



WEI WAI KUM FIRST NATION COMPREHENSIVE COMMUNITY PLAN APRIL, 2019

This document shall be considered a “living” document subject to changes, edits and additions. This is an ongoing process to achieve Wei Wai Kum First Nation’s objectives. This document provides policies and guidance assisting employees and Council in fulfilling financial responsibilities and in creating higher accountability and transparency entitled to Members.

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Executive Summary

Comprehensive Community Planning is a holistic process undertaken with broad community participation. Comprehensive Community Plans typically look at the long-term vision for the nation, articulating a broad, inspirational and aspirational image of the future. That image is summarized in the following updated vision statement, drafted for consideration by Band members as a result of the CCP process:

Drawing on the strength and wisdom of our culture, the Wei Wai Kum Nation creates a healthy community that enriches the lives of each Member economically, intellectually, physically, socially and spiritually.

This 2018 Wei Wai Kum First Nation Comprehensive Community Plan updates the plan developed in 2009. It:

- Provides a summary of the Nation’s programs, enterprises, demographics, challenges and opportunities
- Summarizes member and Council input , including goals identified by Council between 2016 - 2018
- Synthesizes a wide range of other research that relates to the Nation and the CCP planning areas
- Suggests planning priorities based on the previous two steps
- Lists actions recommended by members, Council and the CCP Facilitator that could be considered and incorporated into strategic and operational plans

The CCP process included a variety of community engagement activities between 2016 – 2018 culminating in a survey that generated 241 responses from the 608 Band members who are age 18 and older. This 40% response rate offers a 99 per cent confidence level with a six per cent margin of error.

Survey respondents were asked to select their three top priorities for the Nation for the next three to five years. Housing options on reserve was rated the top priority. As shown in the following list, there was a three-way tie for second place and a tie for third.

- 1) Housing options on reserve - 40.5%
- 2) Business development (projects that generate revenue for the nation);
Governance of the Nation; and
Seniors’ Well-being (each selected by approximately 30% of respondents)
- 3) Opportunities for Education / Job Training, and
Well-being of Children and Youth (just over 25% each)

Governance is addressed first in this plan because it affects the Nation’s capacity to implement effective action in all the other areas. A key priority is to ensure the Nation has suitable resources that would include expanding human resource capacity and knowledge at both the

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Council and administration levels; developing strategic and operational plans based on this CCP; and completing planned work on a range of governance policies that – if followed – will provide clearer direction for Councillors and employees and will help build and maintain trust among Band members that their Nation is well governed.

In addition, it became clear throughout the CCP process that the lack of human resources was a major impediment to progress on many fronts. Ongoing administrative activities have been hampered by the absence of existing staff members for prolonged periods while the ability to expand services and explore opportunities is greatly impeded by the lack of staff positions to carry out this work, even in areas where planning has already taken place and funding support is available.

Economic development is addressed next because an active economic development program will help the Band to continue to reduce its dependency on federal funding sources so it may more freely pursue its strategic goals. The Wei Wai Kum Nation has many exciting economic development opportunities, however it lacks a current and comprehensive economic development plan and the staff to both develop and carry it out. Another challenge is the multiple set of governance structures that have evolved for the Nation’s various economic initiatives. Establishing one structure for all of these would increase efficiency of operations and make it easier to provide the improved transparency many Band members seek.

Language - Given the intrinsic importance of a living language to preserving the culture and contributing to the overall health of a nation – and given that Liq’wala is an endangered language with the majority of its fluent speakers in the latter years of their lives – it is imperative that the nation make language and culture a high priority. It can do so by supporting language initiatives even in the absence of government funding and actively incorporating language activities into the Band’s regular programs with the dedicated support of an employee mandated to work in this area.

Housing – Band members want to see more housing on the reserve for their family members, they want more options for affordable housing, and they want more housing suitable for the needs of aging Elders. Some members who live off reserve say they want to be able to move to the reserve. The Nation has a draft Land Use Plan and related Background Report that provide a wide breadth of information and articulate a detailed vision for land and housing development. It also has 200 acres of land in the City of Campbell River that can meet the Nation’s housing for the foreseeable future once this land receives reserve status. Work to finalize and implement the Land Use Plan – including planning for the 200 acres – has been stalled for the better part of two years due to prolonged staff and Council absences and the priority given to other topics but this work could be quickly re-started (or initiated in the case of the 200 acre site).

Social – This heading encompasses the important and inter-related areas of Health, Education, Elders, Youth, Social Development and Recreation.

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One of the key findings of the CCP survey is the significant gap between the needs of the Nation’s members for physical and mental health services and the effectiveness of the services they are currently receiving. Research also indicates the high probability that inter-generational trauma is present for more people than those who listed it as a factor in their health. The harmful and long-reaching impact of this trauma makes it imperative that Aboriginal health and social programs and services address the issue with healing and wellness approaches rooted in culture. A review of the Nation’s 10-year services agreement with KDC Health, which is soon to expire, could provide a platform to address some of these issues, as would the expansion of programs and services enumerated later in this report.

A key finding of the CCP process was the widespread desire to build a community centre, with space for the Elders and Youth activities, language and culture programs, workshops and training activities hosted in the current Learning Centre, and possibly the Treaty Research Centre as well. The desire for dedicated space for these types of community and cultural activities was voiced repeatedly throughout the CCP engagement process.

Safety and Security is given its own section in this report because Band members who live on reserve so frequently cited it as a serious and persistent issue. The topic includes the risk of wild animals as well as the risk posed by human behaviour, particularly that associated with illegal drug use. Responses include physical/infrastructure activities – such as street lighting, community design, and security patrols – and longer-term actions that address the underlying causes associated with this issue.

Emergency management planning is also addressed in this section because even though Band members did not identify it as a high priority the Band’s existing emergency plan is outdated and inadequate.

Going Forward

This report references and builds on the work of other research and planning activities carried out by and for the Nation. An extensive reference section is included so employees, Councillors and community members can refer to this work and other research that will help inform strategic and operational planning.

By carrying forward the priorities and activities identified in this Comprehensive Community Plan, the Wei Wai Kum Nation will continue to build a healthy community that enriches the lives of each Member economically, intellectually, physically, socially and spiritually.

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Comprehensive Community Planning - Introduction

The CCP handbook defines Comprehensive Community Planning (CCP) as an ongoing process that enables a community to plan its development in a way that meets its needs and aspirations in all aspects of community life. Comprehensive Community Planning is a holistic process undertaken with broad community participation.

A comprehensive approach:

- Enables the community to establish a vision for its future and implement projects to achieve this vision, and
- Helps ensure that community projects and programs are thought through, make sense and are the best use of resources.

Processes that are driven by the community, for the community, are more likely to result in positive change. That's why the CCP process is inclusive and represents the perspectives of all members, whether they live within or outside the reserve community. All members of the nation can offer unique and valuable perspectives on membership needs, values and priorities.



A Comprehensive Community Plan (CCP) provides a vision for the future that addresses key planning areas, all of which are interrelated and interdependent. These are often divided into the categories of:

- governance
- land and resources
- health
- infrastructure development
- culture
- social issues
- economy

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Consideration of all key planning areas through one unified process defines community planning as a holistic and integrated exercise that can lead to sustainable development. Sustainable development is the guiding principle of comprehensive community planning. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.¹



Comprehensive Community Planning is “like a funnel: you work down from the BIG picture (vision) to very specific actions and outcomes.”²

Comprehensive Community Plans typically look at the long-term vision for the nation, articulating a broad, inspirational and aspirational image of the future. A shared vision can generate community energy and commitment to a process of change. In order to enact the vision, the Nation then develops action plans: i.e., strategic plans and operational plans that carry the planning process from vision to specific outcomes. The table below gives an example of the planning process from vision to outcomes.³

COMMUNITY VISION AND VALUES	GOALS	OBJECTIVES	PROJECTS/ ACTIVITIES	OUTCOMES
Strong and effective self-government Accountability, transparency, effectiveness	Refine the organizational/ governance structure of our First Nation by 2017 to support accountability, transparency and effectiveness of government operations	Revise policies and procedures of each department by Dec. 2014 Restructure departments as necessary by Dec. 2016	Establish committee(s) to guide the reorganization process by Dec. 2014	Report on new governance structure and policies, and an action plan that is to be implemented

This Wei Wai Kum First Nation Comprehensive Community Plan:

- Provides a summary of the Nation’s programs, enterprises, demographics, challenges and opportunities
- Summarizes member input from the consultation process

¹ Brundtland Commission, 1987, CCP Handbook

² Ibid. P 36

³ CCP Handbook, P 37

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- Synthesizes a wide range of other research that relates to the Nation and the CCP planning areas
- Suggests planning priorities based on the previous two steps
- Lists actions recommended by members, Council and the CCP Facilitator that could be considered and incorporated into strategic and operational plans
- Is a big-picture, long-term plan intended to initiate further discussion and short- and intermediate-term planning among members, Councillors and employees

Comprehensive Community Planning – Wei Wai Kum History

The Wei Wai Kum First Nation completed a CCP in 2009 and it has provided valuable direction to the Band. Activities conducted as a result of that CCP included the construction of a new Band Office, the renovation of the former Band Office for an expanded, custom-built child care centre, the renovation of the Thunderbird Hall, and increased economic development activity – primarily in retail leasing and the development of a cruise ship terminal.

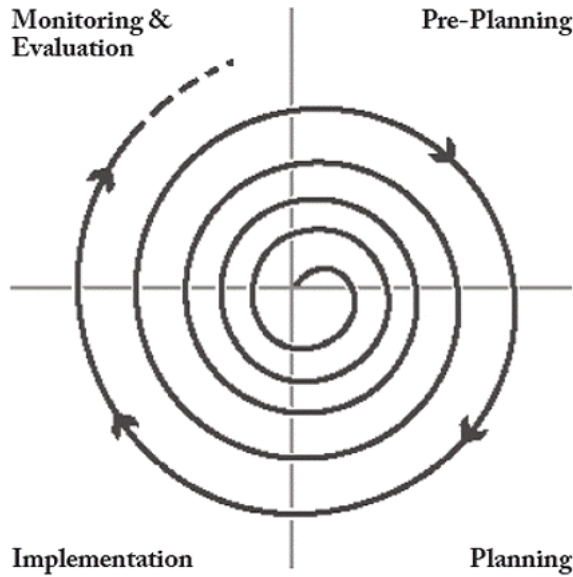
Gradually, however, the 2009 CCP became outdated and was eventually “put on the shelf” – that is, it was no longer referred to, updated or utilized to guide strategic and operational planning.

The Nation began to re-visit the CCP with a planning session with employees and Council members that was held over two days in May, 2016. That session resulted in the hiring of a Communications Coordinator/CCP Facilitator (Stephanie Slater) who began work in mid-July 2016. Revision of the plan was extended into 2018 due to the decision to develop and implement a variety of communication strategies immediately to meet Council’s priority to improve communication and transparency with the Band membership. There was an added delay caused by Stephanie’s assignments to various special projects, including acting as Band Manager for three months.

Comprehensive Community Planning – the Process

As the CCP spiral diagram demonstrates, this work is not linear - it’s a continuous process. With a community like Wei Wai Kum - that first developed a Comprehensive Community Plan in 2009 - the community is often already implementing a program from the earlier planning process while undertaking pre-planning and planning activities to update that 2009 plan.

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Pre-Planning

Part of our pre-planning and also early implementation work focused on Band communications – such as re-designing and adding more content to the Band newsletter and creating a members’ section on the website. The website had to be re-designed to move it onto an updated platform. This offered an opportunity to create a design with the goals of:

- a) Better supporting the information needs of Band members, and;
- b) Incorporating the Liq’wala language and cultural elements.

Pre-planning activities included updating information about the Band and “mapping” community assets, which include infrastructure such as buildings but also businesses, programs, services and partner organizations. The results of some of this research was shared with Band members in the form of newsletter articles and also in the *2016 Year in Review* and *2017 Year in Review* reports, which provided snapshots of the wide scope of the Band’s activities in those years.

CCP Facilitator Stephanie Slater attended a CCP workshop and conference sponsored by Indigenous and Northern Affairs Canada in October, 2016 as well as the 2017 CCP conference.

Planning - Engagement Activities

The current round of CCP planning got underway with a two-day session in May 2016 involving council members and Band employees. The group created a historical timeline of Band milestones over the past 50 years. It also reviewed the priorities and goals from the 2009 plan.

