriginal people in our catchments area as part of the Federal Government mandate of "**Investing in Growth**" of Canada.

There is an expectation, by the Government, of accountability and responsibility in the use of these funds. It is for this reason that we must request that the policies and structure of each circle may, if they choose, become totally independent of CFDC of CIFN.

We have set out the requirements for sponsorship to the circles as loosely as possible. This is done to allow each circle and community to operate in its own distinctive manner, serving their own needs and priorities. The individual members will know what their objectives are to empower the communities to make those decisions with minimal direction from CFDC of CIFN or other agencies. We will assist, upon request, but will not interfere once we have accepted and agreed to the policies and procedures each circle develops as long as they are adhered to and the required accountability measures are met.

We have determined that we will loan each circle a maximum of \$4000.00 once they are prepared to begin lending and have their 20% in place. The circle structure must also be in place and an agreement is reached with the CFDC of CIFN. This will give each circle and maximum of \$5000.00 for their investment.

Many individuals have asked, "What good is \$5000.00"? There is a considerable benefit available where the "multiplier effect" takes place as in the following example:

If the following decide to charge 14% interest on each loan they make and are paid back with interest, the original \$5000.00 will circulate and re-circulate within the circle as follows.

Initial Investment	\$5000.00	\$5000.00
Interest Earned @ 14%	\$700.00	
2nd Circulation	\$5700.00	\$5700.00
Interest Earned @ 14%	\$798.00	
3rd Circulation	\$6498.00	\$6498.00
Interest Earned @ 14%	\$909.72	
4th Circulation	\$7407.72	\$7407.72

Interest Earned @ 14%	\$1037.08	
5th Circulation	\$8444.80	\$8444.80
Interest Earned @ 14%	\$1188.27	
Total now available \$9627.07		
Total Investment For 5 Circulations	*****	\$33050.52

Total of existing fund \$9627.07

Repay CFDC of CIFN \$4000.00(assume five year term) plus any accrued interest

Balance for investment in circle \$5627.07

The circle can now choose to become independent of CFDC of CIFN and they will have invested in loans to their members \$33050.52.

MICRO-LENDING CIRCLES

Micro lending circles help generate small business development, first time borrowers, start and expand small business, and reduce loan loss risk.

PROPOSED CRITERIA

1. Must have 20% equity to a maximum of \$1000.00
2. Must develop lending, control, objectives and priorities policies
3. Identify Circle membership & structure:
 - Who will they lend to?
 - How will members apply?
 - Develop loan agreements.
 - What is their priority
 - Term of loans
 - Interest rate
 - Who makes the decisions for the circle?

RECOMMENDATION

- Must be 18 years of age.
- Must have at least one elder in decision making capacity.
- Must have a bank account.
- Must have signing authorities.
- Loan must be approved by a simple majority of the members of the circle.

MANDATORY REQUIREMENTS

- Quarterly financial reports must be submitted to CFDC of CIFN.
- Minutes of all meeting are to be submitted to CFDC of CIFN during the partnership phase of the agreement.
- An agreement must be signed between the circle and CFDC of CIFN.
- No honorariums are to be paid to Circle Board members.
- Conflict of interest guidelines are to be developed.
- Circles must be willing to work in cooperation with CFDC of CIFN.
- Circles must be prepared to repay the loan made available by CFDC of CIFN.

OBJECTIVE OF THE PROGRAM

- To test the credit worthiness and credit limitations of Micro-entrepreneurs over time.
- To develop low cost, effective credit delivery mechanism.
- To enhance and increase opportunities for income generation, employment, and mutual assistance in the micro-enterprise sector.
- To increase economic activity in the community.
- To provide experience in financial management through a loan program.
- To build self-confidence of the Micro-Entrepreneurs.
- To demonstrate to other community members the viability of the "micro" sector.
- To increase the availability of goods and services on and off the reserve.

GENERAL DESCRIPTION OF THE LENDING CIRCLE

The fundamental element of the lending circle is that a small group of people of Aboriginal descent get together to try help each other by pooling some of their financial resources combine with a loan from CFDC of CIFN.

It is through description of the social framework that the Lending Circle, establishes accountability in the Community, ensures due repayment and provides its members with an instrument for mutual assistance and collection action. The Borrower is kept in line by peer support.

ADMINISTRATION RESPONSIBILITIES

- The Board of Directors will host an orientation session for potential clients of the lending circle.

- Establish a lending circle bank account.
- Receive and review loan applications.
- Issue cheques for Board approved loans.
- All Board of Directors must attend all meetings related to planning, assessment and repayment schedules.
- Review delinquency record.
- Provide assistance when and where as appropriate.
- Manage the financial affairs of the circle.
- Issue receipts for collection of loan payments.
- Prepare monthly monitoring reports.
- Provide input to the design of the lending circle.
- Interest earned by the circle may be used to pay administration cost with prior approval by the Board of Directors.
- Attendance at all meetings is **Mandatory** with the exception of absence due to a legitimate reason.
- Three missed, unexcused consecutive meeting will result in immediate dismissal without refund.
- An annual general meeting must be held.
- Must be 18 years of age.
- Must have a viable business idea and short form business plan.
- Must reside in the community.
- Must attend an Board of Directors
- Must be Aboriginal or Aboriginal descent.
- Must accept the final ruling of the Board of Directors.
- Must attend an orientation session which may of may not include some or all of the following:
 - Roles and responsibilities of the Board of Directors.
 - The purpose of the Circle.
 - Viability of the project.
 - How the loan is to be used.
 - Review of the loan application.
 - May be in a group setting.
 - Discuss the proposed repayment schedule.
 - Discuss the importance of 100% payback.

- Discuss the affect of a poor repayment on one's credit rating.
- Default means no more loans in the future
- Discuss the fact that if they default, the Board of Directors must repay the loan and then they must repay the Directors who then have authority to act as the collection agents.

REPORTING, MONITORING AND EVALUATION

Lending Circles, in general, require close and frequent review and detailed reporting is necessary to deal with problems in quick and effective manner. Although the design of the Circle is meant to be flexible, there are certain fundamental rules that cannot be compromised under any circumstances. We must ensure the established objectives of the Circle are being met. Monthly reports must evaluate not only the overall performance of the loan portfolio but of the Circle in general. This, of course, will assist in determining the future of the Lending Circle.

TERMS AND OBLIGATIONS OF THE LENDING CIRCLE

This section will explain the terms and obligations associated with a loan to a Circle of individuals. It will tell about the loan it self, terms of repayment, borrower's covenants, financial reporting, security, disclosure, default, consequences of default, waiver and indemnity, removal of individual borrowers, and general details of the loan.

LOAN

CFDC of CIFN agrees to lend to the Borrower and the Borrower agrees to borrow from CFDC of CIFN. The loan pursuant to a request from the Borrower for the loan and the Borrower agrees to enter into an agreement to secure the repayment of the loan. Terms of repayment will record that the borrower will repay to CFDC of CIFN at its place of business in the town of the Pas, Province of Manitoba or at such other place as CFDC of CIFN may in writing from time to time direct, the loan with interest thereon as follows:

- Principal amount \$*****
- Interest rate on all loans will be as follows:
 - Year 1 --- 0% of CFDC of CIFN prime
 - Year 2 --- 25% of CFDC of CIFN prime
 - Year 3 --- 50% of CFDC of CIFN prime
 - Year 4 --- 75% of CFDC of CIFN prime
 - Year 5 --- 100% of CFDC of CIFN prime
 - Year 6 --- 150% of CFDC of CIFN prime
 - Additional Years 150% of CFDC of CIFN prime

- CFDC of CIFN prime is Bank of Montreal Prime Lending Rate as established from time to time.
- As at the date of this loan agreement the principal amount of the loan is \$***** the CFDC of CIFN prime interest rate is **% and the rate of interest calculated yearly not in advance is **% per annum.
- Until demand, repayment shall be made in the amounts and at the times as negotiated in writing between the lender and borrowers demand for repayment in part or in full may be made at any time by the lender without prior notice to the borrower.
- The loan may be prepaid at any time without penalty or bonus.
- The borrower acknowledges that the funds provided by the lender to the borrower under this loan is secure fund requiring regular principal and interest payment by the lender to its source of funding. The borrower acknowledges that failure to repay the loan in accordance with the terms of this agreement could jeopardise repayments required to be made by the lender.

BORROWER'S COVENANTS

The borrower covenants and agrees:

- To make all payments as required under this agreement or any security agreements.
- To pay upon demand to CFDC of CIFN the outstanding balance of the loan together with interest accrued thereon at a rate equal to that set out in this agreement.
- To provide, upon demand, any information, financial or otherwise, that CFDC of CIFN may reasonably require from time to time including, but not limited to semi-annual financial statement form the operation of the borrower's lending circle.
- To observe all of the covenants, agreements, terms and conditions of this agreement and any security agreement to which the borrower is a party.
- To adhere to the principals, policies, rules of the lending circle and any covenants and other requirements established by CFDC of CIFN.
- To provide full disclosure to CFDC of CIFN which will be open, honest, fair and complete to the best of the borrowers acknowledge.

- To design a lending circle policy acceptable to CFDC of CIFN and not to change the policy without the prior approval of CFDC of CIFN.
- To establish and maintain a Lending Circle bank account for the administration the loan.
- To collect on all loans and report to CFDC of CIFN.
- To elect a chairperson from one of the individual borrowers for the lending circle.
- To abide by all terms and conditions of the borrower's lending circle policy as approved by the lender.
- To work closely with any agent of CFDC of CIFN appointed to the lending circle as business advisor.

FINANCIAL REPORTING

The borrower shall deliver to CFDC of CIFN its semi-annual un-audited financial statement within 60 days of December 31st and June 30th of each year as the case may be. The borrower shall deliver other financial statements and information more frequently as may be directed by CFDC of CIFN from time to time. The borrowers acknowledge and agree to set its year end at December 31st each year.

SECURITY

The borrower shall supply to CFDC of CIFN upon demand security in the form and substance required by CFDC of CIFN in its absolute discretion to secure the repayment of this loan (the "security"). All security shall be in form and substance satisfactory to CFDC of CIFN and its legal counsel and shall be in form sufficient for registration or filing under all applicable laws. Each part of the Security granted will be in addition to and not substituted for any other part of the Security granted. The borrower shall prepare, sign and deliver to CFDC of CIFN, at the borrowers cost, such further documents as CFDC of CIFN may from time to time reasonably require to carry out the intent of this agreement.

DISCLOSURES

The borrower agrees to provide complete disclosure to CFDC of CIFN with respect to all searches with respect to the security and credit searches to enable CFDC of CIFN to ascertain the credit worthiness of the borrower. The signing of this express authority for CFDC of CIFN to conduct such searches. The borrower agrees to sign whatever other documents may be required by CFDC of CIFN of CIFN to effect such disclosure.

DEFAULT

The Borrower shall be in default under this Agreement in the event of a default pursuant to any of the Security, or in any of the following events. The Borrower defaults in any payment required under the Loan or any money secured by the Security, at the time in the amount provided. The Borrower defaults in the performance of any term, condition, obligation or covenant to CFDC of CIFN, or any representation or warranty to CFDC of CIFN as untrue, whether or not contained in the Security or this Agreement. The Borrower ceases or threatens to cease, to carry on all or a substantial part of the requirements of the Lending Circle; or the Borrower uses any money advanced to it by CFDC of CIFN for any purpose other than declared to and agreed upon by CFDC of CIFN.

CONSEQUENCE OF DEFAULT

In the event of a default hereunder, the Loan and any other money secured by the Security shall, at the option of CFDC of CIFN, immediately become due and payable and the Security enforceable; CFDC of CIFN may post, notify, publish, report or announce in any manner whatsoever the names of any of all Borrowers to any other party that CFDC of CIFN, in their absolute discretion, deems appropriate. CFDC of CIFN may withhold any loan funds payable to the Borrower or any of the individual Borrowers, as CFDC of CIFN in its absolute discretion deems appropriate. CFDC of CIFN may, at their absolute discretion, take any steps permitted by Law for the collection of the outstanding balance, owing under this Agreement. Neither the execution nor delivery of this Agreement or the Security, nor the advance of money there under, binds CFDC of CIFN to make any advance or further advance of the Loan.

WAIVER AND INDEMNITY

The Borrower agrees to waive any and all claims, or rights to same, that they may have against CFDC of CIFN suffered as a result of this Agreement and to hold harmless and indemnify CFDC of CIFN from all such claims or resulting damages. The Borrower further agrees to release CFDC of CIFN from any and all liability for any loss, damage, injury or expense that the Borrower may suffer or incur as a result of any action or omission of CFDC of CIFN due to any cause whatsoever including negligence, gross or otherwise, on the part of CFDC of CIFN.

REMOVAL OF INDIVIDUAL BORROWERS

Individual Borrowers under this Agreement shall not be removed except with the prior written consent of the Lender which consent shall not be unreasonably withheld. Schedule "A" attached to this Agreement shall contain a list of all current Directors and where indicated their replacement Directors as authorised by CFDC of CIFN. Each Director or replacement Director, by signing Schedule "A", acknowledges having read

and agreed to abide by all terms and conditions of this Agreement and having received a copy at the time of signing.

GENERAL

CFDC of CIFN and their agents, representatives and assigns may in their sole discretion make such public announcement regarding the Borrower or the details of the successes or defaults attributable to the Lending Circle as it see fit; no amendment to this Agreement shall be valid unless it is evidenced by written agreement executed by the parties hereto of the Loan. Except for the Security and any other instrument delivered in accordance with the terms of this Agreement, this Agreement constitutes the entire Agreement between CFDC of CIFN and the Borrower. For multiple Borrowers, wherever the term Borrower includes more than one party each of the parties is a principal debtor in respect of the Loan and all monies payable under the Security and all covenants, liabilities and obligations entered into by or imposed on the Borrower, by this Agreement are deemed to be joint and several; time is of the essence of this Agreement; the Borrower may not assign any of its rights of obligations under this Agreement. Any notice required to be given under the terms of this Agreement or any Security may effectively be given by a party hereto by posting the same by prepaid mail, directed to the party at the address below or at such other address as the party may give in writing to the other party in lieu thereof, or by delivery of such notice to _____.

Any notice posted by prepaid mail shall be deemed to have been received five days after mailing. Any change in address will be provided to the other party within thirty (30) days of such change. Any provision in this Agreement which is prohibited or unenforceable under a Court of Law shall be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions of this Agreement. This Agreement will be governed by and considered in accordance with the Laws of Canada, British Columbia and the applicable Aboriginal First Nations Government. In this Agreement, words importing the singular number only shall include the plural and vice versa, and words importing masculine gender shall include the feminine gender, and vice versa and words importing persons shall include firms and corporations and vice versa. This Agreement shall ensure to the benefit of and be binding on the parties hereto and their respective heirs executors, successors and permitted assigns. The Borrower acknowledges having read, understood, agreed to and received and executed copy of this Agreement.



Thursday, December 9th
Strategic Goals + Land Use – Council and Program Staff

9.00-10.00 Opening

Review of November 9/10 Workshop
Review of Community Event

10.00-11.45 Land Use Planning

Review Land Use Plan from 1997 Physical Development Plan
Update existing Village Land Uses
Identify the locations of businesses based in the community
Identify need/locations for outdoor recreation facilities
Where should new businesses / economic opportunities be located?
Strategy for implementing street naming program

10.30-10.45 Coffee Break

11.45-12.00 Wrap Up + Summary

Confirm dates for next meetings
Review Agenda for next meetings

Skidegate Band Council COMMUNITY EVENT Passport	
	Chief + Council / Capital
	Administration
	Haida Gwaii Watchmen
	Comprehensive Community Development Plan
	Finance
	Ngystle Society
	GNC
	Qay'llnagaay
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	Rediscovery
	Adult Day Program
	Volunteer Fire Department
	Alcohol + Drug
	Band Membership

You must have your passport signed at a minimum of 14 displays to be eligible for the grand prize draw.

Name:

Phone:

	Rediscovery
	Adult Day Program
	Volunteer Fire Department
	Alcohol + Drug
	Band Membership

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Name:

Phone:

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Qay	Robert
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Education	Gail
SHIP	Dianne / Kevin
Headstart / Daycare	Rachel / Tawni
Recreation / Youth	Buck
Health Centre	Cindy
Social Development	Ooka
Dental Program	Jan
Maintenance / Public Works	Eddie
Rediscovery	Dan Robertson
Adult Day Program	Carol Young
Volunteer Fire Department	John
Alcohol + Drug	
Band Membership	

There will also be a supervised children's area which will provide activities for children while their parents look at the displays.

Thursday, December 9th Program Staff

Participants:

Babs Stevens	Administrator
Ali Pearson	Haida Gwaii Watchmen Manager
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Eddy Hans	Maintenance Supervisor
Johnny Smith	Water Treatment Plant Operator
John Wesley	Maintenance / Volunteer Fire Chief
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay
Dana	Gwalagaanay
Carol Young	Adult Day Program
Ruth	Financial Assistance
Ooka	Social Development
Cindy Boyko	Health Administrator
Christy	Long Term Care
Michelle	Pregnancy + Breast Feeding
Waneeta Richards	Ngystle Society
Danny Robinson	Rediscovery
Rachel Crosby	Headstart/Daycare
Denise Husband	Executive Assistant
Heather Barnes	CHN

Facilitators:

Kathryn Nairne, DNA + Michael Kloppenburg, DNA

As everyone arrived, they were given their surveys to review. Denise collected the surveys at the end to copy them and she will then return them to the programs.