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In the 2009 CCP, 12 categories of priorities had been identified in the following order of priority:

1. Promote Healthy Lifestyles
2. Elders
3. Youth
4. Recreation
5. Education
6. Culture and Language
7. Community Facilities
8. Housing
9. Economic Development
10. Lands and Environmental Resources
11. Safety and Security
12. Governance and Communication



At the May 2016 session, the priorities were re-visited, in some cases re-named, and set in the following order of importance:

- 1) Education
- 2) Economic Development and Employment / Healthy Community (tied)
- 3) Housing
- 4) Culture & Language
- 5) Governance
- 6) Elders
- 7) Lands and Natural Resources
- 8) Youth
- 9) Safety and Security / Community Facilities (tied)
- 10) Communications

Band members were introduced to the new CCP process at the Annual General Meeting in November 2016 and invited to indicate their priorities via “dot-mocracy”. The AGM also included an open discussion session where Band members could make a statement or ask a question about any topic they wished to bring forward as a community priority.



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At community meetings and in informal discussions with Band members, it was clear that protecting and promoting our language and culture is a high priority. Safety and security – particularly relating to drug abuse – was another topic of pressing concern to the on-reserve community.

Community Planning Session – we used a variation of the Open Space technique in March 2017 to encourage maximum participation and to facilitate a flexible and open flow of ideas. Close to two dozen people participated, quickly generating the agenda on the following topics:

- Liq’wala language promotion
- Culture teachings
- Youth-inclusive community activities
- Kwanwatsi Child Care Centre
- Intergenerational Learning
- AGM Accountability
- Employment and Small Business
- Health
- Thunderbird Hall



The belief that a strong sense of language and culture is at the heart of a strong community was the theme that ran through discussions of the first five topics. AGM accountability raised questions about the processes and policies that govern the Annual General Meeting and other community meetings. Band hiring and contracting procedures and programs and services to support employment and small business among Band members was the theme of the next topic. Health covered a wide range – from benefits to elders’ needs. Comments about the hall came in two categories: operations and programming.

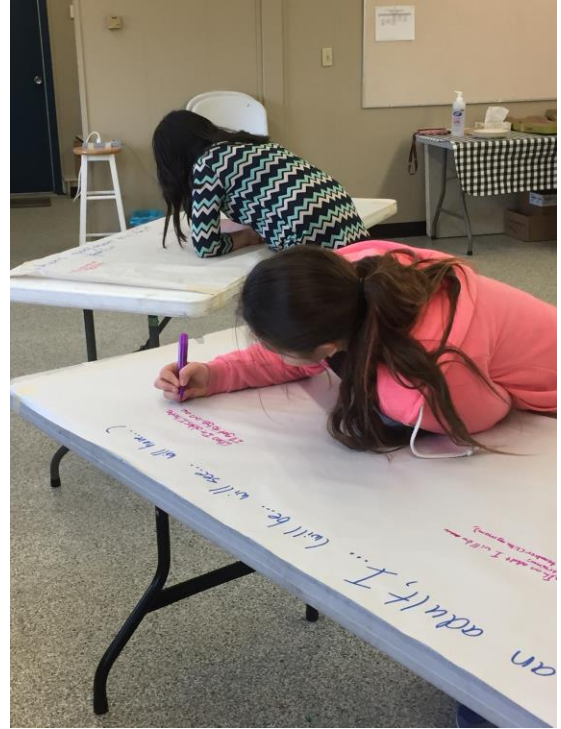
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Youth

A focus group session with five pre-teens. They expressed love and appreciation for family and friends, concern about the (self) harmful behaviours of some of those, an expectation and desire for post-secondary education or training, and an altruistic attitude about creating a better world. They enjoy a variety of physical and other recreational activities and would like to see more of these in their community.

Parents

A focus group session with seven parents of young children attending the Kwanwatsi Child Care Centre. Each participant was unanimously positive about Kwanwatsi and identified various characteristics that contributed to its success and which might be cultivated in other Band activities.



These characteristics included:

- A culturally sensitive program and staff members;
- Affordable service; easily accessible;
- Knowledgeable, trained employees (who between them combine the benefits of on and off-reserve upbringing and experience); and
- A liaison to help children make the transition into the school system.

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Off-Reserve Members – Just over half of the Band’s members live off reserve. In-person CCP sessions were held in Nanaimo and Greater Vancouver to offer this population an opportunity for input as these are the two centres with the highest concentration of off-reserve members.

Participants said they feel members who live off reserve are not treated fairly compared to those who live on reserve (a sentiment regularly stated in the Band’s Facebook forums). In particular, they cited the distribution of:

- Food fish
- Education funding support
- Elk hunting licenses

These members said they would like to be included in community events (e.g., by holding them on weekends or ensuring Elders who live off-reserve are notified and supported in

participate in events such as the annual Elders Gathering) as well as opportunities to engage in cultural and language activities.

Some off-reserve members said they would like to move to the reserve if more housing and job opportunities were available. Some expressed appreciation for the new weekly e-news digest and also for the opportunity to meet with a Band representative in their home community.

Quick-start responses to these sessions were to expand the Band’s food fish distribution to include off-reserve members, with distributions held in 2017 and 2018 in the Lower Mainland and Nanaimo (2017) and Parksville (2018). The Annual General Meetings and community meetings are live-streamed and more Band information is posted online, including job postings and candidate statements for Council elections.

Lands and Housing – a community session was held April 26, 2017 in an open house format. Band staff members, councilors, contractors and members of the Land Committee were present to provide updated information on current programs and projects and receive community input. The Band experimented with a format that featured information stations so people could come and go and ask questions and provide feedback on a variety of topics, including what was known as the 11-lot subdivision, the 35-acre section behind Home Depot, and the 200-acre parcel near the highway that will eventually come into reserve status. Those who attended were also asked for input on a cemetery plan and for their ideas and priorities for future activities.

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The comments were generally negative, with the main criticism being the small size of the lots in the subdivision and the perception that emergency vehicles would have trouble accessing them. The inspiration station generated several comments (submitted electronically from younger Band members who did not attend in person) about the pressing need for affordable housing for young families and also elders. Suggestions included creating more rental housing, townhouses, apartments and co-op housing.

Community Survey – a survey on a wide range of topics was launched in November 2017 in order to assess priorities, generate more ideas and give as many community members as possible an opportunity to participate in the CCP process. This survey generated 241 responses from the 608 Band members who are age 18 and older. This response rate offers a 99 per cent confidence level with a six per cent margin of error – an excellent result. Responses accurately reflect the membership’s demographic in terms of age groups and on and off-reserve status, however there was an over-representation of female respondents. Survey results were analyzed based on gender and significant discrepancies are noted in the report. The results were also analyzed to see where responses differed for members living on and off the reserve.

Survey results will be cited throughout this report and are also summarized and analyzed in a separate report. The following is the response to the question that asked respondents to select their three top priorities for the Nation for the next three to five years. As is evident in the following list, there was a three-way tie for second place and a tie for third.

- 4) Housing options on reserve - 40.5%
- 5) Business development (projects that generate revenue for the nation);
Governance of the Nation; and
Seniors’ Well-being (each selected by approximately 30% of respondents)
- 6) Opportunities for Education / Job Training, and
Well-being of Children and Youth (just over 25% each).

See Appendixes 1 and 2 for the survey results and analysis.

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Community Overview

This section provides a brief demographic and geographic overview of the Wei Wai Kum First Nation.

Membership

Membership as of Dec. 31, 2017:	787
Membership, Campbell River Indian Reserve (IR11):	367 (46.6% of membership)
Membership, off reserve:	420 (53% of membership)

The membership total has increased 22.5 per cent from May 2009, when the 2009 CCP noted that there were 642 members, 303 of them living on reserve.

The on-reserve population of 367 is lowest of five possible population projections for 2018 developed in a forecast model included in the Wei Wai Kum First Nation Land Use Plan Background Report prepared in 2012.⁴ If the on-reserve population growth continues at the same pace this model predicts it will reach 415 in 2023, 462 in 2028, 504 in 2033 and 546 in 2038.

Territory

The Wei Wai Kum Nation includes four reserves on the East Coast of Vancouver Island. The populated community - Campbell River IR 11 - has a total land area of 117 hectares and is located at the mouth of the Campbell River. It abuts the City of Campbell River's downtown commercial area. This reserve is developed with residential housing in two areas of IR 11, community facilities and land used for a variety of commercial activities, including a large shopping mall, marina, fuel dock, several "big box" stores and the Thunderbird Resort and RV Park.

The nation also owns 81 hectares in Campbell River that is in the process of being added to IR11.

The three other reserves are unpopulated and in remote locations where access is by boat or float plane. They are:

- Homayno IR 2 at the head of Heydon Bay on Loughborough Inlet;
- Loughborough IR 3 on the east shore of Loughborough Inlet opposite William Point; and
- Matlaten IR 4 on the Cordero Channel opposite Greene Point

The traditional territory of the Wei Wai Kum First Nation encompasses a much larger area than the reserves. This area includes the islands of Hardwicke, East and West Thurlow, Sonora

⁴ Wei Wai Kum First Nation, Land Use Plan Background Report, January 2015, p 71

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Stuart, Maurelle, Read, Quadra, Mitlenatch, Denman and Hornby as well as the complete watersheds of the Salmon, Campbell, Oyster, Puntledge and Trent Rivers on Vancouver Island and the complete watersheds of Port Neville, Topaz Harbour, Loughborough Inlet, Phillips Arm and Fredrick Arm along with the marine areas of Call Inlet, Bute Inlet and Toba Inlet. There are overlapping or shared claims to some of this territory.⁵

The Nation is at Stage 4 of the B.C. Treaty process, where substantive treaty negotiations take place to identify and define a range of rights and obligations on each of the topics that will form the basis of the treaty.⁶

⁵ Wei Wai Kum/Kwiakah Treaty Society, *Statement of Intent*, Sept. 16, 2014

⁶ BC Treaty Commission, *Six Stages*, <http://www.bctreaty.ca/six-stages>

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Vision Statement

A vision statement focuses on tomorrow and what an organization wants to ultimately become. A mission statement focuses on today and what an organization does to achieve its vision. Both are vital in directing goals.⁷ A vision statement provides a broad, inspirational and aspirational image of the future. A shared vision generates community energy and commitment to a process of change.

Vision statements should be short, specific to the organization, clear and simple enough to be easily understood, aligned to the organization's values, and ambitious enough to be exciting but still achievable.

The 2009 CCP identified the core values for the nation as **respect, unity, trust, and equality**. The vision statement based on those values was:

*The Weiwaikum Nation is a proud and united nation who work together for the health and prosperity of our youth and of each other. We take strength from our elders, our language, and our culture in order to be a healthy community.*⁸

In the CCP survey in 2017-2018, a revised vision statement (edited to make it shorter, grammatical and more inclusive by not naming specific membership groups) was put forward for feedback. Members were asked if the following statement describes their hope for the nation:

The Wei Wai Kum First Nation works to create a healthy and prosperous community, founded on the strength of our language and our culture.

Seventy per cent of respondents said it did reflect their hope for the nation. Agreement was higher among off-reserve members (76%) than those who live on reserve (62%). Comments included suggestions to include reference to respect, truth/integrity, transparency, accountability, our people, leadership, healing, education, off-reserve members, youth. One respondent said the term "prosperity" should be better defined, another noted that the Nation is more than language and culture.

Further research into good vision statements shows they should contain four elements:

- 1) Definition of what the organization does as an outcome (or what it wants to ultimately do) written in the present tense

⁷ Clear Voice, Difference between mission and vision statements: 25 examples, Blog post, Aug. 30, 2017 <https://www.clearvoice.com/blog/difference-between-mission-vision-statement-examples/>

⁸ In the Governance Manual dated Aug. 31, 2015, the vision is stated as: *We are the Wei Wai Kum Nation. Our culture, history and continuing success in social and economic development provide the foundation for our future generations.* The previous website and other Band documents had a statement: *We are open for business and prosperity*, however that seemed to be more of an outward-facing marketing message for potential economic partners while a vision statement is intended to be an internal instrument.

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- 2) State the unique twist that the organization brings to the outcome
- 3) High-level quantification
- 4) Add relatable, human, ‘real world’ aspects. This helps make it more memorable⁹

With this information and the feedback drawn from the survey responses, the following vision statement has been drafted for consideration:

Drawing on the strength and wisdom of our culture, the Wei Wai Kum Nation creates a healthy community that enriches the lives of each Member economically, intellectually, physically, socially and spiritually.

- 1) Outcome: healthy community
- 2) Twist: the strength and wisdom of our culture
- 3) Quantification: each member
- 4) Human connection: economically, intellectually, physically, socially and spiritually.

Healthy community reflects the holistic, First Nations meaning of health and well-being, which the First Nations Regional Health Survey defines as “the total health of the total person within the total environment... The concept of total person involves all dimensions of personhood— body, mind, heart and spirit.”¹⁰ This holistic meaning takes into account the social determinants of health, which will be described in more detail – in both the latter part of the vision statement and in this CCP.