Kathryn + Michael opened the discussions with some feedback she had been given at the event:

- there should be a blurb in the newsletter about the community event and also about the CCDP as a whole
- there should be workshops with staff as well as program heads
- there should be boxes that people can put their questionnaires into – for confidentiality
- elders should be allowed to complete fewer surveys to get in the draw

How did you feel the community event went?

- most comments were positive – some people felt there was too much paper – maybe have fewer stations
- good feedback
- answers to questions were often the same which is helpful
- great way to connect with the community
- people need to be better informed about what will be there – perhaps more advertising
- pamphlets about each program should be available in a central place for the ongoing information of the community
- should be a prize for the nicest booth!
- lots of questions – lack of awareness about breadth of service
- good turn-out – good way of communicating
- people liked the information setting
- over 300 people attended (over 200 people signed in the guest book before the guest book was filled up)
- don't often hear compliments for this program – good feedback from survey – the questionnaire was too long
- perhaps hold event over several days
- people would have liked more financial information
- event was fun
- most people didn't know what program was about – need to do event again
- as staff, didn't have time to look at other displays
- time of year was tough
- water for staff would have been helpful
- more time to prepare
- teens too shy to come in – perhaps an elder to welcome them
- more time to help those people having difficulty understanding information / completing questionnaires
- health booth should have been divided into long term care, pregnancy + breastfeeding + health
- answers to questionnaires should be included in the next several newsletters
- had a lot of fun

- lots of people didn't know about what program are offered
- great opportunity to reach people who don't read / don't read well
- elders frustrated having to fill in so many surveys
- event went well
- should have more space for community education in newsletter (fire prevention)
- good to hear what public has to say – good to know what information needs to get out there
- spent time in front of booth – felt too far away when behind table
- hard to interact – looked like people were hiding
- people want to see financial information in the monthly newsletter
- we should have this kind of event more often – at least twice a year
- awesome opportunity to show the community what we do
- may be easier to have multiple choice type questions instead of open ended
- most people are visual learners
- 10 minute presentations from each program would have been helpful to people in completing the questionnaires
- great opportunity
- prizes were great
- displays were awesome
- perhaps have a slideshow in a separate room with information about each program
- huge turnout – community was appreciative of the opportunity
- needs to be more communication between staff + between administration and other offices in the community
- would have been great if staff had an hour before the event to view the displays – get feedback from staff

What one thing would you change?

- more communication with staff about the event
- questionnaires into boxes
- get information to people in advance
- staggered booths – so people can weave their way through
- like Health Fair – chance to sit at a table and talk to program staff

- multiple choice/more time – hold event over a couple of days, eg. Day 1 – Information and Day 2 – Fair with Questionnaires
- or Day 1 – Social Development, Day 2 – Health and Day 3 – Hand in Questionnaire
- gap for teens – nothing there for them – how to remedy this? No teen prizes such as CDs – should have own prize / section
- have a day dedicated specifically to youth
- or train youth to sit at all the booths to interact with the community and give the staff a chance to have a break
- sit in front of booth – support elders to go around and interact
- should have been more for kids – could have done an activity center – staff should have had day off
- food (concession) would have been great
- good to have space in middle – kids could buzz around
- central area where all questionnaires are dropped off – more confidential
- mail out questionnaires before and let people know what the grand prize is
- would have been helpful to know what the event was about to prepare the questionnaire
- timing (in December) was bad
- 3 – 8 is hard for staff – would have been better during work time
- program heads didn't filter information to staff
- didn't like idea of questionnaires – should have let people ask questions and staff can answer them
- give questionnaires out with passports
- may be an idea to make this more of a family event – day time, concession for lunch, fishing pond for kids – more of a carnival
- if on a weekend, staff should get time off to reflect this
- set up evening before next time and open at 9 am so that staff can view for an hour before the event opens at 10am
- more information needs to be sent out to programs about purpose of event and how it fits into CCDP
- if possible, more staff available at each booth, especially to talk with the elders



Skidegate Band Council AAY OO GUIDING SERVICES

Summary of results: Surveys Completed- 97

1. What kind of tourism services would you like to see Aay Oo offer?

- Tourism is fine
- Cultural tours
- Eco tourism
- Training and tour guides
- Have a tour bus to guide the people
- Bus service north & south
- Fishing spot
- Food gathering
- Have services all around the Island
- Offer trips to the park and old village sites as well as more inlet tours
- Have special prices for the locals- there are a lot of haida's that have never been to Gwaii Hanaas
- Hire local tour guides
- Include spa treatment package, my business " Balance Rock Services "(reiki & hot oil treatments)
- Dike charters
- Whale Watching
- Cheaper short tours – for those who can't afford fishing
- More services on the boats
- Advertise in all communities leading to Haida Gwaii
- Coho and spring salmon "sport fishing"
- Visits to various places of interest to outsiders
- Island tours – not just fishing
- Offer souvenirs
- Have a meeting to discuss comments & suggestions with people who are interested
- Tour guides – have first host, first Aid and Hospitality
- Include tours of the watchmen
- Offer parasailing expeditions
- Bring tours to HGM
- Gwaii Hanaas tours
- More tours to museum, totem poles and Balance Rock
- Totally unaware that this is offered – needs to be advertised
- Hunting trips
- Programs for the youth
- Trips to South Moresby
- More outdoor activities
- Tourist spa packages which include our communities Body care services



Skidegate Band Council AAY OO GUIDING SERVICES

2. Do you think that Aay Oo Guiding has enough advertising in the village of Skidegate? What kind of advertising and marketing would you suggest?

- To go more public
- There is enough advertising
- Have signs when you come off the ferry and airport
- Have pamphlets on the ferry
- Advertise to foreign countries like Japan and China
- No one can afford the services here
- Do more marketing – it is the key for any business to survive
- Updates throughout the summer
- Have someone greeting each ferry
- Mail outs / newsletter / newsflash
- Send some information down with the watchmen
- Northwest news
- Internet website
- Advertise at the airport
- Billboard @ skidegate landing
- Advertise on TV. – In the language
- In and outside of the community
- Advertise in the observer

3. Comments or Suggestions on how to improve Aay Oo Guiding Services.

- Get more boats & have more tour guides
- Set up a big advertising campaign in Germany with Byrd & Nubery
- Keep on working hard it will pay off
- Get bigger, better boats
- Have an information booth on the ferry
- Train taaw waay employees (young ones) too
- Elders involved



Skidegate Band Council

Skidegate Inlet Adult day program

Summary of results: Total surveys completed-93

Do you have any questions about the Adult Day program?

- Do you have an archive of those who have passed on?
- How can we donate food or what kind do you have in storage for frozen food?

What are the days and hours of operation?

- The days and hours should be extended
- 9-1
- Everyday
- 5 days a week
- Thursday & Fridays
- 9-3 Thursdays & Fridays
- ? +++
- 10 –3
- 2 days a week

What do you do at the program?

- Socialize
- Nothing
- Have fun and eat
- Visit, exercise, eat great food and enjoy
- Read & sit around
- ? ++
- Play & sing a few songs
- Crafts
- Help to return the clients to a more independent lifestyle
-

Who can attend?

- Seniors
- Anyone +
- Everyone who wants to visit the seniors
- ? +++
- All ages
- All elders
- Concerned citizens for the elders



Skidegate Band Council

Skidegate Inlet Adult day program

- Anyone with a health problem
- 55+
- 50 +
- Elders & disabled
- Get an assessment from the nurse for a referral
- Can anybody attend
- Pensioners

How can I; or a family member attend?

- Just attend
- ? ++
- Just drop by
- I'd love to attend

•

How can I volunteer?

- Contact the individual in charge
- ? +++++
- I am a 19 yr old volunteer that would like to help the elders- Cody Wilson
- By offering to
- Helping with the art projects
- Ask the coordinator
- Call Wendy
- Post time when volunteers are needed at Band office
- Andy Spiller

- **Comments**

- Great program
- We need more exercise programs for the seniors
- It is one of the most interesting programs in Skidegate
- There should be more days – to keep the elders occupied
- Increase their days – they are our elders
- Great to see info in a newsletter
- Very good program – should run 5 days a week +++
- The elders are not only our past but our treasure for tomorrow
- Should be more than 2 days



Skidegate Band Council

Skidegate Inlet Adult day program

- Money should be given directly to the program
- Excellent program
- Our elders need this it helps them so it should be given all week “honour for taking care of them”
- Should be 5 days – 7 hrs a day
- I would like to see a house built for our seniors – where they can go when they can no longer take care of themselves.
- We need more exercise and more days please – elder ++
- Need to have open 3- 4 days a week
- This program is under-funded – we need more funding
- These are good questions- I’d like to see answered
- Great program – would be better if run more frequently- More funding is required to the above
- I think that it is very valuable program for our community



Skidegate Band Council Band Membership

Summary of results Total surveys completed: 60

1. What services does Band Membership provide?

- Health/medical (12)
- I don't know/don't understand (11)
- Band i.d. card/status cards (10)
- Housing (9)
- Dental (7)
- Education/school (6)
- Garbage pickup (5)
- Water, sewer (5)
- Tax free income (on reserve)/the freedom of taxes (4)
- Not too much/nothing (3)
- Adoptions/assist with custom adoption/info on adoption matters (3)
- Operations and maintenance (2)
- Registry of new members (2)
- Votes/the right to vote on decisions that affect us all (2)
- Jobs (2)
- Number of Haidas/ Band numbers (2)
- Not many to me, although I never ask
- Economic development
- Political backing, cultural support.
- Deal with concerns of the band members
- Name changes
- A house and more capital for the Band
- Births
- Marriages
- Notification of birth/death/marriage
- Band transfer
- The well being of our community
- Child services
- Social services
- Opportunities to attend workshops.
- Walkways for older people



Skidegate Band Council Band Membership

- Looking after business
- Tax-free smokes?
- Help to locate members
- Statistics
- Everything that we need and should not be cut out or cut back
- A right in society

2. What one thing would you like Band Membership to address to improve the services to the community?

- Communicate with the people more/advertise policies/more public meetings (9)
- Have Alrita come more often/it's great to have Alrita Leask available every 3 months for the community concerns (3)
- Youth/find more employment for the young people/ More counselling for youth (3)
- I would pay for water, sewer and garbage services if they were reasonable and council made sure everyone paid their bills/charge service fees to help offset costs (2)
- Nothing (2)
- Get rid of the hard drugs and leave the pot smokers alone/drug issue in village (2)
- Elderly care/taking care of elders (2)
- Nothing
- Get us more money
- All the white (non-Haida) that have band numbers because of marriage taken away or give everyone same status right now that are married into our Nation!
- Not having to custom adopt our ¼ breed children. Being ¼ Haida is still Haida.
- Maintenance
- Water quality. We have been told we have this great water system, but we still buy water. Help!
- Worker on reserve
- Check new member background
- The knowledge of the right to be native



Skidegate Band Council Band Membership

- More services
- Be able to get status cards here
- Keep providing info on process for obtaining status cards. It doesn't go out often enough. Alrita does an awesome job of looking after people right now.
- More money for Ngystle
- More input from the community before council makes decisions
- Immediate response
- Reduce garbage pickup to 1 time per week
- Make everything available to the spouse of a non-band member that a band member gets
- Digital pictures
- Should start or bring back the local land tax we used to pay.
- Faster processing of register
- Give stats as to number of memberships from year to year
- A sense of belonging
- Local education
- Dogs in village
- Remember that some family members are not band members and we need to feel welcome and sometimes we might need help too

3. Comments

- Friendly and efficient/ She's very efficient/band membership is doing a good job (3)
- We are matrilineal people. We should follow this, if we do then it would solve a lot of problems
- Please deal with kids before they get bad. If they are bad, try to fix them before they end up in jail like some of the kids that are in there now.
- It would be nice to actually have someone doing this job in the band office. Especially if you lose a status card and you can't replace it right away.
- Is this the services provided by Alrita?
- Do this {public open house} at least every 4 years



Skidegate Band Council Community Health

Summary of results: Total surveys completed-68

4. Do you know when a baby is to be immunized?

- Yes (32)
 - 3 months (4)
 - 2 months (2)
 - Second week
 - Before they get sick
 - Every 3 months
 - 2,4,6,12,18, before school
 - They scream usually
 - 6 months, 12 months, 18 months
- No (28)
 - I'm depending on your group to tell me
 - Not any more
 - But I'll learn when I have one
 - I'm a nanny
 - My wife knows
 - Maybe 2,4,6 months old
 - The health centre will tell me
 - My children are adults
- Unsure/don't know (3)
- Babies shouldn't be immunized/you don't (2)
- On regular schedule
- All through with babies
- The first few years
- N/a to me



Skidegate Band Council Community Health

5. How many months is a baby to be exclusively Breastfed?

- Don't know (17)
 - I'm depending on your group to tell me
- 12 months (8)
- 6 months (7)
- As long as the mom can/as long as they want (5)
- 3 months (5)
- 24 months/up to two years (4)
- 6-12 months (3)
- 36 months (2)
- 4-6 months (2)
- 4 months (2)
- 8-12 months (2)
- 10 (2)
- 2 months
- 2-4 years old
- 3-6 months
- 9 months
- At least 3
- 20 months
- 1-2 years
- Minimum 6 but at least 8

6. What vitamin supplement does an infant need that is Breastfed?

- Don't know (34)
 - I'm depending on your group to tell me
 - Forgot
- D (16)
- None (6)
- All of them (2)
- C (2)
- Protein (2)
- A and D (2)
- A lot
- E
- B
- Iron
- Calcium



Skidegate Band Council Community Health

7. Does our program have any events specifically for Fathers?

- Unsure/don't know (32)
 - If not it should (3)
 - I hope so (2)
 - Probably
- Yes (21)
 - I'm sure
 - Periodically
 - Only one that I know of- "fathers night out" (2)
 - I see them advertised periodically
 - They have one night for fathers
- No (11)



Skidegate Band Council

Community Plan

Summary results: Total surveys completed- 87

What three words would you use to describe Skidegate now?

Skidegate now: community

- Great cultural appreciation and pride in their community and nation.
- Some words to describe the feeling – warm, beautiful, friendly, clean, supportive, exclusive, proud, and powerful. Others note: it is in transition, isolated, corrupted, deprived, fragmented, wounded and polarized.

Economical Developmental Concerns

- Majority of the surveys state that there is a steady growth in the community; however, others feel there is limited economic development.
- Specifics that need attention: subdivisions, lights, yards & sidewalks need improving & maintenance as well as proper road care.
- Not enough jobs - striving economically and culturally

Social Concerns:

- Too much Drug & Alcohol abuse and crime
- Nothing for the kids to do, stay out late and lack of respect.
- High Unemployment rate; people are under educated
- Lack of community facilities for family, kids and youth (ex: recreation centre).
- Disconnection to the youth – lack of services.
- Struggling with social health.



Skidegate Band Council

Community Plan

What three words would you use to describe how you would like to see Skidegate in 20 years?

Skidegate in Twenty Years – community

- Thriving economically, culturally and environmentally.
- Some words to describe the vision: model native village; self- sustaining, culturally aware, proactive, drug free, peaceful, safe; crime free, strong, urbanized, more for the children, united and prosperous.

Economic Development:

- Sustainable opportunities for work- Economic Diversity
- More commercial space, more businesses.
- Tourism, landscaping, golf course, driving range
- Controlling their natural resources and running own lives.
- Environment -protection of the food and nature,

Social Development:

- Community Centre: swimming pool, skating rink, playgrounds, arcade
- Language, dancing and feasting – taking care of the elders.
- Employed, Educated and Sober
- Drug free, capacity building

Comments:

- What about increased fire protection, training equipment and building?
- Do you have a disaster plan for the committee?
- More green space to protect, water shed, landscaping and more parks.



Skidegate Band Council Dental

Summary of results: Total surveys completed-87

1. How could we better serve the community?

- No complaints/you're doing okay (11)
- Free toothbrushes, dental floss and toothpaste
- By not judging people
- Provide a better service
- Be more organized
- Take phone calls (2)
- Better follow ups
- Waiting list is too long- 6-week max.
- Easier getting appointments
- More notice/inform us (2)
- Have another dentist to help with the client load/more dentists (4)
- Regular dentists
- More advertising for when specialists are here
- Be a healthy health centre
- Make accessible to community members without coverage
- Have a dentist all the time (2)
- Full time, year round
- More advertising
- Have cheaper dentist
- Longer hours (3)
- Full time dentist and keep Darlene Hooper full time- she is the best for the place
- More specialists coming in
- Not charge so much
- More information
- Emergency calls after hours
- Coffee room
- More space for our people
- Less time to wait for appointments
- Put more info in the newsletter- I'm not even sure I've seen the number around to book an appt.
- Get people in faster. I thought when we got our own office we would not have to wait 6 months



Skidegate Band Council Dental

2. How many days of the week does our hygienist work?

- 5 (18)
- No idea/don't know/not sure (42)
- Have never asked/never been there (3)
- 7 (3) and on call (2)
- 2 (3)
- 4 (2)
- 3 (2)
- 6
- 4-5 days
- Not enough
- One week a month

3. Do you know how to make an appointment?

- Yes (75)
 - Call health centre (3)
 - Takes too long for an appointment
 - Yellow pages
 - Phone? /phone 7799 and if no one answers leave a message (13)
- No (7)
- Tried- they said they just go down the list...

4. Do you know when our dental specialists are here and how often they are here?

- No (62)
- Yes (19)
 - It is always advertised or they inform me (3)
 - Through newsletters (4)
 - Phone to see
 - From notices
- Need to let community know when specialists are in- post more
- Office generally calls
- I don't know any of this but I do know it takes a long time to get dentures
- By reading newsletters/by notice (3)
- Sometimes

5. Do you know what our office hours are?

- Somewhat/not sure (3)
- No (36)
- Generally ask when appointment is made
- Yes (33)
- 8:30-4:30 (2)
- 9-5 (7) and sometimes overtime



Skidegate Band Council Dental

- 8-5? (2)
- 9-4:30 (3)
- 8-4:30 (3)
- 5 days a week (2)
- Read notice on door

6. Comments

- I've called several times during the week- no one there
- Put TV. In office



Skidegate Band Council Gwaalagaa Naay Corporation

Summary of results: Total surveys completed- 67

1. What kind of economic development workshops would you like to see come to our community?

- More on starting a small business/entrepreneurship/business planning (8)
- Tourism (5)
- More training for local young people (3)
- More training and hiring of our own people (2)
- Marketing (2)
- Something that would get jobs/ how to get a job (2)
- Tool making workshop
- Selling of Haida foods year round
- The ones we have are okay
- Fishing
- Value added products
- Flagging, foot safe
- Learning the old ways about how our ancestors lived
- Our women our strength
- Drum making
- Weaving
- The use of computers
- Construction
- Healing
- Personal development
- Workshops related to increasing physical activity in the community
- Planning
- Get rich quick schemes
- Economic development feasibility regarding future needs
- Small business

2. What kinds of businesses would you like to see in our community?

- A public swimming pool (8)
- A good restaurant; specialty restaurant (5)
- Deli shop (5)
- Coffee shops/a nice cafe (5)
- A lot of what we go elsewhere for (5)
- A bank on reserve (4)
- Some logging; forestry/a good sized sawmill (3)
- Spa (2)



Skidegate Band Council Gwaalagaa Naay Corporation

- Processing plant (2)
- Plumbing (2) and heating
- Small convenience store (2)
- Smoke house (2)
- Anything that would create more work for the unemployed (2)
- Bakery (2)
- Wholesale for art work, art shop (2)
- Ecotourism (2)
- Theatre (2)
- Painting (2)
- Carving (2)
- Car repairs/garage (2)
- Building supplies/hardware store (2)
- Carpenters, electronics
- The teaching of Haida art
- A larger Co-op
- Sporting goods store
- Clothing stores for women (plus size) and young children
- More health oriented, for example health or fitness clubs; indoor walking tracks
- Better specialty food stores
- Drugstore (a small version of London Drugs etc.)
- Kitchen store so Co-op can concentrate on food only
- Fish plant on waterfront
- Casino
- A shop like Charlotte Tire
- Driving range/golf course
- Radio
- Self-sustaining
- Photo shop
- Haida owned and operated fishing lodge
- Sweat lodge
- A good structured place for youth to go
- More places to eat
- Home run businesses
- Bed and breakfast
- Locksmith
- Paint store
- More gas stations



Skidegate Band Council

Gwaalagaa Naay Corporation

3. Comments or suggestions on how to improve Gwaalagaa Naay Corporation?

- Thank you, you are doing a good job (4)
- Every time I was going to start a business the council said that they were going to do that; let more people do their own business (2)
- Make our gas station as big as Kitsem Kavum (sp?)/ Bigger gas bar (2)
- More in the newsletter about what you're up to; have your own news bulletin published quarterly (2)
- Profit sharing with community programs?
- Change of personnel by vote
- Hire a Haida
- More helping the people to start their own business
- More open to the public
- Don't know what it consists of
- Change some positions often to get new blood and thoughts
- 1 rep from every village (e.g. In Skidegate there are 8?)
- We will have what we need
- Public forum
- Looking forward to Quy'lnagaay development
- Fishing tours are wonderful
- Gas station is a great business!
- Stiker's lounge is a business I'm not in favour of
- Work in tandem with other departments to market Skidegate
- Create business directory, create website, advertise



Skidegate Band Council SBC Finance

Summary of results: Total surveys completed - 83

8. What one thing would you like Finance to do now to improve their services to the community?

- Everything seems to be running well (19)
 - I think it's good- when I submit a bill it's dealt with promptly and kindly
- Tell community where money is going (4)
- More programs for kids/youth (4)
- Get more money (3)
- Make financial books open to village members- for education, housing, travel and honorariums, and band council wages/ more info on travel and honorariums (2)
- Build a swimming pool (2)
- Provide more jobs (2)
- I think we vote council in to take care of finances
- Inform them monthly with consolidated statements
- Would like better dental support for spouses of the Haida
- Better accountability for money allocation so if community members are told that social services gets 2 million they actually get that amount
- Make certain that money taken from one project for another are clearly shown so people can see where it went (keep rumours from starting)
- Look further to the needs of the people
- When you go inside to see them about a bill it would be nice when they pull your file up and Sue would know what the bill is for, not just the amount you owe
- Pay labourers in the village more money. It's not fair. Councillors and band office workers get the higher paid jobs.
- Provide financial statements promptly to the people when asked
- Perhaps Sue should train a worker to help with the increasing workload on her shoulders.
- Arts
- Have more financial statements sent out to community members
- Grant monies- have the person receiving grant be responsible for expenditures
- Pay the day workers more money



Skidegate Band Council

SBC Finance

- Upgrading houses
- Collection of monies i.e. rent and back pay
- Keep everyone happy
- Create more events that make the community feel more at home. I feel like a stranger sometimes, there are groups of people instead of one happy family.
- Be more open

9. What one thing would you like Finance to do in the future when communicating with the community?

- More communication with the community members/updates in newsletter/monthly/quarterly/annual updates in the newsletter (19)
- Explain what financial statements mean/More reports in everyday language/finance for dummies/use bar graphs so people can see how money was used (14)
- Have more community meetings (9)
- Informative stuff/more info for public about the finance department and how it works (5)
- Explain all financial matters to the public when there are public meetings so that they understand all the programs and where the funds come from/ council and program staff can answer questions on their own programs/be at public meetings to answer any questions (4)
- Documentations and breakdowns of departments/show detailed profile- all expenditures of each fund (3)
- Put it into our children's future
- Financial statements of everything available all the time
- Have an afternoon to explain the facts and figures
- Once a year update on the finances
- To continue putting a copy of how money is spent
- More decision making being done by community members
- Answer every question



Skidegate Band Council

SBC Finance

- Advertise policies regarding money, spending etc.
- Open up land to Miller Creek- lease to anyone who wants to build and let them pay taxes
- Communicate with the entire community as to what SBC receives for the village
- Nothing- public meetings are good enough
- More questionnaires like this
- Help the community
- Keep up on the rent and the monies owed
- Make the community more self reliant- a well oiled machine that does not depend on the government to survive.
- More detail about funding for different programs and how it is administered.

10. Comments:

- I would like to thank you ladies for always trying to make everybody happy when they need something done. You do your best. / She does a very good job re integrity- there is nothing more for me to ask. She does a good job. (2)
- To have more open houses like this- it's great for the public to personally express concerns (2)
- Good job
- To finance the ones who have gone off to university and help them when they return in setting up their own business.
- Council is responsible
- Less money for administration
- I think they give out good public reports



Skidegate Band Council Front Desk

Summary of results: Total surveys completed -131

4. What would you like to see change or stay the same at the Front Desk Reception?

- Stay the same (104)
 - I always like the friendly and courteous staff (8)
 - Doris should stay (6). She works extremely hard and needs more help for her, as she is great. She is always pleasant with me.
 - Keep up the good work (3)
 - I like all the brochures and info available for First Nations by First Nations (2)
 - Polite (2)
 - The respect that they give you and the energy that they put in to the job
 - The reception is fast
 - I am impressed with the service at the front desk. Doris and others are always helpful.
 - The receptionist is very efficient in her work and she takes her job very seriously and to heart
 - Happy with the receptionist, it's not an easy job.
 - The service was great
 - It's hard to imagine what else is needed
 - I see no reason to change anything at the front desk- how could anyone?
 - Both Doris and Denise are great!
 - The front desk is great. Always someone there to answer the phone or receive guests
 - If there is no one there when I arrive someone soon appears. They photocopy or answer my questions without hesitation.
- Free candy (4)
- I wouldn't know/I don't visit enough (3)
- A better attitude, not so crabby sounding (2)
- More smiles (2)
- Somebody who can give out a phone number that can be reached when the question can't be answered at the desk
- Sometimes faster attention and with a smile
- I would like to see a person(s) that takes care of people with respect all the time
- A suggestion box for comments
- I think when people are there to see someone in the office they should wait at the front desk until that person is free to see them, not just walk in.
- One more worker
- Not very welcome, would like to see this change
- Change- new attitude
- More plants
- Just be friendly and nice to everyone
- Would like to see a coffee machine for visitors



Skidegate Band Council Front Desk

- The music is a bit loud when we're put on hold
- Maybe it could move downstairs for easy access
- Friendlier responses; that they look for the correct phone number and not expect callers to know. To be more on the level of serving the public as customers- not so casual.
- Maybe more info about the grants available around Canada besides the local funding

5. Are your questions answered in a timely manner?

- Yes (115)
 - Very efficient as well as friendly (2)
 - And pleasantly
 - And more
 - The receptionist is very responsive and gets the work done as soon as the public requests anything
 - They are answered in a nice manner
 - Doris is always really nice to me!
 - Most of the time
 - Very helpful
 - When I ask they tell me what to do if they don't know
 - I find her a lot of help whenever I call the band office
 - Good service
 - She does a fine job
- No (6)
 - We should have a more friendly and courteous person up front to greet people/talk nice on the phone. Questions aren't answered in a professional way
 - Sometimes it's a wait to ask the question because there is a conversation going on at the desk or the desk clerk is on the phone too long
 - Lots of times it's hard to see anybody with an answer
 - Voice mail is not returned promptly enough
 - Usually I get an 'I don't know'
 - When a letter is written to the band, you are usually never answered!
 - No response to a letter regarding sexual abuse. Where is it now? No referral was made. Is it on file?
- Sometimes (5)
 - Not enough workers
- Would be nice to always have at least one councillor working in the office at all open times/more input and availability from councillors (2)
- Never asked any



Skidegate Band Council Front Desk

6. Comments

- All doing a good job (3)
- This open house is a very good plan, it should happen every year
- Would like to see something done re: bootlegging. It is also an illegal activity.
- Thank you for putting in all your time and effort that you put into this community
- Howa for the turkey!
- More efficient in attitude, we should feel good about phoning there
- More candy at the desk!
- The receptionist is very helpful and whenever the community needs posters for village events, she is right there to help us. We should all take the time to acknowledge her work that comes from the heart and even her 'commander' personality is appreciated!



Skidegate Band Council Headstart / Daycare

Summary of results: Total surveys completed- 87

7. What would you like to see the Headstart/Daycare do in the future?

- More of the same (30)
- Relocate to a larger field or another park/expand to a bigger place (7)
- Haida lessons/learn Haida/interaction with SHIP program (6)
- Allow older kids (6)
- Not sure-I don't have any little ones/not familiar with program (5)
- Traditional culture and craft / Beading/Arts and crafts (for older kids too) (5)
- More organized activities at regular times/more programming (4)
- Let elders help (with Haida)/ more interaction with elders (3)
- Have more spaces (3) for two year olds
- Babies/ available for 0 months and up (3)
- More advertising (3)
- Support for/more flexible with single parents (2)
- Is it available past 6 o'clock? /more hours (2)
- To stay open in the summer (2)
- Have field trips (2)
- It was good for after school kids to go to
- More toys
- Parent/toddler for up to school age
- Have more things for fathers
- Have a spring or seasonal festivals
- Make the enclosed yard entry-proof to stop vandalism
- In house training
- Training for good parenting beyond parents (i.e. aunties and grandparents)
- Healthy food in the schools/no vending machines
- Bring back the old program with the same workers but minus the other drop ins for lunch and gossip
- Stop fighting
- More education for staff
- I hope you get enough funding
- Help the children
- Haida dancing and gathering
- Pre-natal classes
- Babysitting service for those who are working
- Teach the kids to play nice and get along with each other
- Be available to everyone



Skidegate Band Council Headstart / Daycare

8. What one thing would you like the Headstart/Daycare to do now?

- Can't improve much on an already perfect program (43)
- Allow older kids to go and volunteer (4)
- More work with elders involved (3)
- Advertise and bring in more visitors like before/open house (2)
- More room for 2-4 year olds (2)
- Invite parents in to discuss how their children are doing (2)
- Get more money for cultural crafts (2)
- Continue to offer services daily
- More flexibility with hours, not having to rush to get children to school
- Teach the kids the difference between right and wrong
- Babies
- Be available until 6:30pm
- Start kids young on computers
- Accommodate more village people
- More workers and new training
- Sing Haida songs
- More family programs
- Open headstart

9. Comments

- Good/great/awesome job (5)
- The staff is wonderful/capable, caring and efficient (4)
- I think that the parent and tot program is set up very well and I appreciate the flexible times, and the nice space.
- They have great toys. We are really enjoying Headstart.
- I think we are fortunate to have such services in our community but at the risk of seeming selfish, I think our village children should have priority.
- Questionnaires with circle answers



Skidegate Band Council Health Care

Summary of results: Total surveys completed- 81

10. What is the one thing you would like to see changed at the Health Centre to improve overall service to the community?

- Everything seems under control, have not heard any complaints/it's serving me fine/good work (22)
- More helpful reception/friendlier front desk/a feeling of welcome, not like an intruder (17)
- People who work there to take a people skills course/learn to get along/staff are rude/nicer staff (11)
- Phone answering/answer phone calls/you should not have a machine during centre hours in case of emergency (6)
- Help the elders as much as you can (5)- filling out paper, open door for them, offer them a drink of water, talk to them while they wait for their appointment- make them feel welcome and comfortable; help elders clean up once every two months
- I don't know/no comment (4)
- More staff /have enough workers to care for our community members (3)
- Most glitches in care are caused by government cuts to service/you are limited in your powers to make drastic changes (2)
- Council needs to 'give up' control of wages and allow the union to be...I'd like to know how much has been spent on lawyers fees on this one issue/ Keep council out (2)
- Things are slowly improving (2)
- I've been trying to get my kids in to get their teeth cleaned for about a year- this needs to change, 6 week waiting period max/more dental openings (2)
- More services (2)
- More clinics on drugs and alcohol/prevention (2)
- More funds for people who travel for medical (2)
- Have emergency service 24 hours a day/better emergency response, plan emergency box and emergency personnel (2)
- Taxi warrants (2)
- Equip more people with first aid
- More clinics on diabetes
- Service of reserve for First Nations
- More programs for kids
- More books in the lending library
- Have at least one nurse in the health centre
- Cross communication
- Maybe more health talks in evening so people who work can attend
- Have specialists come to the island more often
- Make it bigger
- More information in newsletter
- Keep track of your workers, they all seem to be busy doing nothing



Skidegate Band Council Health Care

- Provide more medication for people
- Ben Roberts was so nice and helpful when I went, get him back
- I think they should know what their budget is and be allowed to manage it themselves and be able to plan their own programs.
- Counselling services and more ongoing prevention programs.
- More open houses
- Check on these same people who abuse our system for travel on medical and monthly for weeks for nothing
- Eye clinic more often



Skidegate Band Council Home Care

Summary of Results: Total surveys completed-91

1. Is someone in your family currently a client of our agency?

- Yes (13)
- No (74)
- Don't know (4)

2. Do you feel they are getting good service?

- Yes (28)
- No (1)
- N/A (53)
- Don't know (5)
- I hope so

a. If no, what can we do to improve?

- Try hiring a nurse or two
- Don't tell them about your problems. Listen to what they have to say.
- Ask **them** what you can to do improve
- Listen to workers' suggestions
- Give medication needed

3. Are you involved in the care for this person?

- Yes (11)
 - It's me
- No (11)
- N/A (68)

4. Do you feel the immediate family should be involved in the daily care of our elders?

- Yes (74)
- No (7)
- No answer (8)
- If they can

5. Do you know what "palliative care" means?

- Yes (39)
- No (48)
- No answer (3)



Skidegate Band Council

Home Care

6. Do you believe the family has a say in where their elders can spend their final days?

- Yes (78)
 - If elder can't speak for self
- No (5)
- No answer (7)

a) If yes, who should advocate for their rights and wishes?