The strength and wisdom of our culture refers to language and traditional practices and teachings, which value: respect in our treatment of each other, the teachings of Elders, the importance of nurturing children, love of family, and the concept of community in which each member is cared for, respected and valued.

Each member indicates that all members are valued and to be treated equitably¹¹

Economically, intellectually, physically, socially and spiritually specifies the various determinants of health that can be measured and which incorporate all the key planning areas identified by the members during the 2009 and 2017-2018 CCPs.

⁹ Cascade, *Write a good vision statement* <https://www.executestategy.net/blog/write-good-vision-statement/>

¹⁰ National Report of the First Nations Regional Health Survey, p 8

¹¹ Note that equitably means fairly, not necessarily “the same.” For example, some program funding is based on on-reserve population, rather than total membership.

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CCP – Quick Start Responses

Quick-start responses are actions implemented before the CCP is finalized. They are responsive to identified needs without sidetracking the planning process. They can help create momentum and support for the CCP by demonstrating the impact it can have even at its most preliminary stages.

Examples of “quick-start” responses to the priorities identified by the Band membership were a drug awareness workshop for youth and parents organized in November 2016 and a community healing event and dinner also held that November. The dinner event was such a success that another was held Feb. 9, 2017 although the event was scaled back due to a large snowstorm that day.

Another example of “quick-start” is that the Band started applying the “lens” of language and culture to every activity, from signage to events. Exciting work is going on in this area on several fronts, including the Kwanwatsi Child Care Centre where language instruction programs were expanded and will be further expanded in September 2018.

Some Band staff members adjusted their work to better reflect these priorities. For example, the Youth Worker incorporated participation in the weekly language classes and the new weekly cultural night into her schedule of programs. Both the Youth and Elders Workers started collaborating more often to bring children and elders together, often for activities that include a cultural component.

As mentioned earlier, the website was re-designed to better highlight the Nation’s culture and to incorporate the Liq’wala language. It was also designed to support goals of information sharing and Council transparency, for example the posting of minutes of community and council meetings. The design featured a function that generates a weekly e-news digest,



drawing on news, event and job postings from the past week. This digest now goes out automatically to every member with an email address registered with the Band (as well as to other subscribers). Previously, people who lived off the reserve had to look up the newsletter on the website, where it was posted in a less reader-friendly PDF format.

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Regarding safety, Council engaged a security firm to conduct night patrols four nights a week. Council is researching other options related to safety.

Council also expanded the annual food fish distribution to include off-reserve members, in response to member feedback.

Sometimes the CCP phases overlap. For example, the Band launched a “Waste Watchers” campaign in late February 2017 to reduce garbage – including illegal dumping – and increase recycling and composting. This goes back to the 2009 CCP where “Our beautiful land” was specified as one of the aspects that “we value most about our Nation.” Working on environmental issues and specifically recycling was also identified as one of the priorities for lands and environmental resources. So when a funding opportunity came up through a waste reduction program from INAC, we applied for it (and were successful).

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Governance

“Effective governance is the foundation upon which our development aspirations must be built.”¹²

This category is listed first because it affects the Nation’s capacity to implement effective action in all the other priority areas and because a majority of the respondents to the CCP survey ranked governance of the Nation as one of the three most important priorities for the Nation to focus on over the next three to five years. Just over half of the respondents (51%) said they were not satisfied with the governance of the nation while 27% said they were. The survey respondents who had an opinion were almost equally divided as to whether they were satisfied with the financial well-being of the nation (just over and under 38% respectively).¹³

First Nations governance is complex and challenging for a variety of reasons that include an archaic structure, a wide breadth of responsibilities, limited resources and – in the case of the Wei Wai Kum Nation – rapid growth in both membership and economic enterprises, three Council by-elections in less than a year, and a recent history of internal conflict that has divided Council, divided the membership, and raised questions among some members about the transparency and accountability of the Band Council.

Background – First Nations Governance

The Indian Act of 1876 designated that First Nations were “Indian Bands” which are defined, in part, as a body of Indians for whose use and benefit in common, lands (reserves) have been set apart. Each band is allowed to have one elected chief and one elected councilor for every 100 band members, with a minimum of two councilors per band and no more than twelve. The elected officials are ultimately accountable to what is now known as Indigenous Services Canada and to federal policy.¹⁴ The structure was designed to eliminate traditional forms of governance and communal approaches to land use and replace it with the westernized system.

“A Band Council has the discretion to exercise the powers granted to it by the Indian Act and by the customs of its band. [A] band council may exercise those powers unilaterally to affect the interests of band members.”¹⁵

¹² Centre for First Nations Governance, *The Five Pillars of Effective Governance*, p 3

¹³ Approximately 20% of respondents said they didn’t know or weren’t sure about these two topics

¹⁴ Indigenous Corporate Training, <https://www.ictinc.ca/blog/first-nation-chiefs-traditional-or-elected-roles-and-responsibilities>

¹⁵ *Ibid*, p. 3

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These powers are such that Band Councils are considered to owe fiduciary duties to their bands and to band members. “A fiduciary owes a duty of loyalty to his beneficiaries, which means to treat them equally, avoid any potential conflicts of interest and reap no personal profit from the relationship. He must always act in the best interests of his beneficiaries and, when doing so, must exercise the care, skill and prudence of an ordinary person.”¹⁶

Council members are often acting in a myriad of fiduciary roles (e.g. as elected officials, trustees, and directors and officers of First Nation-owned corporations). In addition to wearing many hats, Band Councils often deal with extremely difficult issues that have significant social and economic impacts. Not only are they tasked with maintaining the well-being of their citizens, they are also attempting to build or re-build their governments and economic institutions.¹⁷

It is important to note that council’s decisions must be based on serving “the long-term interests of the band as a distinct cultural, economic and political unit.”¹⁸ This means that responsible decision-making may conflict with the wishes of individual band members.

Band council decisions are further complicated by the existence of at least six different types of band funding for which they are responsible.

The Indian Act divides “Indian moneys” between “capital moneys” and “revenue moneys.” The former are derived from the sale of capital assets that belong to the band or lands surrendered to the Crown. The latter are all other moneys collected, received or held by the Crown for the use and benefit of a band. In addition, a band can receive settlement moneys when it resolves a land claim or litigation with the Crown. It also can generate its own income from commercial activities on and off reserve. Finally, when litigation succeeds, a band can obtain damages from the Crown. Each category of money may involve different decisions, different decision-makers and different obligations.¹⁹

Band Councils have the authority to make four types of bylaws:

- 1) General by-laws
- 2) Taxation
- 3) Banning alcohol
- 4) Membership codes

¹⁶ Rich and Hume, p 2

¹⁷ Stacey, Ashley, *BC Case Sets Principles For Good First Nations’ Governance*

¹⁸ Rich and Hume, p 1-2

¹⁹ Ibid, p 7

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In each type, there is a different balance of authority among Council, the community and the federal government.

In summary, the structure of First Nations governance under the Indian Act has led to a tendency for Band Councils to focus more on administration than governance, with activities based on federal government funding opportunities²⁰ rather than aligned with a vision based on community priorities and cultural values. This tendency is exacerbated in the absence of governance training and skills among the leadership and the absence of community planning implemented with strategic and operational plans.

Background – Wei Wai Kum First Nations Governance

Governance as defined under the Indian Act gives Wei Wai Kum the authority to make decisions, create bylaws, and enact tax jurisdiction over Reserve Lands. The power to tax was given in 2003, with the passing of the property taxation and property assessment bylaws. In 2008, Wei Wai Kum was further given the right to “exercise their own jurisdiction, control, and decision-making over lands and resources” by entering into the “The Framework Agreement on First Nation Land Management”.²¹

The Nation, known as Campbell River Indian Band under the Indian Act, has moved away from Indian Act elections to what are known as “custom elections” under the Act. This means the Band has its own Election Code that was approved by members and the federal government. Under this Code, Councillors are elected for staggered terms of four years each (i.e., every two years half of the Council positions are up for election).

The Band has 16 full-time administrative positions and several casual and part-time employees. This does not include the staff at the child care centre (other than the manager); Thunderbird Resort and RV Park; or the Wei Wai Kum House of Treasures, nor the enterprises managed by the CRIBCO Limited Partnership.

The Band built a new administration office that opened in 2015. Over the past few years it has updated information platforms, IT support, the phone system and the website. It purchased a customer service software system in 2017 but has not yet implemented it due to staff shortages. Human resource capacity is lacking in a number of areas and backfilling for absent employees has been a particular challenge over the past year. While progress has been made in some areas, it has also stalled in others due to staff shortages or lack of human resource capacity. The long-term absence of the housing officer in a one-person land and housing department has been a particular frustration to members.

²⁰ Centre for First Nations Governance, *Five Pillars*, p 13

²¹ Wei Wai Kum First Nation, *Land Use Plan, Background Report*, January 2015

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The following are factors that currently affect the Nation’s governance and administrative structures and activities:

- The Election Code is due for review and must be ratified by the membership before any changes are effective. Council had decided to undertake this review in-house through one of its Councillors, however that work has not started²² and therefore may not be completed and ratified before the next Council elections in February, 2019
- The Wei Wai Kum Election Code contains some discrepancies; some elements not aligned with several new governance policies; and some elements that are open to interpretation. Timelines regarding by-elections and arbitration hearings have been found to be constrictive in practice.
- The Code allows Band employees to be Councillors and as many as four Councillors at a time are or have also been employees (housing; home-school liaison; economic development,²³ and marina management). Three of these Councillors were on long-term leaves from their jobs and Council positions – including a prolonged period when all three were away at the same time.
- Long-time Chief Bob Pollard vacated his Council seat under the Election Code’s requirements that triggered this declaration after an absence of six months or more (due to health issues).
- Three other Councilors resigned in the space of one year, triggering two by-elections (the third resignation came too close to the next round Council elections to trigger a by-election)
- Following a series of investigations, the Election Code was enacted by Council, working with a lawyer, in 2018 to remove a Councilor from office for breach of fiduciary duty²⁴
- A group of community members who had their petition to remove a Councilor rejected by the arbitrator complained that the rejection was based on technicalities and requirements not specified in the Code – at least in a way that is apparent to a lay person
- Council has received complaints about the behaviour of several Councilors (from Band members, a Councilor and staff members) to which it has yet to respond
- A revised set of governance policies was approved by Council in October, 2016 however some sections have yet to be finalized
- Financial, operations, and personnel policies have all been either written or revised within the past year, however they have not yet been fully reviewed or passed by Council

²² One reason is that that Councilor is now the Chief

²³ Chief Robert Pollard acted as a part-time EDO

²⁴ He resigned before the arbitration hearing set under the Code.

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- At one point in 2017-2018, six of the 16 full-time Band employee positions were vacant due to employees leaving the job or being on extended leave. The Band Manager has been on leave since February, 2018 and is expected to be away until the end of the year. The Housing Administrator was away for an extended period over two years.
- The website platform and staffing changes had been put in place to allow Council to post documents such as Council minutes, agendas, and transcripts and reports of other meetings. These postings have fallen behind due to staff shortages, even though this breaches some information requirements mandated by the Election Code
- Bylaws haven't been recently reviewed and most are not posted on the website because they were not stored in the Band's newest data drive
- Some employees have expressed concern that the Band's salary levels are below industry standards and that there are gender inequities in salary levels
- An operational review is planned

Recommendations:

Governance

- Provide governance training for Councilors and also for Band members who may be interested in running for Council or a director position on one of the Band's entities
- Consider ways to facilitate Council service of Band members who live off-reserve or otherwise can't readily attend day-time, weekday Council meetings, for example:
 - By holding Council meetings in the evenings, as do municipal Councils
 - Setting aside one or more Council seats for an off-reserve member
 - Eliminating the requirement that Councilors must be physically present for meetings
- Immediately begin the process (involving community consultation) to revise the Wei Wai Kum Election Code so that if it can't be ratified before the next election it could be ratified at that time. Do not have this work carried out by a Councilor to avoid the perception of conflict of interest. Consider the following options:
 - Remove details about Council proceedings, instead transferring those to governance policies. Keep the Election Code "big picture." This will allow Council to make minor changes, such as allowing teleconference participation in meetings, without having to go to the membership for ratification
 - Disallow employees from holding Council positions. This would better protect the organization if the individual becomes ill or otherwise cannot perform their duties in both roles for a prolonged period.
 - Revert to three-year terms and not stagger the terms. Four years is a big commitment, a shorter term might be less intimidating to potential candidates. The idea of staggered terms is to allow continuity of knowledge as people go off

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Council, however many Councillors hold office for multiple terms or return to office after an absence so this may not be as big a concern as it might be in other organizations