- Family (41)
- Health centre (7)
- Band council (2)
- All of the above (38)
- No answer (1)
- If the person doesn't have family, someone has to

7. Would you be willing to volunteer to assist in an activity with the elders?

- Yes (48)
 - Raven
 - C. Collison, 559-8434
 - Tyler 4264
 - I already do (2)
 - Weekends- Barb (?) Wilson, 559-8884
 - Candy striper
- No (14)
 - Not at present (2)
 - Too old
 - Not while I'm employed (2)
 - If I was younger
 - Retired
- I'm an elder myself (3)
- If it was family and I have the time
- Maybe



Skidegate Band Council Laanaa xaaynagaay Ilgihidii Communities Living Better

Summary of results: Total surveys completed- 88

1. How can we improve our programming?

- You're doing a great job (25 responses)
- I don't know what programmes are available; make community more aware of your programs; advertise a bit better when courses are available; more information; have more advertising to receive more donations; public awareness
- Need more money/funding; more money so we can do more things
- Make it possible for troubled youth to be with you; more kids and youth programs (9 responses);
- Less intimidating workshops
- Include more elder activities
- Through assessment of existing programs and ways of getting funding
- A way to go if we can't afford the fee (you do this already) so we know we can participate even if we can't afford to
- More programs
- Not sure (5 responses)
- More education
- Not have so many programs
- I've never been there but from what I've heard everything is great; am not too familiar
- Maybe be more open and involve others; involve everyone of all ages
- Beyond res. School- get some funding from Skidegate Band
- More courses on weaving

2. What types of healing programs would you like to see delivered to Skidegate?

- Grief and loss; dealing with death and grieving
- How to cope with abuse
- Sweat lodge and rituals (4 responses)
- More things for kids; pursuit of excellence for youth; youth centres that contain counsellors; after school program; ones the whole community will be interested in like the youth; healing the youth of the community
- Alternative healing
- Yoga
- Traditional blessings; natural and traditional
- Chuck Spezzano (2 responses)
- Ellen White from Nanaimo
- Rebecca Martel
- For alcoholics; AA; we say cut down on booze and yet the council is selling it



Skidegate Band Council Laanaa xaaynagaay Ilgihidii Communities Living Better

- Drug and alcohol programs (9 responses)
- Anger management (2 responses)
- Spiritual healing to help with mental and physical healing
- Healing through nutrition (more of our people need to eat foods our ancestors ate)
- Traditional healing
- Get-together circles- do crafts together
- Friendship programs; friendship development programs
- Traditional Haida weaving, drum making available to all residents, not just residential school survivors...we are all affected even though we all didn't attend
- Violence against women
- Our women our strength
- More native healers come to the island, like medicine man etc. (3 responses); to learn our own medicines (2 responses); more Indian medicine
- Men's groups/vision quest (2 responses)
- More beading
- Healthy mental hygiene
- A fire pit that's covered so people can sit there in warmth and comfort
- Some healing for the children; healing for the children or women that have experienced sexual assault
- Arthritis
- More education
- More for the families that need it- free councillors to talk with
- A real focus on belonging
- More for residential school survivors (2 responses)
- Prayers at Balance Rock
- Any new one you guys come up with
- Programs to help us deal with the past because it always catches up with us
- To be good to one another
- Health motivation/weight loss
- Writing workshop
- Creative expression
- More physical health, physical activities, especially in winter months
- Don't know (4 responses)
- None
- The same as you have been doing (3 responses)
- More of everything (2 responses)
- All sorts, all kinds (2 responses)
- Spruce root weaving



Skidegate Band Council Laanaa xaaynagaay Ilgihidii Communities Living Better

3. What types of activities do you and your family do for family entertainment?

- Games/board games (18), cards (4), dice games, bingo
- Weaving (5)
- Carving
- Hunting, fishing (7), harvesting food and berries (3)
- Cultural activities; drum making
- Xbox and playstation 2
- Television (17) (quote: “we are old”)
- Bowling (without liquor) (2)
- Music (2) singing (4); playing instruments (2); drumming (3)
- Dancing (2)
- Weekly dinners (5); frequent gatherings (2); go out for dinner (2); eating (3); cook together
- Go to visit family (6); visit friends (1)
- Car trips; drive around (4)
- Walks on the beach, beach picnic (4); beachcombing (2)
- Craft making (5); draw (2), paint (2), bead, artwork (3)
- Hikes (6), walks (5), nature walks (3); outings, outdoor activities (4); camping (3), boat
- Go for a bike ride (3)
- Sports (5)
- Movies (5); rent movies (4)
- Skate, sled, travel (2)
- Cleaning
- Help in various organizations; community events
- Digging spuds
- None ☹; nothing really (3)
- Everything
- Laugh, talk
- Books, reading (2)
- Appreciating our elders

4. What type of cultural activity would you like to participate in?

- All of them (25)
- Drum making (19)
- Weaving (28); spruce root weaving
- Regalia making (10)
- Beading (16)
- Haida dancing (15)



Skidegate Band Council Laanaa xaaynagaay Ilgihidii Communities Living Better

- Singing Haida songs (14)
- Drawing (10)
- Carving (9)
- Rattle making
- Food gathering course (2)
- Gathering our own medicines; learning about how to make medicine and how to respect it
- I already do this any time, all the time; I already dance and sing
- Have withdrawn from most group activities
- Cedar bark gathering (2)
- I would like to do some things but my vision is bad
- Learning the Haida language
- For kids
- Blanket making

5. General comments or questions

- Awesome program and very friendly and respectful staff
- Good program; doing a great job; I very seldom hear any negative comments, keep up the good work (3); I hope the program continues; this is a very sound program, keep the flame burning! I hope that you continue to find funding for this wonderful program; keep up the good work; very good program; you do a great job!; happy to have the program in our community; thanks for having this program; great work; just keep doing a good job; I think Myrtle is doing a great job in our community; I love you guys; great job by all; good job
- The funding for your program should continue, the government just give enough to get good, they then pull the rug if it's going too good, do all you can to keep going, the community needs it.
- When it comes from the heart there is no wrong way
- I will visit your office
- Sometimes I miss seeing things in the newsletter- maybe start a telephone tree?
- More information
- Teach the kids about drawing and carving
- Have never been to your program
- You should advertise more- what are your hours of operation?
- Does it cost us Haida's money to attend any workshops that are held in Skidegate? Let me know please- Tyler
- When someone knows of a word change- seem wrong to him/her. Do you listen?
- Good job on working with residential survivors



Skidegate Band Council Qay'Ingaay Heritage Center

Summary results: total surveys completed- 94

Do you now

1. Why are we doing this?

- Tourism \$
- To create employment, bring tourism and promote culture
- To further enhance our culture
- Community independence
- It will bring people together
- To improve services
- Reviving our culture
- Arts, education, training of our people
- To enlarge the museum,
- Make monumental art more visible and give people employment
- To better the community
- To educate people about our culture
- To get the community involved
- Money, but it will be good for cultural converse
- Maintain Haida Culture and attract tourists
- Ecotourism market
- Giving the community a beautiful building

2. Who will Benefit?

- Skidegate and all island communities
- Community and island
- All Haida's
- Tourists
- Our children
- I will benefit from all the people that visit
- Hopefully the people of the village and nation
- More businesses by increasing tourism
- Our younger ones
- Everyone
- South end of the island



Skidegate Band Council Qay'Iingaay Heritage Center

3. When will QAY be completed?

- It won't
- Please tell us why is local employment so limited
- Summer 2006
- 2005
- 4 years
- 5-6 years
- 2007 – spring
- 3 years

4. How will QAY sustain itself?

- Very few for Skidegate residence
- By having properly trained local service producers who know how to sell our culture, if we keep on going the way we are with the employee/ employer relationship in SBC and the extension of business; dealings will be affected thus scaring the visitors away.
- Resturant, gift shop, museum and local artists
- Charging admission I hope
- On going operations
- Private and public funds
- Tourism
- Visitors centre
- Motel
- Other businesses
- Charge for conferences, meetings space, gift shop and special events
- By the jobs on site
- Through fundraising

5. How many jobs will be created?

- Approximately 100
- Overall – 100 throughout
- 25 approx
- 10-15
- 20 full time jobs



Skidegate Band Council Qay'Ingaay Heritage Center

- Problematical – depends on sustainability of businesses ability to cater to customers and tourists
- 30 or so



Skidegate Band Council Recreation / Youth

Summary of results: Total surveys completed- 96

11. What would you like to see the Recreation Program do in the future?

- More sports and camps other than basketball (16)
- Have more programs/variety for kids, young kids, and teens (15)
- Soccer (10)
- Open on weekends and holidays/all the time/after school/evenings (9)
- Volleyball (8)
- Swimming pool (6)
- More basketball (5) tournaments and camps
- Advertise about equipment there, i.e. how much/let us know what is available/schedule of events in newsletter (4)
- I think you are doing a great job/It's doing fine/it's great (4)
- Badminton (4)
- Work with one another/get along/hold temper/respect (4)
- More people involved/staff/more help to expand the program (3)
- Let more age groups join (3)
- Baseball (3)
- Open gym for kids/teens (3)
- Leagues (3)
- Tai chi (2)
- Weight lifting education/instructors (2)
- Softball (2)
- Spa (2)
- Have summer programs again (2)
- After school programs (2)
- Karate (2)
- More fitness programs/ Have exercise program (2)
- More sports like and, t-ball, fastball, floor hockey
- Sports days
- A better attitude towards sports
- Square dancing
- Focus on developing young athletes
- More winter activities
- Have different rooms in gym, e.g. games, video games, drawing...
- More guidance
- Not let the equipment gather dust
- More than the ball teams should have access to the rec centre
- No drugs
- Gymnastics
- Dance lessons



Skidegate Band Council Recreation / Youth

- Bigger work out room
- Usage of kitchen
- Better acoustics
- Start up clubs for kids, boy and girl scouts etc.
- Learn and work hard
- Community and committee driven programs, e.g. officials training in all sports, basketball especially, refs. Association
- Look good for the kids
- Have youth 18-20 help out with kids programs
- More organized functions
- Teach youth skills
- Camera
- Weaving
- Good budget needed
- Think about the girls too
- Build a driving range/golf
- ResRobics
- More canoe training
- Run-a-thon
- Teach stronger individuals to protect the smaller ones instead of bullying them
- More parents involvement
- Aerobics
- All they can
- Lacrosse
- Archery
- More activities for older people
- Paint ball
- Roller-skating
- Tennis

12. What one thing would you like to see for Youth right now?

- More sports (13)
- More programs and events (10)
- Keep them busy so they're not wandering the streets (9)
- Weekend opportunities/open on weekends/evening opportunities/after school (6)
- Less drugs (5) and alcohol
- Seminars on sports etiquette/more strict behaviour/swearing in tournaments/training in respect (4)
- More open gym time (4)
- A hockey rink (4)- fill the field with water to freeze when it gets cold enough
- Be more active/more physical activities (3)
- Swimming pool (3)



Skidegate Band Council Recreation / Youth

- Youth basketball tournaments for 6+/b-ball league for youth (2)
- Volleyball (2)
- Physical activities for girls, e.g. aerobics and weights/girls night for sports (2)
- More indoor exercise activities other than basketball (2) for the winter months when weather and light conditions are poor
- Buck needs an assistant to help in running the teen centre/it's too big a job for one person (2)
- Respect one another/get along (2)
- Badminton (2)
- More inspiration and help for programs/a role model (2)
- Football
- Soccer
- More sports equipment
- Dances
- Open the computer stop
- Don't know
- A place to hang out with proper adult supervision
- Boxing
- A youth coordinator
- Electronic monitoring
- Teen café open again
- Clubs
- A lot of work and training
- Teach them the fundamentals of music
- Have a lifeguard at the beach, also outhouse and change room
- Structured scheduled evenings, i.e. Tuesday volleyball, weds. Basketball, Thursdays. Badminton...
- Fun activity nights for Christmas ornament making
- More play days for children
- Sports tournaments
- Getting to know elders of village
- Sing carols at Christmas
- Games, fun, food
- More group activities
- Arts and crafts
- More parental involvement with the youth
- More smiles
- Set up nutrition program
- Gymnastics
- Exercise programs



Skidegate Band Council Recreation / Youth

13. Comments

- Long ago, Skidegate won most of the “good sportsmanship awards” at sports assemblies...exercises should be available for different age groups
- While they are young, they should be taught to respect every other person
- The recreation facility at the rec centre is an excellent feature. I use the treadmill on a regular basis and it is always available and the space is well kept. Thanks to those who make it available.
- Am very pleased to know that there is now an exercise room offered free of charge!
- When are you open?
- You are doing the best you can- the kids in the community have to want to do things



Skidegate Band Council SHIP

Summary of Results: Total surveys completed- 110

1. What do you know about the SHIP program?

- They are doing a good job bringing the Haida language back/ it is important to preserve our language/that it is the best program for our language to survive/an opportunity to learn our language/ Haida immersion program (43)
- Not enough/not much/nothing (24)
- Excellent program (16)
- A great place to go for cultural knowledge (4)
- Is great to be a student attending/I attend classes/I attended a few classes (4)
- Is helping a lot of people old and young (3)
- It is a good place to go with the elders to learn Haida properly/I am impressed with the commitment of the Skidegate elders and the instructors/it gets the elders out of their homes to visit with others (3)
- That you learn Haida weaving (2) and stories
- They teach the history and language of the Haidas (2)
- How long before a child becomes fluent
- That it is very much a required and invaluable educational program
- We all can attend
- Some
- A place where the community can come together
- It is very good for the community and for those who attend
- It is leaving a lasting heritage of recording language
- Not enough of our people go
- That the program operates 3 times a week
- Diane and Borsario
- That it's very people friendly
- Haven't gone
- From my sister
- Make cds

2. What more can SHIP do for the Haida Language, and the community?

- I think it's doing all it can/doing a very good job/Just continue always/keep saving the language (33)
- Reach out to young people/work more with the schools/teen activities (7)
- Gather more students (4)
- Be more involved in community activities (4)
- Involve all the parents/involve young mothers with children/the parents do not seem to encourage young people to learn (3)



Skidegate Band Council SHIP

- Pride/ so far I am proud of all who work and go to SHIP (2)
- They just need more support from everyone (2)
- Speak the language outside of school (2)
- Offer the program to working people in the summer months/2 week immersion courses in summer (2)
- More advertising (2)
- Get teachers that will **listen** to what is being said, e.g. new words
- Digitise cds and build website
- Make the Haida language available to students of all ages
- Find a way to **invite** the elders who left the program back to be involved again
- Can't answer, have never been
- Keep being welcoming to us even when we are slow in coming in
- Have more open houses
- Have workshops
- I think the program is doing fine except for lack of funds
- Maybe a local TV channel that people could pay for to learn at home. I would love to be in the program but with work and children it's not possible.
- Have a local radio station broadcasting Haida lessons, stories and songs.
- Put song and dance with the words
- Give firm background to everyone
- Have night school

3.How can SHIP be more effective?

- More participation/public meeting/keep educating the public on what you are doing/advertising/put your schedules where we can see them, in the Observer maybe (10)
- More involvement with youth/Our teens/more of the younger generation helping or teaching the class what they've learned/go into the schools (9)
- Elders are already doing their best/can't get any better (9)
- Get more students (5)
- Guaranteed funding by **local** government- provincial and federal as well/more funding so you can operate more days (3)
- More community support/involvement (2)
- Have a website/put the language on the Internet (2)
- Act upon what is being said by elders
- It will help us learn so it doesn't get extinguished
- Speak/teach Haida to toddlers
- More evening classes
- Have programs in the summer so working people can join
- If SBC funded adult students through education (i.e. then don't have to work instead)
- Learning the language and making the community stronger
- By singing and dancing



Skidegate Band Council SHIP

- Use all means of recording
- Have classes just for beginners. It feels a little intimidating there at times.
- Local radio or T.V.
- Have more immersions
- More accessible to all households- past lessons in newsletters.
- The teachers should show a better image of attending class regularly instead of skipping classes so often
- Tell the general public they are welcome
- Involve more seniors in the travel
- Get HP quality printers and scanners, ha ha
- Maybe raffle off cds every week
- It is a very hard language to learn- I tried.

4.How important is the Haida Language to you?

- Extremely high (3)
- Very (94)
 - Without our language we have not culture and soul (4)
 - You are the children's future/I want my kids/grandchildren to learn (4)
 - It is our culture and it is great that we are trying to bring it back (2)
 - Vital to community, ourselves
 - It is just hard for me to speak it never mind trying to spell it
 - But I don't understand much and speak very little
 - On a scale of 1-10, 10
 - I wish I had more time to learn it better though
 - I am attending this time
 - I don't participate myself but think it is very important for our people and the world
 - I sit on the Haida Education Council and advocate the importance of SHIP every opportunity I get
 - I'm Haida, I'd hate to see it disappear
 - I'm too chicken to go in- I would like to see my kids go in
 - It helps with song and dance
 - I love learning and hearing it
 - Every language is a different perspective and way of thinking important to all the world
 - It makes me think of my nunis and chinis who have passed on; how we used to sit around and listen to them speak, to know a little of what they were saying
 - If I didn't know the language, I wouldn't feel Haida
 - In my lifetime I have seen men, some with gray hair, weeping: "I know I am a native, but don't know who I am. I have no language of my own."
 - Pretty soon, if nothing is done, it will be no more.
- Pretty important (2)



Skidegate Band Council SHIP

- Not right now, but when I reach an older age
- Don't speak it
- Somewhat; I speak it

5. Is it important that the Haida Language be revitalized, and preserved?

- Yes (101)
 - Very important for present and future generations (11)
 - Definitely (3)
 - So that it's never lost again. Every Haida person should be able to speak fluent Haida. (3)
 - So people know and our children never forget who we are (2)
 - Extremely important
 - It will be important for people to learn and know how to speak Haida language
 - Yes! Yes! Yes!
 - More youth
 - Without you we would lose our culture
 - It helps our kids understand our elders and things about our village that we came from
 - For Haida Gwaii, but not too important while absent.
 - **Saved and used**
 - It is vital!
- Probably not

6. Would you be interested in attending SHIP?

- Yes (81)
 - I do attend/ I was interested because I wanted to learn how to speak Haida (4)
 - Sometime (3)
 - When I have time (2)
 - Very much so (2)
 - I teach there
 - I would like to attend every day
 - Wish SBC would support staff to do a few hours a week
 - At night
 - But coming after work is difficult
 - I would like to see your work get better funding
 - I have, but not enough
 - I keep saying I'm coming back to school
 - Part time
 - I would like to learn more language
 - During the summer months
 - But not right now



Skidegate Band Council SHIP

- But I work and then I'm too tired in the evening to go- so what do I do, let me know, Tyler.
- But I'm not Haida so I don't know if I'm welcome
- No (10)
 - I don't have enough time (4)
 - I can't hear anything
 - But when I get more time I will
 - I don't live here but I bet my sister would
 - Not right now
- Possibly/maybe (6)
 - When I get a bit older
- It is a big commitment
- I would but I think my memory is bad and am scared that I would be a nuisance in the class/ I have a very poor memory (2)



Skidegate Band Council Bowling Lanes

Summary of results: Total Surveys Completed -97

1) **How would you rate the variety of products currently available at the Skidegate Bowling lanes/ Striker's lounge?**

Very good (16) good (31) Average (28) Poor (1) Very Poor (6)

2) **What products would you like to see available at the Bowling lanes / Striker's lounge?**

- More of a menu
- No drugs or dealers
- Karaoke machine
- Health foods / organic produce
- More ice cream gum
- More time put into the children instead of just the adults
- Crown Royal on Special and steak night
- Would like the bar taken out
- Gilgii –kaaw
- More drinks – blender drinks
- Beer on tap
- Belini / slush machine
- Outdoor seating, huge deck
- Smokes

3) **How would you rate the overall service?**

Very good (18) Good(33) Average (21) Poor (3) Very Poor (7)

4) **What services would you like to see offered or improved?**

- Terry has really good music
- Designated driver on the weekends
- A gambling machine
- Bring back the bowling
- More dancing
- Variety of different coolers'
- Good service as is



Skidegate Band Council Bowling Lanes

- More bowling times'
- Maybe have a dollars day
- Friendlier service at private parties
- Bowling open in the summer – for kids to have leagues during the weekends
- Have more live bands and New years dance
- Need someone to run strikers that doesn't deal with the drugs
- Nothing
- Service with a smile
- More events – bowling tournaments
- Make every one wait in line like everywhere else
- Lower the price of bowling
- To feel more warmth and welcoming not like your intruding
- More food
- More respect for patrons – less family running the business
- More specials offered – dinners/drinks
- Be more friendly
- Make it more entertaining
- On league night have a bar in the bowling alley off to the side and smoking in the alley
- Off sales
- The bartenders are great –need better pay
- Needs to be bigger – for off sales and dances/ kitchen
- Ice cream/ milk shakes
- Youth tournament

5) Comments or suggestions:

- Put in an arcade
- No drugs or dealers
- Open early – stay open late
- Open till 300 am
- Friday night steak
- I haven't been to strikers – but I am not in favour of it
- Open bowling alley more
- Make it bigger / terrace with a view
- It's doing very well
- Glad there is a bar in Skidegate and the money's staying here
- Don't go there
- Kick the drug addicts out of the men's bathroom
- Promote it
- Stop the crowd from being pushy – act like it's the bar
- Be more friendly



Skidegate Band Council Bowling Lanes

- Lower the cost for – kids, locals and groups – more business
- Theme nights for lanes/ games
- More lotto – more lanes
- Close the bar sooner
- No alcohol;
- Softer music when it's not too busy
- Thanks for the cash machine
- Awesome staff
- Birth day parties for the kids
- Status card night – show it and get it tax free
- Put back keno/and TV, shoe rack



Skidegate Band Council Chief & Council/Capital

Summary of results: Total Surveys Completed -100

What one thing would you like Chief and Council to do now to improve their services to the community?

- Lead by example
- Take the bonus that goes to Skidegate Band councillors and channel it into programs for youth and elders
- Provide realistic \$ taking care of the ice /snow maintenance – especially up high- mountain view way
- Stop expanding the village – if we are not able to care for existing subdivision, we need more street lights and sidewalks
- Have open transparent accounts to show where monies are going
- See an accounting of revenue from: Rock Quarry, Forestry, Roe M Kelp,
- What is the deal with Kendall's taking our rock?
- No more bonuses – set an example by taking cuts
- Stop using the money on honorariums and travelling so much – have conference calls – use the dollars on youth and elders, restore the programs
- Work on lowering crime and vandalism, drugs and violence
- Keep your promises
- Create more jobs and opportunities for struggling families
- They are doing a good job
- More support for education
- Support the employees that work with you
- Have a new years dance
- Continue what you are doing
- Make employees accountable for their actions
- Don't allow village vehicles to be used for personal use
- More communication with program heads on why things happen. No micromanagement – call meetings with program heads to understand the issues we face.
- Have public info sessions in drug abuse and their affects especially cocaine and ecstasy
- Make sure every house is checked for renovations
- More jobs
- Band council members should all be evaluated on their performance on a quarterly basis or half way through their term
- Have meetings and news flashes on current events
- Talk to the youth about their development
- Give lead time for voting and public meeting to get everyone there
- Start more businesses
- Get involved in the education part of the community
- Take a tour around the community to see what needs to be done
- Speak your mind all the time – not only when it comes to elections
- Not so much drinking
- Don't tell other non haida about our situations



Skidegate Band Council Chief & Council/Capital

- Make sure that all council members have proper education
- Nothing
- Start taxing people for: maintenance – road work, garbage
- Every councillor should attend public events
- Have a standard start time for all council members
- Support those who want to start their own businesses
- Resolution: chief and council should be made up of reps from every village represented in Skidegate and the highest vote should be chief councillor

How should Chief and Council Communicate with the community?

- They need to truly answer questions presented
- Have open transparent documents to present to the community
- Clear accounting of all revenues/ Capital
- Communicate face to face
- Anyway necessary
- Home visits
- Publish decisions and schedules
- Spend more time in the village
- Open house every 2 Monday – every month or 2 month
- They are communicating fine
- More communication on all portfolios
- Quarterly newsletter
- Public meetings in the evening instead of the day – so that working people can attend
- I think that communication in any organisation is the hardest to achieve, but keep trying
- They have to sit and listen
- Be more open on the issue you are dealing with
- Be open & honest –don't lie, speak the truth and keep moving forward
- In group sessions
- Newsletters/ weekly – finance statements, new developments and future.
- Public meetings
- Questionnaires
- Website
- Documentation
- Notices
- VHF announcements
- Custom election, more surveys, and individual reports by all sbc in newsletter, regular meetings with staff,
- Quit treating program heads to so many 'special' costly events
- Be fair to everyone who works with you
- Have a feast to inform everyone
- Try socializing
- Local band newspaper
- Have meeting and ask youth and elders what they think



Skidegate Band Council Chief & Council/Capital

Comments:

- Re: survey: on this day you had everyone thinking, you should do this more often
- This council is very good
- Our community needs to have more fair representation on council, Band custom election preferable to current system – with representation from either all clans or villages
- “Our young children seem to be getting lost in the system – dropping out of school, getting involved in theft, violence and drugs. I know they have parents to teach them but they also watch and listen to what you do. Lets start setting good examples – tell them that graduating and higher education is important – a lot of our teenagers seem to think that they have a band council job or welfare to fall back on”.
- No more BS; do something about the drug problem.
- Be accountable “ be transparent” as chief promised years ago



Skidegate Band Council Education Department

Summary of results: Total surveys completed- 101

What would you like to see Education do now?

Some of the major concerns were with finances through the education department. Many stated that there is a need for more money to sponsor students and programs in existing programs: kindergarten through grade twelve, post secondary, college and university.

There were also many suggestions of programs that would benefit the community: **Programs**

- Special needs programs (Down syndrome, sight & hearing impaired, FAS/E & mentally impaired. And also-ADHD)
- Alternate school, adult education programs, youth- parent programs, after school homework programs, life skills training home schooling, upgrading, tutors, study sessions, school sports, local cultural training programs, first aid courses, 1yr programs.
- Malispina University- Natural Resource Officer Programs, maritime or alternate training and trades courses
- Introductory computer courses, Internet learning, college & university courses @home.
- Business management – small business courses

Concerns:

- Bullying, vandalism and lack of respect
- More money to help students living off reserve, - funding and for communication between the parents and teachers.
- No more budget cuts on education
- Nicer teachers
- Student dropout rates & lack of interest in school/ future: comment that they can just rely on getting a job in the band council or welfare.



Skidegate Band Council Education Department

What would you like to see in the future for Education?

Education Department

- Have open transparent accounting
- List the average cost of education, accommodations and books, publish a list with the number of students supported, List # of students & what degrees they get & successes.
- A review of post- secondary policy; which includes: consultation with current and former students.
- Put up role model posters throughout the community, so the younger generation can be reminded constantly of successful Haida people: make them want to continue.
- Develop a support system for students @high risk of dropping out, offer more incentives for kids to go to high school and hire a motivational speaker to talk about the importance of staying in school – keep kids interested.
- Education symposium – invite guest speakers from Universities and Colleges to talk about the importance of pursuing an education. Educational profiles – courses offered, to explore opportunities.
- Money for the programs listed above especially: special needs, tutoring and life skills
- Create a program for special needs and develop a way to measure their needs.
- Build a Community College/ University in Skidegate, training facility.
- Buy computers for students taking on line courses through the Internet.
- Bigger youth center
- Scholarships – for Haida only in: education, health and science & technology.
- Hire someone to help organize/ develop a homework club/support system with assistance for students having difficulties with homework. The idea is help students develop strong homework habits.
- Include in teachings: about bullying, vandalism and theft - strategies for dealing with it in the community. Work on proactive discipline for unruly students.
- Teach proper Haida (language)?
- Increase monthly living allowances for students
- More funding for students: grads, mature and former students who have good grades.



Skidegate Band Council Education Department

- Every student that wishes to enter post secondary should automatically have the 1st yr – funded.
- Fund student who attend SHIP
- School – longer hours, smaller classes
- Plan the 2005 calendar year with lots of incentives for students of all levels.
- Provide \$ for our students as incentives for high school students to graduate.
- Provide students with information on all the scholarships that are available. Make universities and colleges aware of these scholarships.
- Have workshops for the staff and school to be nicer and helpful
- Offer counselling to students re: transition into high school / post secondary before they go to avoid being overwhelmed. Advertise information for re: help for students
- Please build a bus shelter on Balance Rock rd. below skaad ga naay (sec bus) children are being exposed to elements that are really bad some days.
- Have someone oversee the children and their learning to ensure that they are meeting the grades.

Comments:

- Is there enough classroom time to complete the schoolwork?
- “ As the committee working on the absenteeism in elementary. Most of the parents and members of the community don’t think that this is important, but this is where children learn their basic tools to get them started.
- More \$ for our head counts, \$ for our kids who live else where, since band gets money for all students living here and away. Need to fund all students that are going off island.
- Make sure our kids are well educated from grade 1-7
- Don’t let anyone touch the education budget for our youth,
- Don’t let elders get stressed about the funding for SHIP; this is a good thing that’s happening for future generations.
- Support the community member not just the band member; create more opportunities to receive an education on island; especially in area’s that will help the community.
- Better teachers, better teaching, more kids graduating



Skidegate Band Council Education Department

- Have people get cultural as well as diplomas
- Home schooling
- Seek more facilities to do training
- Continue what they are doing, keep up the good work
- During my brief visits, I have seen that there is a great atmosphere for learning; therefore keep up the good work.
- Make sure that once a student is financed - they complete the program.
- Looks excellent for the future, Looks great to me, Carry on the same, just keep up the good work
- Have more than one tutor available
- Gail is doing an awesome job, superb; we're lucky to have her
- Work study programs for adults and youth
- Keep public informed about education matters, local input & involvement
- Children should be kept in school until they graduate
- Education is the key to our future
- That sue be addressing the community at public meetings
- Not sure why students get \$incentives for going to school, does it work?
- I just hope a lot of younger people take advantage of what we have.
- Show students avenues that will fit their capability
- I would like to see that no one gets turned down education funding, a person needs all the training and education that one can get in today's world of cutbacks. No funnelling of dollars through other programs.
- TRAIN - EDUCATE- TRAIN –EDUCATE.... Never stop the ability to help some get training or an education.



Skidegate Band Council Housing Department

Summaries of results: Total Surveys completed -115

What do you see in the Future for housing?

- More available housing
- Better care of existing houses – funding for renovations
- Need housing for young adults with young families
- Make assessable the funds for grants – for young people to buy homes
- Hold tenants accountable for maintaining their homes – not leaving the band council responsible for restoring problems
- Ensure proper procedures are in place for those who don't pay their rent on time.
- Provide more rental homes, have homes that are rent to own/ mortgaged – more affordable
- Make the homes energy efficient
- Hire local people and have better contracts
- Have better ventilation in the new homes that are built
- Bigger lots for bigger homes – the small homes are too small
- More help- in planning and financing of building a home – to completion
- Complete the homes that are already built, so that people can move in
- Larger housing grants
- The housing grant hasn't changed to accommodate the inflation of population – in years
- Use more traditional building materials like cedar instead of plastics and vinyl
- Bigger houses – one level for elders, put elders first on renovations for mould
- Develop a seniors home – on the waterfront: the elders have always lived on the waterfront
- More housing for singles
- To live in our culture; more space is needed on lots for: smoke house, parking, boats, vehicles, truck, recreation: wheels, bike, sled, garden, and doghouse.
- Training for carpenters
- More houses on upper heights
- Expansion of the village –new districts
- More funds for mould and RRAP
- Better system for choosing the recipients of housing
- Change the policy 50k for section 10 loans to a policy (\$ amount) based on the ability to repay the loan-rather than limit all to \$50k when it is being demonstrated that they can borrow more
- Develop a strategy to finish the uncompleted homes throughout the village.



Skidegate Band Council Housing Department

What would you like to see Housing do now?

- Renovate in a timely manner
- Complete homes that are vacant ex: funding programs
- Have meetings to address the issues of young families needing homes
- Fix mould Infested homes for elders and with young children first
- Hire a full time inspector to take care of and eliminate the mould issues and to oversee the development of the homes, as they are being built/ renovated.
- Raise the limit of 40K to 60 k so that more people can finish building their homes
- Build more homes to accommodate the population
- Help single parents that are in need of homes
- Publicly publish the names of the home owners now and those that are delinquent and accounts owing
- Publish more information on housing costs
- Have the contractors and home owners trained by the inspectors; on maintenance issues
- Have individual homeowners handle all of the money that comes from housing grants
- Cut more wood here instead of buying all these instant homes
- Give more information re: section 10 loans. Are they still available
- Move people into the empty houses
- Provide open, fair competition for awarding contracts for building houses. Let the owner select the contractor.



Skidegate Band Council Housing Department

Comments

- Mould remediators: take better care of the house in question
- The renovations list is very long – needs a better system
- There should be a better system for renters, who aren't willing to move out
- Grateful for housing accommodations
- Leave more trees between divisions
- Get allotment from cut-levels on the island for sawn lumber, to make improvements on houses- this has been negotiated in other territories
- Too many unfinished houses in Skidegate
- Inform people who rent homes re: changes in the contracts so they can make arrangements for future living conditions
- Hire well educated trained / qualified band members for the housing department, not just the cheapest
- Ensure that homes are built properly: carpenters need to take their time – use a leveller to ensure that everything is squared. Most homes don't have proper ventilation, Fix the homes with this problem before they become mould infested
- Help clients who are waiting for mould immediations – and get those out that are holding up the process, there is a big health issue
- More attention for those people who had their names on the list for more than 30 years
- The technologies and developments in the water system/ sewer and garbage is far more important than the construction
- At a public meeting years ago – I understood from then chief councillor_____, a band member could apply for a bigger lot for housing (if the property was utilized) To live in our culture more space is needed – to be safe from fires and accidents, more space is needed for families
- No rent payments – when house is being fixed
- Hire own architects for capital projects
- Housing should fix lots all the way along the road to miller creek, lease properties to anyone and charge taxes
- There should be one grant per each eligible person or couple not per house
- Create more housing for all members with no criteria – if member doesn't meet the financial criteria – create employment.



Skidegate Band Council Volunteer Fire Department

Summary of results: Surveys completed –55

What would you like to see the Fire Department do in the future?

- I would like to see the Band Council consult with the fire department in new construction – get together and talk about realistic budget levels
- Have a bigger budget’’
- Get good equipment
- Have more training programs ‘’’
- More volunteers and practices ‘’’’
- Have fire drills with old condemned houses
- Have more information on training & safety /workshops for the public
- Have more training as our community grows we will need protection
- Have a workshop to educate the community about fire safety and prevention’’
- Inspect every house for hazards’’
- Have competition games, something to capture the interest of the young men and women
- Community fire drills
- Have a mascot for the kids
- Promote safety awareness
- More education in fire safety for kids ‘’’
- Show more fire prevention videos at school
- Encourage more youth to get involved in safety, training and in the department



Skidegate Band Council Volunteer Fire Department

What would you like to see the Fire Department do this year?