- Establish online voting. This is possible now with the upgrade of the Nation’s website
- Hold an all-candidates forum before each Council election, broadcast by live cam and scheduled well in advance of the deadline for mail-in ballots
- Continue the planning process initiated by this CCP by working with employees to create strategic and operational plans that are SMART (Specific, Measurable, Achievable, Relevant and Time-bound) and that are used to measure progress on a regular basis
- Consider establishing a Youth Council and Elders Council and a way to liaise with hereditary chiefs and – particularly in the case of youth – to foster interest and understanding that may lead to participation on Council
- Create a Reconciliation portfolio on Council to consider the Calls to Action of the Truth and Reconciliation Commission that could apply to the Nation
- Hold information forums for members on topics such as the Auditor’s Report (this particular action has been promised at the last two Annual General Meetings) and governance (questions and comments at the AGMs, for example, reveal misunderstandings about some aspects of governance and the roles and responsibilities of Councillors)
- Explore ways to engage members and get their feedback that go beyond the traditional meeting format, e.g., short online polls, online discussion forums, open houses, Open Space workshops

Administration

- Complete a comprehensive operational review to assess organizational capacity, including staffing levels, salaries (including gender equity and industry standards), individual capacity, and training needs. Consider the following options:
 - Add a full-time Executive Assistant. This role has been combined with the Education Coordinator role but was never intended to be utilized to support Council minute-taking and daily administration such as letter-writing, filing, and research. This has led to the Band Manager and Communication Coordinator/CCP facilitator taking on much of this work, which is not generally a good use of their skill set. It has also led to Council being under-supported in terms of research and other activities to plan and implement special projects and facilitate key decisions
 - Organize employees into departments. Advantages include: fewer direct reports to the Band Manager; more internal support and back-up; and the opportunity to add or develop more internal leadership and management capacity

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- Hire one or more Economic Development Officers (EDO). This role needs to be separated from the Council portfolio in order to better share and act on information and opportunities. A successful EDO will more than earn his/her salary in investment over the long term. Partial funding is available for this role in any case
- Expand the Land and Housing department. Consider calling it Land, Housing and Community Infrastructure. (Community Infrastructure would include community assets such as Thunderbird Hall, whereas the Economic Development department could be responsible for commercial infrastructure)
- Create a Culture Officer position to help align Band activities and services with culture and language and to help enact reconciliation and healing activities as recommended in the Calls to Action of the Truth and Reconciliation Commission
- Create a Social Development department that would include social assistance and development; Youth Worker; Elders Worker; and Culture Officer; with additional support for social assistance. The Education Coordinator and Home School Liaison Officer might be included in this department as a reflection of the integrated nature of much of this work
- Make the Education Coordinator a full-time position. This reflects changes in the role and the growth of the Band’s membership and the resulting increase in demand for the Band’s education programs
- Create a Project Manager position to coordinate special projects as needed, e.g., oversee the development of the 200-acre site
- Review and update all bylaws. Post bylaws on the website
- Implement the customer service software

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Economic Development

“First Nations must reduce the dependency on any one funding source, and work toward generating their own revenues.”²⁵

Economic development is a critical component to any First Nation's ability to achieve true self-reliance and determine their path of building and strengthening wellbeing of the Nation and its members. The improvement of a First Nation's wellbeing is truly a holistic journey, and the importance of First Nation economic development activities as part of this process is critical to achieving common goals of healthy, sustainable, prosperous and independent First Nations.²⁶

Wei Wai Kum Band members ranked economic development (defined as projects that generate revenue for the Nation) as one of their top three priorities. Overall, it was ranked second (31% of respondents selected it, just edging out governance at 30.4% and seniors' well-being at 29.4%). Members who live off reserve selected it as their top priority (39%).

Economic development was separated in the survey from “promoting and/or providing job opportunities for members,” which was ranked as one of the top three priorities by 16% of survey respondents, although 22% of male respondents said it was one of their top priorities.

Background – General

Wei Wai Kum's centre is located in Campbell River, the second largest city on Vancouver Island outside the Victoria metropolitan area. Campbell River has a population of just over 37,500²⁷ and serves as an urban centre for approximately 60,000 living and working in the region. The growth and redevelopment of downtown Campbell River provides opportunities for development on Campbell River Indian Reserve 11.

While some historic stalwarts of the regional economy, such as mining and sawmilling, have declined markedly over the past decade or more, others are growing or reviving and need workers. A survey of labour market trends by Nanwakolas Council in 2016 identified current and future employment opportunities in: forestry, tourism, aquaculture, retail services, construction, health care and mining. The City of Campbell River lists aerospace, forestry, aquaculture and high technology and creative industries as “target industry sectors” the city

²⁵Centre for First Nations Governance, *The Five Pillars*, p 15

²⁶ <http://www.nanwakolas.com/economic-development-nanwakolas-council-british-columbia-native-people-first-nations>

²⁷ City of Campbell River, *Discover Campbell River*, website

<http://www.campbellriver.ca/discover-campbell-river/about-campbell-river>

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wants to encourage²⁸. It should be noted that while three seafood companies have their North American head offices in Campbell River and are major employers in the community, the fish farm sector is controversial among members of the Wei Wai Kum. Members who attended a community meeting on the subject in November, 2017 unanimously called for their nations²⁹ to oppose open net fish farms and the Wei Wai Kum Council subsequently directed its fisheries portfolio holder to develop a strategy to remove fish farms from the territory.³⁰

Background – Wei Wai Kum

The Wei Wai Kum Nation is a leader in economic development and has capitalized on its land with significant development projects that form a major part of the Campbell River downtown area. The nation has a variety of Band-owned enterprises and economic partnerships. These include:

A-Tlegay Fisheries Society

A limited partnership that helps its five member nations preserve and exercise their aboriginal fishing rights throughout their territories. While not primarily an economic development organization, A-Tlegay provides contract services in environmental monitoring, habitat assessment and restoration, catch monitoring, and surveys of marine species.

CRIBCO Forest Products Ltd.

Harvests timber for sale. Holds three forest tenures: a non-replicable forest license; woodlot license; and a First Nations Woodland license.

Discovery Crescent Shopping Centre

A compact commercial development on Island Highway across from Discovery Harbour Shopping Centre (near the Band administration office). There are currently development opportunities for two additional buildings.

Discovery Harbour Fuel Sales

Provides supplies and service for marine customers – both commercial and recreational.

Discovery Harbour Marina

²⁸ City of Campbell River, City of Campbell River 2016 Community Profile, Oct. 2016
http://www.campbellriver.ca/docs/default-source/business-economy/campbell-river-community-profile.pdf?sfvrsn=389b6008_4

²⁹ The meeting was for We Wai Kai as well as Wei Wai Kum members. The We Wai Kai Council has not adopted a position against fish farms.

³⁰ Dec. 5, 2017 Council Minutes, p2,
<https://weiwaikum.ca/wp-content/uploads/2017/12/31-Dec.-5-Council-Minutes.pdf>

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The largest full-service marina in B.C. north of Vancouver.

Discovery Harbour Shopping Centre

The region’s major shopping, with more than 40 shops, services, banks and restaurants. The centre had included a Target store and is still negotiating with potential clients to try to lease that space. The Centre is a partnership with Northwest properties. One-third of it is on reserve land.

Laich-Kwil-Tach Environmental Assessments

A limited partnership with the We Wai Kai First Nation that conducts environmental assessments for BC Hydro.

Thunderbird RV Park & Resort

Offers year-round accommodation with serviced RV sites and four self-contained cottages.

Wei Wai Kum House of Treasures

Gift shop and gallery located in the Discovery Harbour Shopping Centre.

Wei Wai Kum Net Loft

Serves the local fishing sector with affordable services, indoor and outdoor storage, and a sheet wall. Has more than \$250,000 dollars in receivables owing, in part due to the contention of some Band members and other clients that the facility should provide services to them for free.

Governance Structures

The marina and Discovery Harbour Fuel Sales are administered by the CRIBCO Limited Partnership, which is made up of WeiWaiKum General Partner Limited (WGP) and the Campbell River Indian Band. WGP is a taxable Canadian corporation that owns .0001% of the units. Campbell River Indian Band gets 99.9999% of the net income. The amount that flows to the Band is tax-free through the First Nations Exemption. This structure also ensures that any liability of the entities in the partnership rests with the general partner.

There is inconsistency of governance among the various Band-owned for-profit entities. Some, such as the House of Treasures and the RV Park, report directly to the Band. There are other boards and structures to manage the Nation’s forestry activities and various commercial land holdings and partnerships. This proliferation of governance structures has led to some confusion and does not appear to be efficient. Some Band members have expressed concern that they cannot readily understand or have access to information about the various Band-

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owned enterprises or partnerships.

Commercial Property

The nation has commercial leases for Home Depot and Walmart on land east of the Discovery Harbour Shopping Centre and for Telus on the parcel of land in the southwest corner of the reserve along 16th Avenue, Shoppers Row and Old Spit Road. Nyrstar, which had operated the Myra Falls multi-metal mine southwest of Campbell River, leases a site that it had used as a deep-sea port load-out facility for copper and zinc ore mine waste. The mine is not currently operating but Nyrstar continues to pay its lease.

The Nation has a 10-year servicing agreement with the City of Campbell River signed in July 2013 whereby the City provides water and sewer services as well as fire protection, animal control and building inspection services for commercial properties.

The Nation is also a partner with the City of Campbell River in a cruise ship terminal that opened in 2007 but never reached the 10 to 14 annual ship visits necessary to break even. The Nation’s investment in the \$16 million facility was limited to \$750,000 (most funding came from the federal and provincial governments) though the Band must continue to pay about \$20,000 annually for its share of the water lot lease. There has been no cruise activity for several years and industry projections are no longer optimistic for attracting cruise ship traffic away from Victoria and Vancouver.

Economic Development and Employment Strategies

Wei Wai Kum also pursues regional economic development opportunities through its membership in the Nanwakolas Council, which is made up of six-member First Nations whose traditional territories are located in the Northern Vancouver Island and the adjacent South Central Coast areas of B.C.

A planning process carried out by Nanwakolas in 2014 among five member nations, including Wei Wai Kum, identified a common interest in supporting members with attaining meaningful employment and associated training opportunities.³¹ The Council developed a five-year training and employment strategy in July 2016 that aims to ensure a “higher level of inclusion of Nanwakolas member First Nations band member in local and regional employment.”³² The Nation has lacked staff capacity to liaise with Nanwakolas and implement aspects of this strategy.

³¹ Nanwakolas Council, Nanwakolas Training and Employment Strategy, p iii, July 2016, <http://www.nanwakolas.com/sites/default/files/Nanwakolas%20Training%20and%20Employment%20Strategy%20July%202016%20FINAL.pdf>

³² Ibid

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Property and Taxation Bylaw

Since 2003, Wei Wai Kum has had its own Property Assessment and Taxation Bylaw. This bylaw enables the Nation to have tax jurisdiction over Reserve lands. Wei Wai Kum has a Taxation Department that administers the taxation bylaws and collects property taxes from retail and commercial enterprises located on Wei Wai Kum Lands. These include:

- Fortis
- Great Canadian Oil Change
- Home Depot
- Northwest Realty
- Nyrstar
- Shaw
- Telus
- Walmart

The revenues collected through this bylaw are used for service delivery to the commercial tenants, which includes fire protection, water and sewer infrastructure, road maintenance, and bylaw enforcement. Revenues are also used for community enhancement projects, which have included but are not limited to:

- Upgrading the Big House
- Renovate Thunderbird Hall
- Elders Programs
- Youth Programs
- Culture Programs
- Recreation facilities and
- Infrastructure upgrades and expansion³³

Potential Economic Development Projects

Riverside Property – In January 2017, Council approved a Land Code Additions Law that added a 35-acre parcel of land behind Home Depot to reserve status. This site – called Riverside for the purpose of planning – is considered “previously disturbed” land (so-called because it was a former TimberWest log sort location). It has also been referred to as the River Village Site. It is adjacent the Campbell River estuary. The Riverside Property is a key piece of land with significant development potential that could generate substantial revenues for the nation.

The site has been reviewed at various times in recent years to assess its development options. The most recent proposal for the site is for a medium density (e.g, townhomes and/or condominiums) residential complex combined with a marina and restaurant-pub integrated

³³ Wei Wai Kum First Nation, *Land Use Plan, Background Report*, January 2015

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with parks and open space and possibly recreational facilities. This idea has not yet been widely explored with band members. Further federal funding to develop the site is available through the Community Opportunities Readiness Program (CORP). This program can potentially provide Wei Wai Kum with millions of dollars for infrastructure development (e.g., roads, water, sewer), though only for what is considered the most appropriate use of the property. This means a mixed use medium density housing development with a commercial retail component would likely qualify but a low-density housing development would not.

Waterfront Site - The City of Campbell River is exploring options for a 3.5-acre site it owns on the waterfront at the corner of Highway 19A and Roberts Reach. The site is next to two lots owned by the Nation through Discovery Harbour Holdings (1314 and 1310 Island Highway). The city has led a public consultation process and determined it would like its land to be part of a continuous public-access and recreation waterfront system. Its draft proposed concept is to keep more than 60 per cent of the space as an urban park and also build a mixed-use building that could include facilities such as a Salmon Centre of Excellence, conference centre, concert hall, floating aquarium, market and art centre, etc. The city would like to partner with the Nation in the development of this area, including the Nation’s two lots in whatever development is pursued.

200 Acres – The Wei Wai Kum First Nation bought 81 hectares (commonly referred to as the 200 acres) of land in 2010. It is in six parcels west of Island Highway, just south of the We Wai Kai Nation’s Quinsam Reserve. While intended primarily for Member housing once it is added to reserve status (see the land and housing section), the site could also be considered for some commercial retail use that might provide useful services to the members who eventually live there.

Remote Reserves – The remote Reserve lands are located just north of the Sunshine Coast, which is considered a major tourist destination for boaters, wildlife enthusiasts, and outdoor recreationists. It’s possible the land could be a suitable site for one or more eco-tourism initiatives. Access to these lands is via personal or chartered boat or floatplane, which is both a barrier to activity and an asset when marketing a wilderness experience.

Internal Economic Development Capacity - The Band has not had a full-time Economic Development Officer for several years. The role had been filled on a part-time basis by former Chief Robert Pollard. His prolonged absence due to illness, followed by his departure from office, left a knowledge gap within the Band. In any case, the Band lacks the staff to support Council’s vision and directions for economic development, particularly with the prolonged absence of the land and housing administrator, who had carried out some of this work.

Recommendations

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The Nation would benefit from pursuing a vigorous economic development program with the goal of increasing the band’s sole source revenues and building on the success of its existing enterprises. This revenue will help the Band continue to reduce dependency on federal funding and allow it to more freely pursue its goals. Actions to consider:

- Complete the consultation and planning required to develop the Riverside property
- Research the viability of creating an office building. While Campbell River is currently over-supplied with commercial property, there is demand from Aboriginal organizations to rent office space on reserve land and Wei Wai Kum’s central location makes it well positioned to meet this demand.
- Explore options for the cruise ship terminal, perhaps in conjunction with the City’s plans for the downtown waterfront site
- Explore eco-tourism opportunities for the remote reserves
- Explore commercial-retail options as part of overall planning for the 200-acre site
- Assess the governance structures of the Nation’s for-profit entities with the goal of establishing a standard structure, possibly through a single corporate entity with its own staff
- Hire one or more full-time Economic Development Officers (EDO) who would lead work on the above activities and also:
 - Identify and research other economic development opportunities and potential partners
 - Liaise with existing partners and monitor and support existing enterprises
 - Act as the Nation’s representative in member organizations such as Nanwakolas
 - Engage with other stakeholders who share a regional economic development mandate, e.g., governments, associations, economic development organizations, training and employment organizations
 - Facilitate information sharing and consultation with the membership about economic activities
- Expand staff capacity to play a more proactive role in job training, skills development, education, and other planning, programming and coordination with regional partners required in order to expand employment opportunities for Band members.

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Language and Culture

“...language and culture are intrinsically linked to each other and to First Nations Traditional Territories. As such, these languages and cultures contain unique knowledge for that particular territory, culture and people that can be lost when the words are translated to English or French.”³⁴

When asked about their connection to culture, 58 per cent of the CCP survey respondents reported satisfaction while 37 per cent reported dissatisfaction. Not surprisingly, more members who live on reserve reported being satisfied with their connection to culture (54% agree, 17% strongly agree). Of those who live off the reserve and outside Campbell River, 39% agreed and 4% strongly agreed with that statement.

A significant number of respondents participate in cultural activities, with traditional food preparation (44%) and resource harvesting (41%) being the top two. Just over 23% reported that they are currently learning or can speak at least some Liq’wala or Kwakwala.

Respondents expressed a strong interest in being more active in cultural activities, with learning or speaking the language ranked as the top priority (55.5% of respondents). This is a lower rate than that found by the Liq’wala Language Revitalization Committee when it conducted a language survey in late 2015 among its three member nations: Weiwaikum, Wewaikai and Kwiakah.³⁵ Of the 389 respondents, 76.6 per cent said they would be interested in learning the language. The top two reasons given for wanting to do so were to keep the language and culture alive (66.7%) and “because learning the language is vital to my culture and identity” (64%).

Background – General

The Calls to Action of the Report of the Truth and Reconciliation Commission of Canada says “Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.”³⁶

³⁴ (Battiste, 2010; McIvor et al., 2009). *National Report of the First Nations Regional Health Survey Phase 3: Volume Two*, PP. 52-53.

³⁵ To the survey question “How well do you speak the language?” nearly half (49.6%) said they know some vocabulary but can’t speak sentences, 30 per cent said “not at all,” 13 per cent said “Not very well, know a lot of words and phrases but have difficulties communicating,” 5.4 per cent said “somewhat fluently,” and just under one per cent said they could speak it fluently.

³⁶ Truth and Reconciliation Commission of Canada, *Truth and Reconciliation Commission of Canada, Calls to Action*, 2012, p 6

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Research has concluded that “there is a need to continue to increase the number of people who can speak a First Nations language at intermediate or fluent levels, as the languages hold valuable knowledge that will be lost if these are not continually being taught and spoken.”³⁷ Research has also verified what many Wei Wai Kum members feel, which is that “engaging in cultural events can also increase the use of First Nations languages, as many cultural activities are founded within First Nations languages.”³⁸

One vehicle for continued revitalization of language and culture is through early childhood education programs like Aboriginal Head Start on Reserve (AHSOR). Results from the *National Report of the First Nations Regional Health Survey (Phase 3)* show that prior attendance at an AHSOR is significantly associated with a greater connection to language and culture among First Nations children and youth... Compared to First Nations children who have never attended an AHSOR, a higher percentage of children who have attended had any knowledge of a First Nations language (76.9% compared to 61.2%), always or almost always participated in community cultural events (34.3% compared to 20.9%), participated in traditional activities on a weekly basis outside of school hours (21.9% compared to 7.7%) and had eaten traditional foods in the year prior to the survey (95.7% compared to 87%)³⁹

Research has also confirmed conclusively that a healthy connection to one’s culture is an important social determinant of health and a helpful force in healing the inter-generational trauma that is the legacy of the cultural genocide perpetrated on Canada’s Indigenous peoples.

Background – Wei Wai Kum

The traditional language of the Laich-Kwil-Tach people is Liq’wala. Liq’wala is an endangered dialect with few remaining fluent speakers. Less than *one per cent* of the respondents to the survey conducted by the Liq’wala Language Revitalization Committee reported that they considered themselves fluent in the language.

The Wei Wai Kum Nation supports the development of projects that maintain and revive the Liq’wala language and the traditional culture of the Liqwiltokw communities. This support includes funding the activities of external organizations such as the Laichwiltach Family Life Society, participation in education, health and civic advisory groups, activities incorporated into Youth and Elder programs, and the incorporation of traditional art into Nation-owned infrastructure.

The Nation supports the work of the Liq’wala Language Revitalization Committee to revitalize, promote and preserve the Liq’wala language through school programs, curriculum development, community language programs, language retreats, language camps, and cultural

³⁷ Battiste et al, *Health Survey*, ppS 52-53

³⁸ Ibid, p 54.

³⁹ Ibid, pp 37 - 38

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workshops. The committee is made up of volunteers and has had to curtail some of its activities due to the lack of volunteer availability to organize events, despite the availability of some federal funding to support them (e.g., a weekend Culture Camp held in 2017).

A particular success story in the nation is Kwanwatsi Child Care Centre, which has a strong focus on language and culture. Most recent activities in this area include the construction of a “mini Big House” to reinforce cultural awareness and pride and the approval of increased funding (for a three-year period that will start in September 2018) from the Language Nest Program offered by the First Peoples’ Cultural Council. In Language Nests, young children are immersed in the language, parents are encouraged to participate, and staff, volunteers, and Elders carry out daily activities in the language with the children.

Members of the Wei Wai Kum and We Wai Kai Band Councils have held meetings with representatives of a Korean technology company that would like to partner with the nations in an innovative language education project to develop language courses that can be delivered by teachers who may not speak the language themselves. This project has not proceeded due to lack of federal funding.

Recommendations

It is important that our Liqwiltokw nation continue to maintain our language as a living and evolving part of our communities. While “promoting the language” was not one of the top three priorities listed by respondents to the Wei Wai Kum general survey, a majority of respondents said they wanted to learn the language, as did the majority of respondents to the language committee’s survey. Language and culture were also the focus of six of the nine topics set by members at the 2017 community planning meeting (and many of the recommendations below were generated at that meeting).

Given the intrinsic importance of a living language to preserving the culture and contributing to the overall health of a nation – and given that Liq’wala is an endangered language with the majority of its fluent speakers in the latter years of their lives – it is imperative that the nation make language and culture a high priority. It can do so by considering the following actions:

- Provide funding resources to language and culture activities even if external funding sources are not available, e.g., for the Korean technology project
- Consider every program and activity offered by the Band through a language and culture “lens”
- Create a dedicated space, e.g., a resource centre for culture, food, videos, resource materials, etc.
- Support the development and use of a phonetic version of the language
- Explore ways to incorporate cultural factors into Council decision-making

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- Support the development of courses and resources, especially using video and online formats
- Support language and culture activities for adults, including those who live outside Campbell River
- Partner with the other Liqwiltokw and Kwakwaka'wakw nations, using both internal and external resources, to promote language and culture activities and programs
- Provide staff support to the Liq'wala Language Committee
- Support community events and ceremonies, for example:
 - Welcome back (for off-reserve, new members, etc.)
 - First salmon
 - Coming of age
 - Births
- Hire a Culture Officer to facilitate these and other activities

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Housing

Housing issues, including affordability, availability and quality, are affecting diverse populations across all age groups.... These issues have a tremendous impact on the health and well-being of individuals and communities. Living in housing that is temporary or insecure can cause mental distress, while unsuitable housing that is overcrowded or unsafe can result in higher risk of illness and chronic stress. High housing costs also result in less spending on nutritious food, recreation and social opportunities that support well-being. These negative health outcomes disproportionately burden those who are often under-served in our communities, including women fleeing violence, people living with low income, people with mental health or substance abuse challenges, and people living with disabilities.⁴⁰

In the CCP community meetings, in conversations between band members and Councillors or Band employees, and in the CCP survey, housing emerges as a key priority for Band members. When asked to select three top priorities for the next three to five years, respondents to the CCP survey rated *housing options on reserve* their top priority (rated as a top three priority by 40.5%). It was the top priority for members who live on reserve and the third-ranked priority for members who live off reserve outside Campbell River.

It is interesting to note that the majority of CCP survey respondents said they were satisfied with their own housing. Even the category with the lowest level of satisfaction – affordability – only had 13 per cent of respondents rate their housing as poor. While the survey probably does not reflect the circumstances of the most vulnerable members of the nation, this level of satisfaction seems at odds with the persistent demand for more housing options on reserve

However, members want to see more housing on the reserve for their family members, they want more options for affordable housing, and they want more housing suitable for the needs of aging Elders. Some members who live off reserve say they want to be able to move to the reserve for a variety of reasons: to be closer to family, to be more connected to their culture, to receive free land, and to take advantage of programs and services offered on reserve. Some members who live outside Campbell River say they would like to move home if there were more job opportunities in the region.