- Do more training in fire prevention & safety (post it) ‘’’
- Recruit more volunteers
- Have fundraising
- Practice
- Nothing/ don't know
- Seems to be doing well right now’’
- Just be ready when you need to be ready
- Restructure existing hall and add on – expand the hall ‘’
- Work with the community’’
- Receive recognition
- Invite the children from Skaadgaa Naay & QCSS down at their leisure so that you can show them the ropes and maybe spark some interest
- House inspections – smoke alarms, fire extinguishers’’’’
- Keep the community informed o fire protection
- Christmas parade in the village
- Mock disaster
- Have an event to allow the community to show their appreciation/ party’’’’’
- Newsletter – keep the community informed
- Have a fire mans fundraiser dinner
- Check chimneys

Comments:

- The fire department seems to have lost membership and motivation, could it be the low budget and lack of recognition?
- Your doing a good job’’’
- Upgrade your skills when there's an opportunity to do so
- Keep up the good work’’
- Give themselves more recognition for the good job that they do
- The volunteer fire department does their very best and I appreciate all their volunteering
- You've done a lot, keep up the good work ‘’
- They are a very good bunch – who go about their jobs efficiently



Skidegate Band Council Administration

Summary of results: total surveys completed- 75

What one thing would you like Administration to do now to improve their services in the community?

- Give a report at every public meeting (18)
- Explain what administration is and what they do (8)
- Have someone follow-up, when people call in with concerns
- Have information available when requested
- Have a newsletter detailing – what's going on now and planned (40)
- Treat everyone equal – not bias,
- Pay more attention to elders
- More access for community members re: updates
- So good so far
- Work as a team with staff – better communication with band council
- Publish the expense reports on a line- by- line item. Budget for the band council
- Notices regarding functions by announced ahead of time, rather than last minute
- Hire own people – don't train and then refuse to hire them- why hire off reserve
- No more jealousy
- No idea
- Develop activities for youth/ drop – in centres
- Have compassion
- Create more jobs
- Cut backs on the same few people going to Vancouver on medical leave every month
- Continue with the input of the community – with this kind of survey / 4x a year
- At special events – include all staff in the preparation of draw – be fair to all staff
- Give precise information – not necessarily the info from the council letters
- Create more jobs for students
- Campaign door to door
- Housing dollars- how much is there
- Don't talk down to people – people are hurting & deserve respect

How should the Administration communicate with the community?

- Good now
- News letters
- Reports
- Updates
- Forums
- Interacting and asking about problems
- Monthly meetings
- Public open house – like this one
- More community events with the council to make people feel wanted



Skidegate Band Council Administration

- Questionnaire box
- More reports on services
- News letter/ meeting to define the Administration role
- Praise people for their accomplishments not criticize
- Compassion
- Include elders, youth and the community – not just the band council – let people know what's going on with band council
- Don't know
- Give updates on the TV channel – local channel 10
- More of these events
- Be accountable for the expenses and show the community – open the books
- Immediately: communicate by posters, notices (mail) and VHF
- Ask people what they want, give them options
- It's not the job of the administration to communicate decisions etc to the band members
- When going to meetings let us know why and the outcome
- Like this format – however we need to allow more time for speakers to ask questions
- Inform door – to – door
- Phone survey
- Be accountable



Skidegate Band Council Maintenance and Public Works

Summary of results: Total surveys completed- 68

What would you like to see Maintenance / Public works do in the future?

- Good right now
- Look after elders needs
- More work less riding around in company vehicle
- Put more lights in Skidegate Heights
- Keep the ditches and creeks clear of garbage
- Have more places to dispose of garbage
- Let the people know what you are doing/ inform the public on activities
- Become a full department – hire more staff for the department
- Cut down more Alder trees on the Heights
- Sponsor to have some community clean up days
- Keep the weeds from growing around the fire hydrants
- Kids should help with the maintenance and pick up garbage
- Hire local trades people
- To help remove pollution from water and everywhere else
- Get involved in the appearance if the village not just keep it running
- Try to get the WOP crew funded again
- Have water gages installed in every building
- Help straighten the lots
- Add to crew and include training
- Repairs to road and bridge
- Control the growth of Alder along the road – beside the school in the summer
- Get rid of the rats – becoming a problem they are coming into peoples homes
- H2O – doesn't taste good – get it under control
- Keep the village clean – cut the grass in the cemetery
- Take care of the band equipment – set up a system to do this
- Take over doing the roads – especially Mtn view: lights on the roads, sidewalks
- Have a standard contingency budget for road care
- Day when garbage crew can pick up large items
-



Skidegate Band Council Maintenance and Public Works

What one thing would you like maintenance to do now?

- Good now
- Check on elders & help with their homes
- Fill in the pot holes
- Have a hardware store and shop for fixing up things that people need work on
- Have the ditches and creeks clear of garbage / on front street
- Let the people know what you are doing now
- Recupe sewer and water costs – no to maintenance
- Deal with the odour around the out falls plant – place some Japanese maple around the outside fences, so that we don't have to deal with that smell
- Put a light between highway and 2nd street
- Put a light down the walkway between hwy 16 & 3rd street
- Cut the bushing down in front of the highway
- Stop using the trucks for personal use
- Teach people about water to create more jobs
- Encourage parents and band council to get the kids to clean up the garbage
- Hire your own certified trades people
- Help to get the stray animal population under control
- Clear sidewalks and driveways
- Less chlorine in the water
- Pick up appliances and other junk lying around the properties
- More information on water quality and mould
- Have chlorine reading
- Maintain walkways – put salt on the steep hill in the winter
- Salt the roads
- Better maintenance of the roads
- Public washrooms – especially at the grave yard
- Sitting benches on main St.

Comments:

- Johnny & Johnny are spectacular, friendly and professional
- Eddy Hans – always ready to help
- Phillip- valuable asset
- Rites – friendly
- Maintenance on the grave yard should be free
- Take care of the water and mould
- Make safer sidewalks and parking - #1 fix a side walk to school
- Maintain our precious water supply – one day it will be one of our most valuable assets – even small amounts can be detrimental to our health.



Skidegate Band Council Social Development

Summary of results: Total surveys completed- 85

1. How can the Social Development Program improve?

- Doing good (4)
- Stop making it so easy to get; make it difficult for those who abuse the system
- More training, more workers
- Give more money to the poor (2)
- Look into their background
- Make people on AA do more work even if they volunteer
- A little more money to live on
- More social development, more networking
- To be aware of the needs of the people
- More funding (4) to ensure that people have enough groceries etc for the month
- Be more understanding with the needy
- Maybe a higher profile of services offered
- Call on elders
- Need to hire a different group every 3 months
- Need more info about it
- Work on the unemployment issues by assisting and working with SBC on attempting to raise the rate, reduce the rate
- More fair practices
- More courses offered (2)
- The workers should be more kind
- The people that depend on SA should be encouraged to look for jobs or get educated (2)
- Check job search to see if there is a job opening
- It could be confidential
- Have cheques ready on time
- Have kids get involved
- Get people interested in training and off welfare
- Deal with the whole community, especially own family issues
- Be more friendly and open minded to people who are in need
- More staff
- Don't know anything about this program
- Always encourage improvement through school
- Not needed, Ruth and Ooka (?) work hard
- More training for people who have been out in the workforce for a long time
- Would it help to have more help? It's a big, growing community- a lot for one person to maintain
- Help with employment opportunities



Skidegate Band Council Social Development

2. What expectations do you have of the Social Development Staff?

- Very good staff, they do their jobs to the best of their knowledge
- To be trained, respectful and good to each other
- Have applicants fill out what they see in the future for themselves
- Better child protection, to help young kids
- To help people who need help, to deal effectively with everyone you come across
- Be nice (4), pleasant, friendly and confidential, kind (5), understanding (4), sympathetic, empathy, caring, compassionate (3), courteous (3), helpful to all
- To be more civil
- Make sure mothers and kids are looked after and maybe give them training to make themselves a better person
- Favouritism
- None but their help in hard times
- Just continue to do your jobs
- Community support for those in need (3)
- To educate and communicate
- That family name doesn't interfere with professionalism
- Greet with a smile
- Safety
- Confidentiality (4), not to share ex-spouse info
- A boost to the public relations of the people in our community
- Open house
- Make sure all our people have food and shelter
- Public involvement
- Better training and maybe adding a few helpers
- To have the people's best interest first and foremost in their minds.
- Just to keep up with their work
- Take over child welfare
- Knowledge, commitment



Skidegate Band Council Social Development

3. Are there any gaps in services that we need to be aware of?

- I don't know as I don't use the services (5)
- No (21)
- Yes (15)
 - Applicants that brag about spending their monthly cheques on a "good time", then going back for another cheque to pay the bills
 - There are those abusing the system (2) who don't care and who make it difficult for those who do care
 - What about people on S.A. and kids who need braces?
 - Teaching life skills and money management to those who need it
 - More therapy and a transition house that is running
 - Hard to reach everyone, this is a big community, need good follow up care
 - Some people get charged for things while others don't
 - More recreational programs for children and more awareness/prevention programs around drugs and alcohol
 - Those with disabilities
 - Own building, too many conflicts
 - Home care for elders and shut-ins
 - Single Haida men need to be treated fairly
 - Get single employable men off welfare

4. Would you be interested in training? If so, what kind? If not, why?

- No (27)
 - Too old (11)
 - Retired
 - Because one family name goes down while the popular name goes quiet (shush)
 - Work full time
 - Too busy (2)
 - I think it would be a very difficult job. I know of individuals applying for training youth and being refused so why ask?
- Yes (35)
 - Upgrading skills
 - Educating recipients about trying to get off welfare
 - Family care
 - Child care (2)
 - Things for the kids and teens
 - Counselling (2)
 - Small business management (2)
 - Operate computers
 - Tourism
 - Abuse
 - Anger management
 - Using our own resources
 - ECE (2)



Skidegate Band Council Social Development

- Personal and professional development so they do not depend on welfare forever
- Traditional arts and crafts
- Engraving
- Social work
- Any (4) that will help to gain employment
- I'm in over my head in my department but training would help me better serve/assist the community
- So I wouldn't have to go there
- Training for what?

5a) What do you think of the Haida Child & Family Services?

- Good, great service (7) especially for new single moms
- I've never used it but I hear good things about it
 - Some children need a lot of help- more attention as needed
 - I don't know enough about this program (4), not sure of question
 - It works well but not strict enough
 - There really is none
 - I'm unhappy with placement in a home where children are not supervised at all
 - I hope Haidas will be staying with Haidas
 - If it gives more strength to Haida families I'm all for it and would like to know more

b) Would you or any family members like to be involved in some way?

- Maybe (7)
- No (17)
 - I work far too much for extra involvement
 - Too old
 - Lack of time (2)
- Yes (18)
 - If we could contribute to keeping our children in Haida homes, we would if there was support
 - In planning and protection (2)
 - I believe our children should stay and learn the culture
 - In any way needed (2)
 - Good idea, everyone should be involved
 - I would like to help with the children once in a while



Skidegate Band Council Social Development

6. What would you be willing to do for the youth?

- Having art days (3) or science alive, camping trips
- Maybe donate (10); donate carvings etc
- Share ideas (6)
- Help the youth get over difficult times
- Inspire them to strive to be number 1. Motivate them to become individuals, not dependent on others.
- Teach or talk about hope if we chose to over-come abuse
- Train them to live from the land and sea
- Anything (2), especially for the youth in crisis (1)
- I am a youth (2)
- Teach them how to gather food
- Teach them our art, drawing (2), music, instruments
- Spend time with them learning arts and crafts (2), more along the traditional lines
- Too vague of a question
- Council of hereditary chiefs and old Masset (?) band councils

b) Would you volunteer your time?

- Yes (47),
 - Already a volunteer (2),
 - If it is posted that help is needed (3)
 - When my kids are older
- No (3) –too old, I have to work, I did my volunteering already

7. What do you think this community needs?

- More for our youth to do (25) so they don't turn to drugs and alcohol (4)
- Jobs (5)
- More training for jobs (2); more people to train and work;
- Get moms and dads on welfare up early and also out volunteering.
- Lots of love
- More help for the seniors
- Patrol nights
- More economic development in fishing and wood products
- More women
- A transition house
- That's a loaded question- best discussed over a coffee or a beer
- More workers for troubled or special needs children (child care or respite)
- Less drugs (7) and drug dealers (2)
- Less alcohol (2)- even our leaders are known users, what kind of role modelling is that!
- Teaching control of substance abuse



Skidegate Band Council Social Development

- More interaction, more public involvement (2)
- Mentoring programs
- More role models (2)- someone to truly look up to and be inspired by
- More family dances (2)
- Workshops that aren't Chucky etc. These are okay, but we need actual psychiatrists up here as well for balance. Not everyone wants to go to the Pursuit of Excellence because there is very little support available after- some say it breeds dependence instead of providing people with tools for healthy living
- Healing (2) for the sake of our youth
- A swimming pool (3) for the youth and the gym should stay open longer (2)
- Respect from the youth of today
- Movies
- Community garden
- Poles down south
- Fleet of canoes
- Community based programs
- No bar (2)
- Less politics
- Hockey rink (2)
- More funding so program coordinators don't have to spend their valuable time looking for money

Youth 5 and over:

- Somewhere to hang out for youth (2) such as a teen centre in Skidegate, so they're not hanging out in the rain, and so they aren't able to get a hold of alcohol and drugs
- A place for all ages like a 'big house' where there are more than just computers, e.g. Games, food, movies, activities, sports
- Training courses for teens
- Support more opinions in what the youth are doing and what people think of us today. More help on workshops for the youth.
- I would like everyone to act as equals. WE are all the same. We should be kind to one another.
- I want Haida language to be fluent and let more people know about it, like kids and adults.
- More joining and connections
- More teen activities, there aren't really any programs

8. Have you ever experienced violence (personally or in the community)?

- No (25)
 - Only threats
- Yes (45)
 - By parents (1)
 - When they take drugs (1)



Skidegate Band Council Social Development

- When they get drunk (2)
- Ever since I moved here (1)
- Not on the island (1)
- In the community (2) and depending on who you are nothing is done
- Mainly verbal (1)
- In the work place (hospital)
- Both personally and in the community (3)
- Observed it
- Sometimes from out of town people, never Skidegate
- Not here

9. How do you understand and define family violence? What does it mean to you?

- Physical (16), verbal (10), being hurt spiritually, emotionally/mentally (10)
- More work for people would help
- Spouse, children (2)
- Sexual
- Anything that hurts you
- Not really looking after the needs of children
- Abusing kids
- It's a destruction of family values
- It hopefully doesn't happen as much as it did 20 years ago, and in 20 years it hopefully won't exist
- Awful! Not good (2), I hate it
- There should be no violence (2)
- Aggression
- I don't understand it, it should not happen to children, it confuses them, it means a lot
- Anger
- Nothing- gets along!
- Neglect (3), abandonment, hitting (2), no food
- Anguish
- Yelling (2)
- Isolating
- Name calling
- I understand all the little intricacies of violence in the home
- Youth are the hardest hit in these families, they are alone
- Acts that have a huge impact on your life, mostly negative
- An individual resorting to force to inflict will on others
- Very destructive in many respects
- It means that the person should not live with that family member
- A lot of anger, frustration and trust
- Too much in our community



Skidegate Band Council Social Development

- Domestic violence is hard for the kids, the hurt never goes away, scars are forever, good counselling service available
- Anything that doesn't feel good
- Abuse (3)
- Scary
- A darkness in the household
- Family members hurting one another
- It is very shattering
- That some kids aren't being treated the way they are supposed to.
- Devastating, destroyed a marriage. Hard to see reason behind the cause.
- Keep my child safe
- When people do not feel safe around the ones they love

10. What would be an appropriate way to have a grand opening for a safe house?

- Feast (7), party
- Haifa ceremony with speeches explaining its use- no candy eating
- Potlatch- let people plant trees around it, too vulnerable in its place there- needs the presence of cedar and flowering trees, medicinal plant and a garden around it
- Something that involves the whole community
- Have an open house (7) with coffee cake and the host explaining 'how it works' (10) and a ribbon cutting
- Sweep it and smudge it in a traditional way (2)
- Big, large, in your face
- Just a general opening (2)
- Bingo shower
- Pot luck dinner (3), desserts provided by staff (1), where everyone brings a gift for the house (1)
- Lots of Indian dancing (2); traditional songs and dance and a dance to follow (2)
- With a tea (5) and treats and a walk through of the building
- An awareness festival with a fun casino or something
- Offer traditional food and ginseng and give out little gifts
- Ask for people to donate to some cause
- A quiet candle ceremony with good cookies
- Have a luncheon/dinner in the hall and invite the whole community (4)
- Blessing (3) and prayers
- Healing ceremony
- Show it! And then make sure that everyone knows what abuse is and that there is help available.
- Turn to religion
- Have some games/activities planned, or maybe even just a sit down and talk about it with some goodies
- Have a play on family violence



Skidegate Band Council Social Development

- Summer (2)

Other comments:

- Every time I had questions when I phoned you guys always answered me and helped me out
- Don't you need workers with lots of training to support women and children properly?