Housing Background – General

A regional housing needs assessment conducted by the Strathcona Regional Health Network found the following:

- Population in Strathcona Region grew by 6% between 2006 and 2016, reaching 44,671 in 2016. Campbell River experienced a 10% population growth.
- 22% of area residents are 65 or older, a higher proportion than for BC and Canada

⁴⁰ Strathcona Community Health Network, *Regional Housing Needs Assessment, Part 2: Community Engagement Summary Report*, June 20, 2018, p 3

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- The region has lower median⁴¹ incomes than B.C. and Canada and a higher unemployment rate (10%) than BC (7%) and Canada (8%)
- The median income in Campbell River is \$64,465
- There is a high proportion of children and youth who live in households making less than the low-income cut-off, which may indicate child poverty
- The majority of housing in the region is single detached dwellings
- Housing prices in Campbell River have increased quickly since 2015. The median price of a single family home is now just under \$400,000
- The estimated monthly ownership cost⁴² for a single detached dwelling in Campbell River is \$1,178, for an apartment condominium it is \$1,216
- The rental vacancy rate has decreased to 1.3% in 2017 in Campbell River and rents have been increasing since 2005
- There is a significant affordability challenge for single-parent families and individuals with median or below median incomes
- 13% of Aboriginal people looking to rent in Campbell River (off the reserve) reported being refused rental housing “for reasons such as cultural identity, having young children, and having a child with a disability” compared to 4% of non-Indigenous respondents. Another 19% were unsure if they had been refused housing as a result of discrimination, compared to 7% for non-Indigenous respondents
- There is a significant need for low-barrier housing - which places a limited number of expectations on residents⁴³ - and low-income housing⁴⁴

Background – Wei Wai Kum

Housing services offered by the Band include:

- Non-profit rentals (includes rent-to-own properties, a six-plex for affordable housing, three Elders’ units, and three new Elders’ duplexes that haven’t been occupied at the time this report was written)
- CP (Certificate of Possession) allocations
- Land allotments
- Development, e.g., Old Island Highway subdivision

⁴¹ Median refers to the mid-point – in this case half of the residents in the region have incomes higher than the median and half have incomes that are lower

⁴² Strathcona Community Health Network, *Regional Housing Needs Assessment, Part 2: Community Engagement Summary Report*, June 20, 2018. Estimate based on five-year fixed mortgage rate of 3.5%, 25-year amortization, monthly payments and an estimated total of \$300 for utilities, phone and insurance

⁴³ Low-barrier housing is often seen as an interim housing option that allows residents to build the skills they need to enter the traditional housing sector. PP 23-24

⁴⁴ Designed to be affordable, usually through subsidy, for those experiencing a financial difficulty, Ibid

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- Administration of the CMHC (Canada Mortgage and Housing Corporation) renovation grant program
- Advice and assistance for credit and grant applications
- Garbage and recycling collection

Land Code

The Wei Wai Kum First Nation (Campbell River Indian Band) has a Land Code – ratified in 2012 – that replaced the land management provisions of the Indian Act. The Land Code was developed based on the Framework Agreement of First Nations Land Management, which is a government-to-government agreement with Canada that allows First Nations to resume and exercise their own jurisdiction, control and decision-making over their lands and resources.

The benefits of a land code to the Band include the ability to make timely business and administrative decisions without having to go to the federal government for approval. It enables the Nation to enact and enforce sound environmental management and protection laws. It also protects the Nation against arbitrary expropriation of our reserve lands.

The Framework agreement does not affect any treaty rights or Aboriginal rights.

Land Management under a land code includes:

- Interests and licenses for land and natural resources
- Revenue and expenditures
- Zoning, land use, subdivisions, land development
- Environmental Assessment
- Environmental Protection
- Transfers, including wills and estates
- Matrimonial property
- Dispute resolution
- Enforcement
- Administration and accountability, including conflict of interest rules and delegated authority

The Land Code requires the creation of a Land Use Plan. One has been drafted but has yet to be ratified by Council and taken to the membership for its ratification. The Land Use Plan and another document called the Land Use Plan Background Report represent extensive research, community consultation, historical context and planning. The Land Use Plan articulates guiding principles and goals for housing and land development, including the need for a mix of choices in the type, tenure and cost of housing that will support all age and income groups, renters, and household types.

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While some elements of the plan may require further community feedback, the main challenge is that implementation has been at a standstill due to the prolonged absence of the Lands Officer as well as the absence of the Councillor who held the land and housing portfolio and chaired the Land Committee. On the positive side, most planning and review has been completed and the plan is very close to a state where it can be shared with the community and then brought forward for community ratification.

200 Acres – In 2010, Council made a strategic decision to purchase 200 acres (81 hectares) to help deal with the urgent shortage of housing for Members. The land is in six parcels west of Island Highway, just south of the We Wai Kai Quinsam Reserve

The Band has worked to get this land added to reserve status ever since 2010, however there are many steps to be done for that to take place. One of the steps is to remove all of the many “encumbrances” that had been attached to this land. This refers to mortgages, easements, rights of way, rights of first refusal, restrictive covenants and others. This process has taken much longer than anticipated. At this point, all the encumbrances have been removed except for a right-of-way held by Island Timberlands through one corner of one of the parcels.

Regardless, the Nation can plan the development of this land at any time and it would be advantageous to do so in order to be prepared to start work as soon as the land receives reserve status.

This land represents a tremendous opportunity for the Nation to plan a development that meets its housing – and possibly other infrastructure needs – for the foreseeable future. Starting from scratch like this offers almost unprecedented possibilities to envision and create a community that meets the membership’s needs and reflects its values. This could entail:

- Environmental innovations, such as Passive Housing techniques
- Design that reflects the culture
- Safety features
- Community infrastructure such as community garden, car-sharing, bike /maintenance repair station, electric car charging, community kitchen, fish cleaning station, playground and other recreation assets such as trails and facilities
- A community centre to house the Band’s various programs (as identified throughout this report)
- A range of housing to meet the needs of different segments of the membership, including low-barrier, affordable, and supportive care for the elderly and those with disabilities/chronic illnesses

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Recommendations:

As noted, the Land Use Plan and related Background Report provide a breadth of information and articulate a detailed vision for land and housing development. This CCP does not duplicate that work. Recommendations here focus on actions that will support it.

- Create a Land, Housing and Community Infrastructure department that includes a dedicated Housing Officer position
- Complete the housing policy for the new Elders’ rental units so these units can be occupied as soon as possible
- Immediately begin planning the development of the 200-acre site
- Create low-barrier housing, with integrated social support programming
- Create more affordable housing options, exploring options for setting rent (e.g., sliding scale based on income)
- Provide staff support to the Land Committee

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Land and Resources and Community Infrastructure

“The essence of all of us comes from the land,” Chief Robert Joseph⁴⁵

The Wei Wai Kum Land Use Plan Background Report⁴⁶ includes a detailed assessment and inventory of the Wei Wai Kum natural environment, including:

- Climate
- Topography
- Watercourses
- Vegetation
- Fisheries
- Wildlife
- Environmentally sensitive areas
- Species at risk

This information will not be duplicated here other than a few key notes:

- IR 11 includes part of the Campbell River estuary. Estuaries are considered to be of high environmental value, ranked “along with tropical rainforests and coral reefs as the world’s most productive ecosystems, more productive than both the rivers and the ocean that influence them from either side.”⁴⁷ Any development in this area needs to protect the significant environmental value of this environment.
- IR 11 is located entirely within the Campbell River floodplain.
- The Land Use Background Report states that the community input received found that: “nearly all community members surveyed indicated that environmental management was a priority” and that “community members indicated a high degree of interest in learning more about environmental management and some were unsatisfied with current environmental management and protection resources.”⁴⁸
- The nation was creating an Environmental Management Plan in December 2013 and had worked with Nanwakolas marine planning staff to draft a Marine Plan.⁴⁹ Natural resource stewardship and guardian programs have been carried out under these plans, however the Band has lacked staffing capacity to implement and otherwise work with these plans.

⁴⁵ Sasamans Society, *Voices of Our Elders*, March 2012, p 10

⁴⁶ Wei Wai Kum First Nation, *Land Use Plan, Background Report*, January 2015, pp 19 -36

⁴⁷ Harvey, J., Dr. Coon and J. Abouchar, The Importance of Estuaries, *Elements Environmental Magazine*, <http://www.elements.nb.ca/theme/estuaries/janice/importance.htm>

⁴⁸ Wei Wai Kum First Nation, *Land Use Plan, Background Report*, January 2015, p 33

⁴⁹ *Ibid*, p 14

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Community Infrastructure owned by the Band includes:

- Band administration office
- Carving Shed
- Cemetery
- Kwakiutl District Health Centre
- Kwanwatsi Big House
- Kwanwatsi Child Care Centre and Preschool
- Learning Centre (portable in the Thunderbird Hall complex)
- Net loft and sheet wall
- Soccer field
- Storage facility (portable in the Thunderbird Hall complex formerly used by the child care centre)
- Thunderbird Hall
- Treaty Research Office (portable in the Thunderbird Hall complex)

Cemetery – The Wei Wai Kum cemetery was established around the 1880s when First Nations burials were not allowed in the municipal cemetery. There has never been a plan or record of burial plots and many plots are not marked. There are no bylaws and no cemetery manager.

Early discussions with community members at a Lands and Housing open house in 2017 resulted in some ideas such as screening the perimeter with cedars, improving the appearance, and retaining and enhancing the overall character and cultural richness of the site.

There is a plan to involve the community in this process to obtain input on these ideas and the design features that would best reflect them. There is also a need to:

- Locate and identify as many graves as possible
- Prepare a plan for future plots
- Create a system for recording new burials
- Establish a bylaw and a cemetery manager

Work to implement this plan has been on hold due to the absence of the Land and Housing Administrator.

Recommendations:

- Build a community centre, with space for the Elders and Youth groups, language and culture programs, activities hosted in the current Learning Centre and possibly the Treaty Research Centre as well. The desire for dedicated space for these type of activities was voiced repeatedly throughout the CCP engagement process and has been for years. As noted in the Land Use Plan Background Report: “it will be important to potentially incorporate new playgrounds, parks, trails, and sidewalks; expand the

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daycare; *and build a community facility* to house many of the [programs and services identified in the Sasamans report].⁵⁰

- Create a plan for community infrastructure required or desired at the 200-acre site. This could include the above-noted community centre as that would be one way to integrate the reserve’s residential areas
- Complete community consultation for the cemetery and implement action steps
- Conduct ongoing capital assessments of Band-owned buildings and infrastructure (such as the sheet wall) in order to create plans for maintenance, repair and replacement
- Complete the Environmental Management Plan and revise the Marine Plan and assign staff support to these.

⁵⁰ See pages 45 -46 of this report and also Sasamans Society, *Caring For Our Children, Voices of Our Communities*, March, 2013

http://www.sasamans.ca/wp-content/uploads/2017/12/reports/wwkum-rpt_final_15mar2013.pdf

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Social - Health

“It is clear that sustainable resources need to be put in place to allow [First Nations] communities to continue to heal and promote wellness through locally driven approaches rooted in culture”⁵¹

Note: This Comprehensive Community Plan embraces a holistic view of health that encompasses a breadth of factors that affect wellness, such as income levels, affordable housing, education and employment opportunities, access to recreational activities, etc. This particular section will focus on physical and mental health because the other determinants are addressed in other sections.

Background - General

Life expectancy for residents of Campbell River is slightly lower than the provincial average:

	Campbell River	BC average
Overall population:	80	82.3
Women:	81.9	84.3
Men:	78.2	80.2

The Potential Years of Life Lost (PYLL) Index prepared by BC Vital Statistics estimates the number of years of life ‘lost’ to early deaths (i.e., deaths before age 75). The PYLL Index shows estimates for early deaths in Local Health Areas (LHA) that can be attributed to various behaviours, compared to the B.C. average. The PYLL for the Campbell River LHA for 2007 – 2011 shows that residents of this area have significantly higher PYLL rates than the provincial average for the following:⁵²

Drug-induced deaths:	70% higher
Alcohol-related:	54%
Motor vehicle crashes:	52%
Falls:	43%
Smoking-related:	9%

For more information about the health factors for Campbell River and comparison to the provincial average, see Appendix 3.

⁵¹ National Report of the First Nations Regional Health Survey, P. 163

⁵² Provincial Health Services Authority, *BC Community Health Profiles – Campbell River*, 2016, p 11

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Background – Wei Wai Kum Nation

The Nation does not maintain life expectancy data or other specific data as tracked in the provincial community health profiles (see Appendix 3)

Preventive and health promotion services are provided to members of the Wei Wai Kum First Nation by the Kwakiutl District Council Health (KDC Health), which provides these services for six of 10 KDC member Nations on northern Vancouver Island. Services include:⁵³

- Communicable Disease Control
- HIV/AIDS
- Community Health Nursing
- Chronic Disease Prevention and Management
- Pre and Post Natal Care
- Nutrition
- Fetal Alcohol Spectrum Disorder mentoring program
- Arthritis Wellness Program
- Mental Health Crisis Counseling
- Addictions Prevention and Health Promotion including supportive counselling pre and post treatment
- Home and Community Care programs including personal care workers in the home
- Children's Oral Health Initiative

The Wei Wai Kum Nation has a 10-year health funding agreement with the Kwakiutl District Council Society that will expire on March 31, 2019. If the nation wishes to withdraw from this agreement it must go through a process that includes discussions with the First Nations Health Authority, participation in a dispute resolution process, and the provision of written notice one year in advance of the Nation's intent to withdraw from the collective service arrangement.⁵⁴ A health review process to determine whether the agreement will be renewed or changed in any way was started in 2017 but has been on hold since the latter quarter of that year.

Respondents to the CCP survey were asked to rate their satisfaction over the past three years with a variety of topics. On personal health and wellbeing, 70 per cent agreed (55%) or strongly agreed (14.5%) that they were satisfied.

Survey respondents were asked if they need support for a variety of health or wellness concerns. Nearly 40 per cent of the 139 people who answered this question cited a need for support for mental illness of some kind. That represents 21 per cent of the overall number of survey respondents. More women than men cited mental health (44% of female respondents

⁵³ KDC Health, website <https://www.kdchealth.com/health-services>

⁵⁴ Wei Wai Kum First Nation, *Health Funding Transfer Presentation*, PowerPoint, Oct. 2, 2017

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to this question versus 24% of men). More men than women cited physical disability (29% of men versus 19% of women).

“Other” was the second most common response to this question, however most respondents either noted the issue didn’t apply to them or cited conditions that fell into one of the other categories. These responses did not change the order in which the other categories were cited. They have been incorporated into the following table:⁵⁵

Survey question: Do you need support for any of the following health or wellness concerns?

	# of respondents	% of 139 respondents
1 - Mental illness	54	39%
2 – Obesity	39	28%
3 - Chronic illness	34	24%
4 – Inter-generational trauma	33	24%
5 - Physical disability	31	22%
6 – Addictions	24	17%
7 – Experiencing abuse or violence	11	8%

In the “other” category, two respondents also cited issues to do with age, one cited need for support for a dependent child with a physical disability, another the need for support for a dependent family member with a developmental disability, and one called for more hearing and dental services.

Of the 88 respondents who said they had received support for these health issues in the past three years, the majority said that support did not meet their needs “at all.” The only exception was the chronic physical illness category, where more respondents said their needs had been met partially (26 respondents) or fully (9) rather than not at all (24).

The responses to this question show a significant gap in needs and appropriate services. It is also worth noting the inter-relatedness of most of these conditions and the high probability that inter-generational trauma is present for more people than those who listed it as a factor in their health.

⁵⁵ Percentages do not add up to 100 because respondents could select more than one response.

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Inter-generational Trauma

The previous statement reflects considerable research in Canada, including that conducted by the First Nations Information Governance Centre and reported in the National Report of the First Nations Regional Health Survey. The survey “analyses reveal that nearly three quarters (74.4%) of adults living in First Nations communities reported attending themselves or had a parent or grandparent who attended. Likewise, more than two-thirds of First Nations youth (68.3%) and children (63.2%) had a parent or grandparent who attended. Moreover, there is a significant number of Residential School Survivors still alive (nearly 15% adults, which represent approximately 40,900 Survivors living in First Nations on-reserve communities) suggesting that the direct negative health effects of Residential Schools on those who attended are still being felt in communities... In addition, the intergenerational negative effects of Residential Schools on those who did not attend, but who had a parent or grandparent attend, were found in relation to self-rated general and mental health, suicidal thoughts and substance use.”⁵⁶

The adverse personal and community effects of the Residential School policies continued with the epidemic of Aboriginal child apprehension that has been dubbed “The Sixties Scoop” to describe “the mass removal of Aboriginal children from their families into the child welfare system, in most cases without the consent of their families or bands.”⁵⁷ The over-representation of Aboriginal children in the child welfare system accelerated in the 1960s and continues today, with ongoing adverse impacts on individual, family and community health.

The intergenerational impact of these harmful policies makes it imperative that Aboriginal health and social programs and services make it a priority to address the individual and community impacts of this issue with healing and wellness approaches rooted in culture. This is a complex issue that will require further exploration in addition to the options below and in other sections of this plan.

Recommendations:

- Re-activate the review of the KDC health services agreement
- Consider using the health services agreement review as an opportunity to carry out further engagement with community members about health and wellness needs and goals and how best to incorporate cultural knowledge and practices in meeting these
- Explore partnerships with other First Nations and First Nations organizations (such as KDC Health, Laichwiltach Family Life Society and Tsow-Tun Le Lum Society) to create joint health initiatives, for example an Aboriginal Wellness Centre and/or healing retreats. Retreats could be held several times a year – possibly in one of the remote

⁵⁶ National Report of the First Nations Regional Health Survey, p 140

⁵⁷ Hanson, Erin, *Sixties Scoop*, Indigenous Foundations, https://indigenousfoundations.arts.ubc.ca/sixties_scoop/

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reserves – and incorporate traditional teachings and ceremonies. Retreats could have different themes, e.g., alcohol and drug addiction; smoking cessation; inter-generational healing, coming of age ceremonies, cultural learning, etc.

- Consider establishing baseline data on Band members that could be used to measure health and compare results to other data, e.g., in the Campbell River community and other Aboriginal communities. One example would be to track ages and causes of death of Band members.
- Explore ways to review and respond to the Truth and Reconciliation Report’s Calls to Action. One example would be to make reconciliation a Council portfolio, another would be to incorporate this work into the role of the Culture Officer (a new position recommended elsewhere in this report)

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Social – Education, Elders, Youth, Social Development, Recreation

These categories are listed together under the “Social” heading in recognition of their inter-relatedness and their shared importance as contributors to community wellbeing.

In selecting their top three priorities for the next three to five years, CCP survey respondents ranked seniors’ well-being as second (tied with business development and governance with approximately 30% of respondents ranking these as one of their top priorities). Opportunities for education / job training, and the well-being of children and youth were tied as the third ranked priority (just over 25% of respondents listed each of those). The overall health and wellness of the community was ranked next, listed by 20% of respondents. Promoting a sense of belonging to the community was one of the top priorities for 15% of respondents.

Education

Early Childhood – Kwanwatsi Child Care Centre operates two licensed Early Learning programs. The Infant/Toddler program cares for up to 12 children from infancy up to age three while the Preschool program cares for up to 25 children ages three to five.

Kindergarten to grade 12 – The Nation employs a Home-School Liaison Coordinator who provides ongoing support for students and families to encourage and improve the success of the Nation’s students. Students are supported with a tutoring program and celebrated with a year-end event to mark their achievements. Grade 12 graduates are honored with an Aboriginal Graduation ceremony held in the Big House.

Post-secondary – The Nation provides post-secondary education funding for both part-time and full-time students. Both receive funding for tuition and books and supplies. Full-time students also receive a living allowance.

Occupational Skills – The Nation also provides funding assistance for occupational skills training as one way to support the employability of Band Members. Funding is offered toward the cost of tuition and books and supplies (such as tools and specialized clothing) for both part-time and full-time students. Full-time students are also eligible to receive a living allowance.

Elders

The Nation supports Elders with a variety of programs and services – including those that facilitate fellowship with the Nation’s youth and with Elders of other Nations. The Nation defines Elders as members who are age 65 or older. When space permits, programs are open to members who are age 60 and over.

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Meetings with Elders and the March CCP planning session identified a strong interest in the following:

- More supports to keep elders living at home as long as possible
- More Elders housing – a range, including intermediate and long-term care
- A dedicated space for Elders programming
- More consultation by Council (e.g., Council consults Elders on topics)
- Building on the success of inter-generational learning activities (e.g., like those currently taking place at the child care centre and in the youth and elders programs)

Youth

The Nation offers activities that are designed to provide a fun, safe, and challenging space for youth to learn and work together. Programming is sometimes integrated with that offered by the Elders Worker and cultural groups in order to promote traditional teachings about the Laichwiltach culture and Liq’wala language. Youth programming includes after-school activities and day camp programs offered during the spring and summer school breaks.

A youth CCP survey was developed but only a handful of responses were received. The departure of two consecutive Youth Workers and other assignments for the CCP Facilitator prevented a proactive push to garner participation in this survey.

The CCP Facilitator did meet with a group of pre-teens, a group of parents at the Kwanwatsi Child Care Centre and members of the It Takes A Village community parents group. Parents are appreciative of the child care centre’s services and the youth programs – particularly the spring break and summer camps. They like the cultural component of the child care centre and other programs and would like to build on those. Some parents would like to see a dedicated school with language immersion. Youth and parents said they appreciated the recreation and sports activities available for youth and would like to see more of those. Parents and some other adult band members called for a dedicated space for youth programs. Some suggested the Thunderbird Hall give priority to youth and recreation programming, though that practice would both reduce revenues that support the hall and also limit space for activities that Band members also value, such as multi-day workshops, community events, and private bookings for weddings and funerals.

Social Development – The nation has a social development program – currently staffed with one person – that provides a variety of services to promote community well-being. The program:

- Administers the Income Assistance program to people living on Reserve Number 11 (Campbell River Indian Reserve)
- Administers the Home Support Program

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- Oversees child protection cases
- Develops programs, workshops and other events – sometimes in partnership with other organizations – to:
 - Reduce violence
 - Promote healthy lifestyles
 - Promote wellness
 - Enhance employability
 - Support cultural healing

Examples of success include a driving education program that has helped 42 Band members obtain their driver’s license (the lack of a license is often a barrier to employment) and the Lifeline Program that provides 24-hour prompt emergency assistance to vulnerable members who live alone.

The Social Development Worker has identified a need for job readiness training for members over age 30 (the local BladeRunner programs are considered very successful, however they are only available to people age 18 – 30). She would also like to offer more parenting programs; addictions treatment support, and events that promote healing and wellness. These would be for all Band members and non-members who live on the reserve. Some events are also open to non-members.

The number of people who live on reserve and receive Income Assistance (IA) varies over the year according to seasonal employment and other factors. It is usually 30 – 35 people. At the time the Social Development Worker was interviewed, there were 34 IA recipients in the following categories:

- Persons With Persistent Multiple Barriers: 2
- Persons With a Disability: 17
- Singles: 8 (2 applying for PPMB designation)
- Families (single parents / couples w children): 7

Singles and parents of school-age children are expected to look for work. Parents often find child care a barrier as many of the jobs available to them require shift work and pay low wages.

The maximum shelter allowance for most IA recipients, other than families, is \$375 and that includes rent or mortgage and utilities. Affordable housing is a challenge for these people and many live in a shared shelter arrangement.

Parenting classes, the parents and tots program offered by KDC Health and the expansion of the Kwanwatsi Child Care Centre have offered valuable support to families working with the Social Development program.

Recreation

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The Nation encourages community togetherness through sports and recreation activities. Some are offered through the youth and elders programs. Some are administered by the Thunderbird Recreation Committee. The committee sponsors community events such as the annual Halloween party and Christmas dinner. It also provides funding assistance for sports teams (tournament entrance) and individuals (registration, training, travel).

Funding for the committee comes from revenues generated by cigarette sales at the gas bar at the Discovery Harbour Shopping Centre. The committee operates autonomously under a terms of reference. Some Band members have expressed concern about the lack of accountability to Council and funding decisions that some have perceived as unfair. Similar concerns have been expressed about Council when it has made “one-off” decisions to provide funding to sports teams and individual athletes directly.

Recommendations:

- Review the ideas presented in the 2013 report *“Caring for Our Own Children: Voices of Our Communities”* for consideration in strategic and operational planning. The report was prepared for the Wei Wai Kum Nation by the Sasamans Society, which works to strengthen children and families in a community-driven and culturally appropriate manner. The report gathered information from Wei Wai Kum members through individual conversations, group discussions and surveys. The focus of the report was to identify services to support family wellness and keep children out of government care. The following are key findings and suggested programs and services that are still relevant to the Nation according to feedback received from the community engagement activities for this CCP:
 - Establish community-run, culturally safe residential programs including a safe house / receiving home, drug and alcohol treatment center, and assisted-living elder center
 - Offer more resources, programs, and services reaching people in need of mental and emotional support
 - Offer support programs for people who were involved with the criminal justice system
 - Create more resources, programs, and services supporting parent and family wellness
 - Increase existing support services for Elders, including transportation, house cleaning, home maintenance, home meal delivery, and home visits
 - Expand resources and services for youth (e.g., youth counsellor, drug and alcohol support, job training)
 - Offer more resources aimed strategically at keeping children out of government care, and in the community

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- Offer more resources dedicated to keeping children in care connected with their families, community, and culture.⁵⁸

Recommendations generated by this latest community planning process:

- Build a centre that would offer dedicated space for Elders’ programs, Youth programs, and education and culture programs and activities
- Establish an Elders’ Council to provide input on events, programs, Council decisions
- Establish a Youth Council to foster the development of community service and leadership skills
- Establish a job readiness training program for Band members over age 30
- Expand the Social Development Department to order to be able to offer more proactive community programming
- Make the Education Officer a full-time position, with additional responsibility for job training activities added to the role

⁵⁸ Sasamans Society, *Caring For Our Children, Voices of Our Communities*, March, 2013
http://www.sasamans.ca/wp-content/uploads/2017/12/reports/wwkum-rpt_final_15mar2013.pdf

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Social - Safety and Security

Safety and security is given its own section in this report because it has been so frequently cited by Band members who live on reserve as a serious and persistent issue. In the CCP survey, for example, nearly one third of members who live on reserve ranked safety of community as one of their top three priorities for the Nation to address within the next three to five years.