Skidegate Band Council Social Development

Summary of results: Total surveys completed - 81

1. **How would you rate the variety of products currently available at Taaw Naay?**

- Very good (23)
- Good (40)
- Average (16)

2. **What products would you like to see available at Taaw Naay?**

- It's fine considering the space available/well stocked (6)
- Good coffee drinks/cappuccino machine/better coffee/coffee creamer (4)
- More groceries (3)
- Tire shop (2)
- Automotive shop (2)
- Household items (2)
- Less junk/ More healthy, fresh products (2)
- Lottery (2)
- Cinnamon buns, muffins, baked goods (2)
- Milk (2)
- Bread (2)
- Cash machine available 24 hours (2)
- More canned goods
- Local products
- More diet Pepsi
- More ice cream
- Tampax
- Whatever is available to them
- Baking powder, yeast
- Pizza
- Don't shop there
- TV guides and the Observer
- A few veggies
- Hot dogs

3. **How would you rate the overall service you receive in the store and/or gas bar at Taaw Naay?**

- Very good (39) For adults
- Good (30)
- Average (6) For youth- can they be trained in customer service?
- Poor (2) Never ever clean our windows or check oil



Skidegate Band Council Social Development

4. What services would you like to see offered or improved at Taaw Naay?

- Satisfied/service is good (10)
- Car wash (6)
- Open later (6)
- Auto repair/Mechanic/ Mechanics that don't cost 2 arms and a leg (3)
- Offer oil checks occasionally (3)
- Clean windshields (3)
- Offer tire checks/tire repair (2)
- Politeness/smiles (2)
- Full service when fuelling
- Tenants not telling us about their problems when so many have problems of their own
- Vacuum
- Diesel

5. Comments or Suggestions on how to improve our Gas Station?

- Shelter over gas pumps to protect from bad weather (14)
- Bigger/expand (4)
- Good enough (4)
- I always feel welcome by staff/welcome and courteous/friendly and helpful staff (3)
- Have gas draws (2)
- No more pump breakdowns
- Bigger store like uptown offering more products
- Longer hours
- Some the of the workers could put aside personal problems and serve with a smile and be more polite
- More foods in it
- I was going to put my name in for a job, when I found out what the pay was, it told the other workers that I was worth more than what they were offering.
- Why is it always so expensive, be competitive have it at one cent less
- Friendly staff!
- Add on a shop
- Propane
- The place needs a face lift
- Bring in more of the Esso Club in store rewards such as battery cables, first aid kit etc.
- Keep ground clean

Tuesday, January 18th

9.00-10.00 Welcome, Opening and Introductions

Introductions

Review Workshop Summary from November 9 + 10th

Review Community Event Debrief

10.00-11.00 Developing the Focus – Vision

Review Community Input

Review Draft Vision Statement

What are the elements of the Chief + Council vision?

What are the elements of the vision for each Program?

10.30-10.45 Coffee Break

11.00-12.00 Developing the Focus – Mission Statement

Description of a mission – why is it important?

What are the key elements for the mission statement to address?

Draft Mission Statements – Chief + Council / Programs (small groups)

12.00-1.00 LUNCH (provided)

1.00-2.30 Understanding the Context – Situation Analysis

Explanation of what SWOT analysis is

SWOT Analysis for Chief + Council + Administration (small groups)

2.30-2.45 Coffee Break

2.45-4.15 Identifying the Priorities – Strategic Goals

Review decision making criteria

Use the Vision Statement, Mission Statement, Theme Areas +

SWOT Analysis to identify the priority projects

Which projects are short-term/which are long-term?

What things influenced your decisions?

What are the resources needed to implement the priorities (capital, operating, human, training, etc.)?

Who will be the champion for each priority area?

4.15-4.30 Next Steps

Dates for final workshops (February + March)

Dates for program workshops

Wednesday, January 19th

9.00-9.30 Opening

Review of Vision Statement + Mission Statement

9.30-11.00 Land Use Planning

Review Land Use Plan from 1997 Physical Development Plan

Update existing Village Land Uses

Identify the locations of businesses based in the community

Potential siting of health facilities

Identify need/locations for community facilities as well as outdoor recreation facilities

Where should new businesses / economic opportunities be located?

Strategy for implementing street naming program

10.30-10.45 Coffee Break

11.00-11.30 Land Development Guidelines

Review land development guidelines from 1997 PDP

How can we implement them

11.30-11.45 Wrap Up + Summary

Confirm dates for next meetings

Review Agenda for next meetings

Day 1: Deliverables

- **Draft Vision, Draft Guiding Principles + Draft Mission Statement**
- **SWOT Analysis – Chief + Council / Programs**
- **Preliminary Strategic Goals + Priorities**

Day 2: Deliverables

- **Revised Land Use Plan**
- **Community Business Map**
- **Revised Land Development Guidelines**
- **Land Development Guidelines Implementation Strategy**

Tuesday, January 18th Council and Program Staff

Participants:

Colin Richardson	SBC
Amanda Reid-Stevens	SBC
Edward Russ	SBC
Paul Pearson	SBC
Babs Stevens	Administrator
Sue Wood	Financial Manager
Gail Russ	Education Administrator
Alana Valentinsen	Housing Coordinator
Paula Lawson	General Manager, Gwalagaanay
Waneeta Richardson	Ngystle Society
Rachel West	Head Start
Tawni Davidson	Daycare

Facilitators:

Kathryn Nairne, Michael Kloppenburg + Heather Shay, DNA

The workshop session was opened by Babs Stevens with a prayer. The stories “The Cracked Pot” and “Portrait of Peace” were then read by Kathryn Nairne. A review of the November 9th/10th Strategic Planning Session was undertaken. The draft organization chart prepared during that session was reviewed and circulated to all program heads to complete and forward to Babs. Colin asked that attention be paid to the Dental Clinic (partnership between UBC, Health Canada + SBC) which currently has no underlying organizational structure or clear lines of authority/communication.

A review of the December 8th community event was also undertaken. Overall, people were very pleased with the attendance and energy level of the community and the excellent job program staff did preparing materials for their booth and answering the community’s questions. Core issues from the community input through the surveys include:

- Expand and continue programs
- Youth issues – need to be more involved + need more activities
- Culture + language
- Economic development – small business training
- More community awareness of what programs are on offer

The notes from the debrief session held December 9th were also briefly considered. The need to provide feedback to the community was also discussed. A suggestion was to include summaries from 3 or 4 booths in each newsletter until all have been presented.

Building on the success of this event, the Band has already scheduled the next one for October 13th, 2005.

There was some discussion about how many people read the newsletter and whether or not it would be better to hand deliver them to everyone. One thought was to perhaps also have a supplement once a month in the Observer with key information for Skidegate Band members.

Gail provided a brief review of the language + culture meeting held the previous evening. There was discussion about how to move past emotions + feelings and actually address the goal of having more fluent Haida speakers. Currently, with all the resources being allocated to this, the goal is not being met. Amanda suggested that perhaps the goal should be changed to focus on recording the language in the short term. Paul wondered how important the Haida language is to the community and to the children. Haida is a hard language to learn and it is hard for the kids to see the benefit of learning and speaking Haida. Children have to be taught when they are little (before the age of 6). It is also important to remember that fluent Haida speakers are not necessarily the best teachers. Politics need to be removed from the program.

The issue of micro credit and lending circles was further considered building on the discussions held in November. Colin mentioned that Tricorp requires 15% up front cash equity and wondered if SBC could set up a fund to provide this. A whole new world is opening up for small business owners and entrepreneurs. Are business plans a requirement for micro credit – probably not, the applicant would have to provide some background in terms of the product, market, etc. as part of the application. Mentorship is a core piece of successful lending circles.

In general,

- People need to look at partnerships as a way of setting up businesses
- Lots of people are dependent on SBC to co-sign which means they have no sense of ownership – “oh well, if I fail, SBC is on the hook for it”
- People have to go where the employment and business opportunities are – not just sit in Skidegate waiting for a job here
- GNC doesn't prepare business plans but does have a kit that explains how to do this. GNC may need to expand their mandate to include more direct support to small businesses. Tricorp, Community Futures and CESO can all provide support in business plan development.
- Destination Skidegate – four businesses that will come out to support both Qay and the hotel. Need to get this information out to the community. Already made an application to SMFRA for \$400,000 towards this.
- Gail has received \$5,000 funding from FNEESC for a career fair. Both Robert + Colin will be speakers at the career fair which will be sometime in February.

The Vision 1

The vision statement below was considered and discussed.

Guided by the teachings and wisdom of our elders, Skidegate will continue to grow and prosper. It will be a safe, healthy community where the people and their families celebrate being Haida. All Skidegate members will have access to education, training and employment opportunities which support a sustainable economy.

Key additions and changes included:

- Needs to be something about government/governance – this also guides what is happening
- The vision should be a public statement about a desired future that is both real and achievable
- Not all Skidegate members are Haida
- Need to reduce dependency on government dollars – need to generate own \$ to be a healthy village
- Need to talk about children
- Should it be guided by the teachings and wisdom of our people?
- Safe and healthy should be before grow and prosper

Below are two versions of the vision statement that strive to incorporate the feedback above.

Vision Statement 2a

Guided by the teaching of our elders, the wisdom and strength of our leaders and the energy of our children and youth, Skidegate will continue to grow and prosper. It will be a safe community with healthy individuals and families who celebrate being Haida. All members of the Skidegate community will have access to education, training and employment opportunities which support a sustainable economy.

Vision Statement 2b

Guided by the teaching of our elders, the wisdom and strength of our leaders and the energy of our children and youth, Skidegate will be a safe and healthy community where the people and families celebrate being Haida. We will continue to grow and prosper. All members of the Skidegate community will have access to

education, training and employment opportunities which support a sustainable economy.

We also reviewed the strategic goals which fit well with the Vision Statement. The suggestion to add volunteerism and sharing to the Healthy Humans goal was made at the Social Development workshop.

Strategic Goals

Three principal theme areas have been developed based. Each principal theme area is supported by related activities and themes. This is summarised below.

HEALTHY HUMANS – to strive to be a healthy individual which create a healthy community and a healthy nation

- Taking responsibility for yourself
- Volunteerism - added
- Sharing - added
- Language + culture
- Education
- Youth
- Wellness
- Families
- Life skills

SELF-SUFFICIENCY – to have economic control over our lives + resources

- Attitude
- Revenue generation
- Jobs
- Training
- Tourism
- Small business
- Natural resources

GOVERNANCE – to ensure that decisions are fair + transparent

- Policies + procedures
- Guiding principles

- Communication
- Evaluation

The programs were encouraged to develop mission statements that would reflect the community vision. What will we do that speaks to the community vision? Vision was defined as the change you'd like to see in the community. Mission is the reason the organization exists...ie, what distinguishes you from other programs? What do you do? The mission statements that programs already had will be included in the CCDP Draft Report.

Mission Statements developed during the workshop are presented below

- The **finance department's** mission statement is: the finance department will provide accurate, meaningful financial information to SBC and the community.
- **Council's mission statement** is: to provide strong leadership for the community of Skidegate, by creating a strong, sustainable economic base for a safe and healthy community.

Priorities for the Next Two Years

Healthy Humans

Babs: **wellness**. Building the healing center. Funding is in place- need a business plan.

Sue: **Education** of people/youth. Adult education- focus on occupational skills over post-secondary. Carpentry etc. There is more demand for these skills now.

Amanda: **Language and culture** . Need to continue what we're in the initial stages of now- we should have all the different programs working together to develop a curriculum, to restructure etc so that as many people as possible can speak the Haida. We should have a focus for the language programs, and on recording the language.

Waneeta: **youth** need to be supported more (from 10-15). Coming out of childhood they are influenced a lot by what's going on. We need strong youth programming to guide them. We also need to bring the **effects of residential schooling** into the community- it has affected all of us. We need strong programming that youth can hook into when they need it- a strong method of healing. Education of youth and adults is community building- we need to continue **counseling programs** for everyone, for couples etc. Trust and confidentiality are essential.

Gail: **language and culture**. Bill Reid teaching center in Qay- we need a language and culture center, a central place for all the resources, and a space for our elders. Could this go with the Bill Reid teaching center?

Paula: **youth, and that people know that they have value.** Not knowing this cripples them for the rest of their life. They need counseling, life skills, education. **Taking responsibility for oneself** is also a priority.

Eddie: need to **develop curriculum** for school to learn **Haida language and culture.** This has to start at home. We also need a **healthy economic foundation** to have a healthy community.

Alanna: people **not taking care of their homes.** There's an attitude that INAC or Council will bail them out and take care of everything. This gets passed down to their children. We need to start educating through **life skills programs** and teachings. This is hugely important to every aspect of community- even budgeting and how to run a household etc.

Rachel: **taking responsibility for yourself** for all the programs. Health Canada says we can't charge fees, but we should be accumulating user fees for later when and if the funds dry up. People need to **volunteer more** and take initiative. It's hard to get people to not be dependent on services.

Tawnie: **life skills** are really important. There is no need for the young and capable to be on welfare. We need to **build their self esteem at the base.** Parents need to lead by example and set an example for their kids- dependency gets passed down from generation to generation. **Life skills programs should be tied to social assistance-** so you have to take it before you get welfare. Can this be a policy? We could have a sublist for HeadStart with people on social assistance.

Self Sufficiency

Gail: We should take the WOP money and use it for something better than band aid solutions- **turn WOP \$ into training money.** Give them training in some core certificates or skills like Serving it Right, First Aid, Food Safe, typing, front desk, reception, self sufficiency, resume writing, career development etc.

Sue: Use **WOP and OST money for a common goal** rather than make work. Put it together to create more meaningful work opportunities, and for sustainable income generating employment. People need **self esteem** in order to not be afraid to leave Skidegate and pursue other goals. We need to **get away from dependency on the government.**

Amanda: Council struggles with the fact that all programs run on INAC money. It's hard to generate our own revenue. We don't have access to resources to do our own funding of programs. We need to be discussing **charging for services,** like garbage, water, sewer- we're going to start doing it. We'll be talking about user fees at the public meeting this week. This will be controversial. To me,

attitude is really important on this list. Gwaalagaa Naay could be looking at programs to assist small business, like templates, workshops, open houses etc. People need surety/certainty in their lives.

Babs: **attitude** and overcoming false fear and misconceptions about ourselves.

Waneeta: People have a fear of the initial set up of a business, and are afraid to take risks. My dream would be to team up and **get businesses up and running and then pass them on to someone in the community**, for example an internet café, fixing cars etc. We could also be making more money off of tourists. Council **should hire a proposal writer** to do proposals across the organization, plus researching funding opportunities out there. We need **revenue generation**- what products can we sell? Maybe marketing of weavings to tourists etc. so the programs can be self sufficient.

Paula: people start businesses and it's a \$10-20,000 initial investment, and there may not be income for the first three years. People need dedication and a willingness to make sacrifices. **The focus on tourism concerns me.** Tourism jobs are mainly low paid, service and minimum wage jobs. It's a start though- but our young people need to know that they'll get better tips if they treat the customers well.

Eddie: that's why **attitude** is so important. We are a proud people and to serve other people is degrading to a Haida to some extent. People need the right attitude to go out and look for a job. We need to have another **focused community forum**- what kind of training do you need to build or renovate a house? We need to train kids to become self sufficient. Young adults (21-30) are still getting social assistance.

Alanna: we need people **learning trades**. Everyone wants to go to university, but certificates and diplomas are also valuable. Grades 10 and 11 should know the demand for plumbers and carpenters etc. Schools need to do field trips to universities and technical schools. There's an aboriginal trades program that's federal and provincial worth \$17 million. There's money from Gwaii Trust to go to universities and colleges- we should have it for trades too.

Rachel: we need a **resource and referral center for career development**, and fund proposal writer on staff for every program. We also need career counseling and small business development.

Tawnee: We need a **mandatory career day**.

Gail: There is going to be one, February 21st. There is also a **Health Fair** in Charlotte Feb. 20th.

Eddie: we should have education money identified for hotel managers, for example- target some of this money to areas for high need in Band. We should have guaranteed funding for priorities. We could have a training contract.

Amanda: there is a big problem with drugs in the community. The drop out rate has never been as high as it is now. There is a lost generation because of drugs and the drop out rate. There will be an even bigger shortage of people to work in all these areas. The SBC, OMVC and CHN are working on delegated authority for child and family services. There will be public meetings on Jan. 31st from 5-9pm, and Feb. 1st from 10-4pm.

Governance

Tawnie: **communication**. It seems simple but it's not. The organizational chart will be really helpful to clarify where things go.

Rachel: **communication** needs to be improved internally and with the community. We could have a Citizen's Charter {something like the one Kathryn worked on in England}, with a complaint's process, service/evaluation targets, and committees make recommendations to Council.

Alanna: **communication** – how can we address this trouble with communicating? We need staff meetings with Council. We should also take it upon ourselves to share info with our own friends and family.

Eddie: **communication**- perhaps we could have communication be a **portfolio holder**. (Eddie and Amanda say they can attend staff meetings. **Policies and procedures** still aren't done between staff and council, and **decision making** around the Council table. Right now it's too easy to pull on heart strings to get what you want from family members etc. Once policies and procedures are developed, **communication guiding principles** should fall into place, but they must be recognized and followed by staff, and Chief and Council.

Paula: **policies and procedures** are the bones for everything else- 1) having them, and 2) following them. GNC has minimal policies and procedures.

Babs: **policies and procedures**. Without them, it's like everyone running up and down both sides of the field and they don't know where they are going. Lorna Morrison is handling this. We need to be better communicators, better guided.

Amanda: **policies and procedures very important**.

Babs: policies are good guidelines. Council made personal agreements **not to micro manage**.

Sue: FNFA- policies and procedures developed by Band or have INAC's- this agreement is up for renewal. **Policies and procedures are a great communication tool.** We need **best practices**, like the institute of chartered accountants or in H.R. etc- these should be foremost, not on the back burner.

Gail: **the policies and procedures should apply to everyone**, should be consistent. We **should send it out to the community**, in a special addition of the newsletter perhaps.

Attitude and Take Responsibility for Yourself

Amanda: we had difficulty getting Lorna in to complete the policies and procedures. Council needs to take this into our own hands and work with the program managers and staff to do this.

Babs: I will work with Amanda to get this done.

Eddie: getting policies and procedures on paper- they need to be followed. WE need to build consensus at the Council table. Program managers also need to get staff to buy into this.

Babs: conditions of employment- 1) HEU, health Centre, 2) Band, 3) Contract. Numbers 2 and 3 need to be updated.

The next strategic planning meeting will be March 8th and 9th. The final language and culture workshop will be the evening of March 7th.

The Cracked Pot

A Tale from India

Retold by Mary Dessein

A water-bearer carries two large pots on a yoke across his shoulders up the hill from the river to his master's house each day. One has a crack and leaks half its water out each day before arriving at the house. The other pot is perfect and always delivered a full portion of water after the long walk from the river.

Finally, after years of arriving half-empty and feeling guilty, the cracked pot apologized to the water-bearer. It was miserable. "I'm sorry that I couldn't accomplish what the perfect pot did."

The water-bearer says, "What do you have to apologize for?"

"After all this time, I still only deliver half my load of water. I make more work for you because of my flaw."

The man smiled and told the pot. "Take note of all the lovely flowers growing on the side of the path where I carried you. The flowers grew so lovely because of the water you leaked. There are no flowers on the perfect pot's side."



Portrait of Peace

Offered by Linda Spitzer ©2001

There was once a king who offered a prize to the artist who could paint the best picture of peace. Many artists tried. The king looked at all of the pictures. After much deliberation he was down to the last two. He had to choose between them.

One picture was of a calm lake. The lake was a perfect mirror for the peaceful mountains that towered around it. Overhead, fluffy white clouds floated in a blue sky. Everyone who saw this picture said that it was the perfect picture of peace.

The second picture had mountains too. These mountains were rugged and bare. Above was an angry gray sky from which rain fell. Lightning flashed. Down the side of the mountain tumbled a foaming waterfall. This did not appear to be a peaceful place at all. But, when the king looked closely, he saw that behind the waterfall was a tiny bush growing in the rock. Inside the bush, a mother bird had built her nest. There, in the midst of the rush of angry water, sat the mother bird on her nest. She was the perfect picture of peace.

The king chose the second picture. "Because," he explained, "peace is not only in a place where there is no noise, trouble, or hard work. Peace is in the midst of things as they are, when there is calm in your heart. That is the real meaning of peace."

Health Workshop Agenda

Monday, March 14th, 2005

9.00-9.30 **Introduction**

Overview of CCDP To Date

Overview of Strategic Planning:

What is strategic planning? Why do strategic planning?

9.30-10.00 **Charting Our Course – Visioning + Values**

Why is a vision important? **If you don't know where you're going, you'll never get there!**

- How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?
- What are the elements of a vision for health?
- What is our mission statement? **How do we describe what we do?** If existing mission statement, is it still relevant to the work we are and will be doing?
- What are the goals + objectives of each health program? How do the programs within health work together? How do we make decisions about allocating resources to meet emerging priorities?

10.00-11.30 **Charting Our Course – Working Together**

- How do we work with other programs that complement the services we provide, e.g. social development, education, etc.?
- How **does** your program contribute to healthy humans?
- How **does** your program contribute to self-sufficiency?
- How **would you like** your program to contribute to these two things?
- How can you work together as a team and with other programs / organizations to make the vision happen?

10.30-10.45 **Coffee Break**

11.30-11.45 **Summary + Next Steps**

Band Administration Workshop Agenda

Monday, March 14th, 2005

1.00-1.30 **Introduction**

Overview of CCDP To Date

Overview of Strategic Planning:

What is strategic planning? Why do strategic planning?

1.30-2.00

Charting Our Course – Visioning + Values

Why is a vision important? **If you don't know where you're going, you'll never get there!**

- How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?
- What are the elements of a vision for Skidegate Band Council Administration?
- What is our mission statement? **How do we describe what we do?** If existing mission statement, is it still relevant to the work we are and will be doing?
- What are the goals + objectives Band administration? How do we work together with Band Council? How do we make decisions about allocating resources to meet emerging priorities?

2.00-3.30

Charting Our Course – Working Together

- How **does** Band Administration contribute to healthy humans?
- How **does** Band Administration contribute to self-sufficiency?
- How **would you like** Band Administration to contribute to these two things?
- How can you work together as a team and with other programs / organizations to make the vision happen?

2.30-2.45

Coffee Break

3.30-3.45

Summary + Next Steps

GNC Workshop Agenda

Tuesday, March 15th, 2005

9.00-9.30 **Introduction**

Overview of CCDP To Date

Overview of Strategic Planning:

What is strategic planning? Why do strategic planning?

9.30-10.00 **Charting Our Course – Visioning + Values**

Why is a vision important? **If you don't know where you're going, you'll never get there!**

- How will our community look in 20 years, if it has developed in a healthy way? If everything develops, as we want, what will life be like for our grandchildren and great grandchildren?
- What are the elements of a vision for economic development?
- What is our mission statement? **How do we describe what we do?** If existing mission statement, is it still relevant to the work we are and will be doing?
- What are the goals + objectives of Gwaalagaa Naay? How do we make decisions about allocating resources to meet emerging priorities?

10.00-11.30 **Charting Our Course – Working Together**

- How do we work with other programs that complement the services we provide, e.g. social development, education, etc.?
- How **does** your program contribute to healthy humans?
- How **does** your program contribute to self-sufficiency?
- How **would you like** your program to contribute to these two things?
- How can you work together as a team and with other programs / organizations to make the vision happen?

10.30-10.45 **Coffee Break**

11.30-11.45 **Summary + Next Steps**

Just Enough

A Folktale from Russia
Adapted by Elisa Pearmain

Once upon a time there lived a tailor's son named Joseph. He worked beside his father in his little shop cutting and stitching clothing for the wealthy folks in town. As he grew older, Joseph began to dream of making something special for himself to wear. He pictured a warm coat made of colorful fabric. For many years he saved the few coins that he got from helping his father. Finally he had enough to buy the cloth that he wanted.



Joseph went to the market and bought the piece of cloth he had been dreaming of. It was a warm gray with bits of gold and silver and even a little crimson here and there. That night while his father was sleeping, Joseph went to the shop. He laid out the pieces of fabric and made a careful plan. He measured, then he cut and he stitched. After several nights of working, the young man had made himself a fine coat. When the tailor saw the work his son had done, he felt proud. "You are a tailor now in your own right," he said. "You have done fine work." Joseph loved his coat. It was warm and colorful and everyone looked at it. He wore it everywhere, and the seasons passed.

One afternoon when Joseph had been buying cloth in the market for his father, a cold rain began to fall. He saw a young woman, shivering, wearing only a thin shawl to keep her from the cold. She was about his age. Joseph took off his coat and offered to let her wear it home. Joseph walked with her. They came to know one another, and within two years, Joseph and Anna were married.

Joseph made his own tailor shop in the basement of their small apartment in their town. He continued to wear his coat. He wore it; he wore it; until he had worn it out. One day, he held his coat up, turning it round, and spoke to Anna in a sad voice, "This old coat has meant so much to me. It was my first dream come true. It made my father proud, and it helped me to meet you. Now there is nothing left. Nothing."

But then he laughed out loud, "There is something left. Just enough." Instead of throwing the coat in the rag bin, he took it to his workbench and began to measure, and to cut and stitch. By morning, he had made a jacket.

He loved the jacket. He wore it everywhere. Soon his wife gave birth to twin girls. When they were a year old, he looked outside one night and saw the first snowflakes falling. "Come on girls," he said, picking them up and tucking one into each side of his jacket and buttoning them in. "We will go taste the first snowflakes of winter." The girls laughed in amazement as the big flakes melted on their noses and tongues. Joseph danced round and round holding his two darlings under his warm jacket.

He wore the jacket for years. He wore it and wore it, until one day Anna remarked that it was all worn out. He held the jacket up. "Old jacket, you've meant so much to me. I'll never forget how I danced with the twins in the first snow. But there is nothing left. Nothing."

But again he stopped, "There is just enough here. Just enough." And instead of throwing the jacket into the rag bin, he went to his workbench and began to measure, and to cut, and to stitch. In the morning he had made a cap. It was a lovely cap with a small brim and a lining to keep his head warm in winter.

He loved the cap. He wore it everywhere. When his girls were thirteen years old, there was a famine in the land. The crops were poor. Even the rich were not buying new clothes. The tailor's family had very little to eat, mostly potatoes, cabbage, or a carrot from Anna's garden, but never anything sweet.

One day they went into the forest at the edge of the town to collect firewood. All of a sudden Anna began shouting, "Berries, come see all of the berries!" The family stuffed their faces with berries, but there were still more. "If only we had something to carry them in, I would make a pie," Anna said.

What did they have to carry them in? Joseph's cap! The cap was filled to brimming with beautiful black berries. Their purple juice left a permanent stain, but the taste of berry pie after so much hunger was worth it.

Joseph continued to wear his hat for years, until one day, he looked at it, and he realized it was all worn out. He held the cap, turning it round, "Old cap, you've meant so much to me, but now there really is nothing left. Nothing." Then he laughed. "There's enough here. Just enough." Instead of throwing the cap away, he went to his workbench and cut and stitched, until he had made a bow tie.

He wore the bow tie everywhere. He wore it to his daughter's weddings and the births of his grandchildren. When his first grandson was old enough to speak he sat on Joseph's lap and played with his bow tie. "Grand Papa you have a

butterfly on your shirt," the boy cried. From then on, every time he played with the grandchildren he would take off his bow tie and pretend that it was a butterfly.

One day when Joseph's hair was gray, he came home from the market and took off his coat. "Where is your bow tie?" Anna asked him. He felt for it, but it was gone. "It must have fallen off." As fast as his old legs would let him, he jumped up and retraced his steps through the market place. He went back to every shop asking at each stall. Everyone knew of his bow tie, but no one had seen it. He told Anna. "I have to find it." It was not until late in the night that Anna was finally able to guide old Joseph home. He got into bed without his supper.

The next day he refused to get up. "What's the use?" he said. "The cloth that I loved is gone. Now there is nothing left. Nothing. I have been through so much with that cloth, I feel as if I have lost someone near and dear."

Joseph did not hear when his wife laughed quietly. She put on her shawl and went to her daughter's homes. "Bring your children," she said. They all came and plopped down on the bed. "I can't play today," said Joseph, "I am too sad, I have lost my bow tie. I have lost so many dear memories."

"Tell us about the cloth, Dad," said one of his daughters. "Your grandchildren do not know all of the stories."

"Oh, it is too sad," he said.

"Please Grand Papa," the children begged.

"Alright, I will" he said slowly. He told them about making the coat, and making his father proud. He told about putting the coat over the young woman in the market and meeting his wife. He told about dancing in the snow with his two young babies. He told about the cap full of berries. As he recalled all of these memories, the tears fell slowly down his cheeks. He told about wearing the bowtie to his daughters' weddings and the births of his grandchildren.

His eldest grandchild chimed in, "You made your bow tie into a butterfly Grand Papa. Maybe it flew away."

Old Joseph sighed, "Yes, it seems that my beloved bow tie did fly away. And, you have helped me to see that the memories I have that are so dear to me did not fly away. There were just enough memories left to make a story. The story will never be lost if you help me keep it." Then Joseph the Tailor hugged his family close and got out of bed. His story was passed down through many generations.

Tuesday, March 22nd

9:00-10:00 Welcome, Opening and Introductions

Introductions

Review Workshop Summary from January 17th and 18th

10:00-10:30 Refining the Focus – Vision

Review Vision Statement

Review Strategic Goals + Mission Statement

10:30-10:45 Coffee Break

10:45-4:15 Building the Plan- Governance, Healthy Humans and Self-Sufficiency

- Overall, will the plans outlined work towards achieving the vision?
- Which projects are short-term and which are long-term?
- What are the resources needed to implement the priorities? (e.g. capital, operating, human, training etc.)
- What can you do to move this forward?
- Who will be the champion for each priority area?

12:00-1:00 LUNCH (provided)

2:30-2:45 Coffee Break

4:15-4:30 Next Steps – Communicating Plan with the Community

Wednesday, March 23rd

9:00-9:30 Opening

Review of January 19th Land Use Planning session

9:30-10:30 Land Use Planning

Review Land Use Plan

Confirm siting of health facilities

Confirm need/locations for community facilities as well as outdoor recreation facilities

10:30-11:00 Land Development Guidelines

Review Land Development Guidelines

Implementing the Guidelines

11:00-11:45 Capital Planning

Review draft 5-year Capital Plan

New projects

The Brave Little Parrot

Adapted by Rafe Martin

Once a little parrot lived happily in a beautiful forest. But one day without warning, lightning flashed, thunder crashed, and a dead tree burst into flames. Sparks, carried on the rising wind, began to leap from branch to branch and tree to tree.

The little parrot smelled the smoke. "Fire!" she cried. "Run to the river!"

Flapping her wings, rising higher and higher, she flew toward the safety of the river's far shore. After all, she was a bird and could fly away.

But as she flew, she could see that many animals were already surrounded by the flames and could not escape. Suddenly a desperate idea, a way to save them, came to her.

Darting to the river, she dipped herself in the water. Then she flew back over the now-raging fire. Thick smoke coiled up, filling the sky. Walls of flame shot up, now on one side, now on the other. Pillars of fire leapt before her. Twisting and turning through a mad maze of flame, the little parrot flew bravely on.

Having reached the heart of the burning forest, the little parrot shook her wings. And the few tiny drops of water that still clung to her feathers tumbled like jewels down into the flames and vanished with a hiss.

Then the little parrot flew back through the flames and smoke to the river. Once more she dipped herself in the cool water and flew back over the burning forest. Once more she shook her wings, and a few drops of water tumbled like jewels into the flames. Hissssss.

Back and forth she flew, time and again from the river to the forest, from the forest to the river. Her feathers became charred. Her feet and claws were scorched. Her lungs ached. Her eyes burned. Her mind spun dizzily as a spinning spark. Still the little parrot flew on.

At that moment some of the blissful gods floating overhead in their cloud palaces of ivory and gold happened to look down and see the little parrot flying among the flames. They pointed at her with their perfect hands. Between mouthfuls of honeyed foods, they exclaimed, "Look at that foolish bird! She's trying to put out a raging forest fire with a few sprinkles of water! How absurd!" They laughed.

But one of those gods, strangely moved, changed himself into a golden eagle and flew down, down toward the little parrot's fiery path.

The little parrot was just nearing the flames again, when a great eagle with eyes like molten gold appeared at her side. "Go back, little bird!" said the eagle in a solemn and majestic voice. "Your task is hopeless. A few drops of water can't put out a forest fire. Cease now, and save yourself before it is too late."

But the little parrot continued to fly on through the smoke and flames. She could hear the great eagle flying above her as the heat grew fiercer. He called out, "Stop, foolish little parrot! Stop! Save yourself!"

"I don't need some great, shining eagle," coughed the little parrot, "to tell me that. My own mother, the dear bird, could have told me the same thing long ago. Advice! I don't need advice. I just" cough, cough "need someone to help!"

Rising higher, the eagle, who as a god, watched the little parrot flying through the flames. High above he could see his own kind, those carefree gods, still laughing and talking even as many animals cried out in pain and fear far below. He grew ashamed of the gods' carefree life, and a single desire was kindled in his heart.

"God though I am," he exclaimed, "how I wish I could be just like that little parrot. Flying on, brave and alone, risking all to help, what a rare and marvelous thing! What a wonderful little bird!"

Moved by these new feelings, the great eagle began to weep. Stream after stream of sparkling tears began pouring from his eyes. Wave upon wave, they fell, washing down like a torrent of rain upon the fire, upon the forest, upon the animals and the little parrot herself.

Where those cooling tears fell, the sparks shrank down and died. Smoke still curled up from the scorched earth, yet new life was already boldly pushing forth shoots, stems, blossoms, and leaves. Green grass sprang up from along the still-glowing cinders.

Where the eagle's teardrops sparkled on the little parrot's wings, new feathers now grew: red feathers, green feathers, yellow feathers, too. Such bright colors! Such a pretty bird!

The animals looked at one another in amazement. They were whole and well. Not one had been harmed. Up above in the clear blue sky they could see their brave friend, the little parrot, looping and soaring in delight. When all hope was gone, somehow she had saved them.

"Hooray!" they cried. "Hooray for the brave little parrot and for this sudden, miraculous rain!"

A FLOCK OF BIRDS

A Folktale from India

There was once a flock of birds peacefully pecking seeds under a tree. A hunter came along and threw a heavy net over them. He said, "Aha! Now I have my dinner!"

All at once the birds began to flap their wings. Up, up they rose into the air, taking the net with them. They came down on the tree and, as the net snagged in the tree's branches, the birds flew out from under it to freedom.

The hunter looked on in amazement, scratched his head and muttered, "As long as those birds cooperate with one another like that, I'll never be able to capture them! Each one of those birds is so frail and yet, together they can lift the net."