Background – General

Campbell River has a Crime Severity Index (CSI) of 103. CSI is a measurement of all police-reported crime, taking into consideration the population, volume of offences and their seriousness. The national CSI average is 70.96. That makes Campbell River 44th out of 229 communities ranked.⁵⁹ The city's ranking (out of 229) for specific types of crime is as follows:

- Assaults – 27th
- Homicides – 34th
- Violent crimes – 57th
- Sexual assaults – 115th

At 2291.5 per 100,000 youth, municipal Campbell River's youth crime rate in 2015 was nearly double the provincial rate of 1229.81.⁶⁰

One facet of community safety is emergency preparedness. Emergency risks in Campbell River and area include flooding, wildfire, dam breaches, earthquakes, and others.⁶¹

Background – Wei Wai Kum First Nation

The CCP survey asked respondents if they felt safe walking alone on the reserve after dark. Of those who responded to this question (222 people), 40 per cent said they did not feel safe. That represents 37 per cent of the total respondents. Of those who live on reserve, 64% said they didn't feel safe, 29.5% said they did.

The response rate to this question was affected by the high ratio of women to men who participated in the survey. See the following chart to compare the responses of male and female respondents:

⁵⁹ Taylor, Alistair, *City is 44th on crime list*, Campbell River Mirror, Aug. 29, 2018

⁶⁰ Vital Signs, p 16

⁶¹ Ibid.

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Do you feel safe walking alone on the reserve after dark?

	Yes	No	DK/NA ⁶²
Men	42	16.3	42
Women	19	47.5	33.5

Dangerous animals were the main fear (cited by 57% of respondents), followed by limited vision/lack of lighting (44%), with traffic safety (33.5%) and robbery (33%) essentially tied for third place and violent attacks and harassment tied for fourth ranking (23%). Of the respondents who selected “other,” six cited drug users and dealers, five cited the presence of unknown people (i.e., not Band members).

At community meetings and in individual complaints to Council, the presence of drug dealers on the reserve is frequently cited as a concern, both because of the risks to the users of illegal drugs and because of the risks associated with undesirable people who are attracted by this activity, which include crime, noise, trespassing and harassment.

Several deaths resulting from illegal drug use and violent incidents - such as a stabbing and a fight involving pepper spray that spilled over into the Thunderbird Hall during a crowded workshop – have brought the issue of safety and security into the forefront.

The Band has responded by contracting a security patrol service for several evenings a week and calling for members to express interest in participating in a community safety committee (that has not yet been established). Additional outdoor lighting was added at the Thunderbird Hall complex. A safety booklet was developed to share information about how to avoid attracting wild animals (bears are a regular problem in the spring and early summer) and when and how to report dangerous behaviour of animals. This was delivered to all households and posted on the website.

Council has also expressed an interest in expanding its surveillance systems and exploring options for drug treatment, cultural retreats, increased policing, and banishment.

Regarding Emergency Management, the Band has a plan that is outdated. Emergency contact lists are not up to date, there have been no “tabletop” or other planning exercises – at least for years – and employees are not assigned or aware of what their role might be in the event of various types of emergencies.

Activities began in late 2017 to work with KDC Health to update the plan but these were put on hold when the Band Manager went on leave. An external planner conducted an initial assessment of the plan and the emergency planner at Strathcona Regional District is available

⁶² Don't Know or Not Applicable

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for planning and coordination activities. Federal funding is available to support emergency management planning however the band has lacked staffing capacity to manage a contract to carry out this work.

Recommendations

- Assign safety and emergency planning to an employee in the (expanded) Land, Housing and Community Infrastructure department
- Contract a safety assessment of the reserve lands for recommendations re: lighting, traffic safety, sight lines, and other safety issues of a physical/infrastructure nature. The City of Campbell River has recently conducted a downtown safety assessment and may be able to provide references to an appropriate consultant
- Coordinate with the City re: local safety measures
- Develop a privacy policy. This is needed to ensure the use of surveillance technology complies with laws.
- Establish the Community Safety Committee to consider topics such as:
 - Paid and volunteer safety patrols
 - Neighbourhood Watch
 - Wildlife mitigation (e.g., some municipalities don't have curbside garbage collection due to the prevalence of bears. Some have bylaws or other regulations about how garbage is to be stored)
 - Reviewing related bylaws
 - Provide feedback on topics such as banishment
- Update the emergency management plan, taking advantage of federal funding support available to do so (e.g., to engage a contractor with this expertise). This is a large undertaking that will entail ongoing coordination with regional governance agencies (e.g, province, city and regional district) social and health agencies, and others involved with various aspects of emergency planning, such as BC Hydro for the John Hart dam (which presents a flood risk to the reserve in the event of a major earthquake). Appropriate emergency management entails planning and training and practicing on a regular basis and will engage various employees and community members.

The above recommendations do not address systemic issues that lead to illegal drug use and other criminal behaviour. These require long-term, holistic approaches, many of which have been identified elsewhere in this report and which could include:

- Culturally-based addiction treatment programs – both residential and outreach
- Support for people involved with the criminal justice system
- Affordable housing options that include “low barrier” housing with ready access to social and health supports
- All the recommendations related to the promotion of healing, health and wellness

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Appendix 1 – CCP Community Survey

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Appendix 2 – CCP Community Survey Analysis

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Appendix 3 – Health Profile Comparison Data

The graph displays the BC average and Campbell River’s data along with the percent difference between community data and provincial average. From:

<http://communityhealth.phsa.ca/HealthProfiles/HealthReportComparisonToBC/Campbell%20River>

Income (dollars, 2011)	Community	BC	
Average Household Income	\$68,793	\$78,227	-12.1%
Affordable housing (per cent, 2006)	Community	BC	
Owners spending >30% income on shelter	-	22.7	N/A
Renters spending >30% income on shelter	-	43.4	N/A
Education (per cent, 2011)	Community	BC	
High school diploma or higher education	79.3	83.3	-4.8%
Employment (per cent, 2011)	Community	BC	
Unemployment rate	9.1	7.8	-17.4%
Active Transportation (per cent, 2011)	Community	BC	
Population walk to work	5.6	6.7	-15.3%
Population bike to work	1.8	2.1	-14.1%
Life expectancy at birth (years, 2009-2013)	LHA	BC	
Total	80.0	82.3	-2.7%

Female	81.9	84.3	-2.8%
Male	78.2	80.2	-2.5%
Chronic disease (age-standardized prevalence rate) (per cent, 2013)			
	LHA	BC	
Asthma	13.1	10.7	-22.5%
COPD	7.5	6.0	-23.8%
Diabetes	6.3	6.1	-2.8%
Heart failure	1.7	1.4	-18.6%
High blood pressure	18.1	18.4	1.5%
Chronic disease (age-standardized incidence rate) (per 1,000, 2013)			
	LHA	BC	
Asthma	6.7	6.0	-10.5%
COPD	11.4	8.3	-37.9%
Diabetes	5.2	5.1	-1.8%
Heart failure	3.3	2.3	-40.7%
High blood pressure	16.5	17.3	4.4%
Maternal and infant health (per 1,000 live births, 2008-2012, 2007-2011)			
	LHA	BC	
Infant mortality rate	5	4	-29.5%

Low birth weight rate	55	56	1.2%
Students eating 5 or more servings of fruits and vegetables per day (per cent, 2013-2014)			
Grade 3/4	53	52	1.9%
Grade 7	46	48	-4.2%
Grade 10	43	44	-2.3%
Grade 12	48	42	14.3%
Students who are physically active (per cent, 2013-2014)			
Grade 3/4	43	44	-2.3%
Grade 7	24	33	-27.3%
Grade 10	52	44	18.2%
Grade 12	42	40	5.0%
Students who do not smoke cigarettes (per cent, 2013-2014)			
Grade 7	97	97	0.0%
Grade 10	85	88	-3.4%
Grade 12	82	85	-3.5%
Vulnerability in early childhood (per cent, 2011-2013)			

One or more areas of vulnerability

32

33

1.5%

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Appendix 4 – CCP – Picking Up Where We Left Off – Planning Session With Council and Employees, May 2016

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Appendix 5 – Youth Focus Group

Five pre-teens participated in this focus group March 30, 2017. They are young people who regularly participate in the Band’s youth programming. They were asked to first jot down – or draw – answers to the four questions (posted on large sheets of paper on separate tables). The idea was to first generate responses without being influenced by the thoughts of others before having a brief group discussion about each set of responses.

1) What’s good about my life?

- My family and friends (discussion = support and love)
- This day (discussion = it was sunny, felt like spring, it felt like a Friday!)
- I have lots of fun trips I can look forward to (discussion = from various participants: Alert Bay, Surrey (tournament), Manitoba (Tim Horton’s Camp), Drumheller, Tofino)
- I’m being more trusted /responsible (discussion = within her family)

The following enjoyable activities were identified in the group discussion:

- Youth group
- Baseball
- Horseback riding
- Bike riding
- Culture camp (making aprons, sewing, genealogy)

2) I worry about...

- Losing my family
- Losing my dad and brother
- Losing my friends
- My grandma
- Losing the bees (because of its effect on food production)

The group discussion revealed that some of the worries related to specific harmful behaviours on the part of loved ones, such as excessive drinking, illegal drug use, and smoking. ⁶³

3) When I’m an adult, I... (will be... will see... will have...)

⁶³ Participants were asked to respect the privacy of any personal information that may be shared. They were told that the Band’s employees are both legally and ethically obliged to report information about a young person who may be at risk.

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- Will travel - go to Scotland (two participants mentioned traveling)
- Want to be happy!
- Will be an animal trainer (perhaps a marine biologist) or a preschool teacher
- Will see a great white shark!
- Will be an architect
- Will be something that helps change
- Will be an actress
- Will see my family lots
- Will have pets
- Will go skydiving!

Group discussion revealed the expectation on the part of the youth that each of them would need – and want – some sort of post-secondary training /education to achieve their goals.

4) If I could do/have anything (for me, my family, my community, the world!) it would be...

- Whatever it takes to protect my friends and family (from illnesses)
- World peace (two participants)
- Happiness and no bullies
- To give homeless people a home
- The cure for cancer
- A world free of Donald Trump (discussion = he is a danger to world peace)

Group discussion about their wish list for youth in the community identified the desire for a trampoline park and more activities at the hall. The idea of movie nights – with a sleepover – was enthusiastically received!

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Appendix 6 – What Priorities and Activities Will Ensure the Wei Wai Kum First Nation is a Healthy Community? Notes from a CCP Planning Meeting, March 11, 2017

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Appendix 7 – April 26 CCP Session Lands and Housing

April 26 CCP Session Lands and Housing – Comments on 11-Lot Subdivision

- Not enough “road space for fire trucks, ambulance, garbage truck. Safety!
- Noise barrier
- No member input
- Shut it down – no input from band
- Scrap and re-evaluate
- Need more road space – change plan
- Lots too small
- Cart is before horse
- Save 4-plex for the 200-acre site not for the 11-lot – everyone will be packed in like sardines
- Road to drive through the 11 lots
- Where is the list?
- No privacy from Walmart
- More input from members
- Need roads for emergency vehicles – every home needs its own access
- Members
- Design of future house to be “looked at” by community
- Should be a maintenance plan so it’s equitable
- Who designed this mess – houses are too small!
- Why are the elders homes so boxed in so tight. What’s up with looking after our Elders
- Joseph Quocksister burial here
- When will we get a response?
- Where is the equality for all our people?
- The capacity of these 11 lots is way too much for the size
- Road not safe for walker, wheelchair – not level to main road
- This is a very stupid joke!

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April 26 CCP Session Lands and Housing – Comments on Cemetery

- Proper upkeep
- Maintain markers and totems
-
- Mapping available to members on who's where
- Are there records of loved ones buried or where they are buried?
- Identify old graves
- Identify plots
- Old map of plots "Christine Roberts"
-
- Fence of cedar trees
- Cedar tree on four corners
- Cedar trees to cover chain link fence
- No trees around
- Take trees from playground to cemetery for privacy when burying our own
- Privacy
- Cedar hedging
- Privacy – not too much
- Enclose with cedar trees – would last longer than a fence
- Get Cowichan fence off cemetery
- Proper fence respect
- Respect
- Need to recreate like the old one
- Thunderbird on a post at entrance
- Entrance piece – Thunderbird
- Mausoleum
- Cremation wall (presumably a memorial wall)

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April 26 CCP Session Land and Housing - Future Projects (Estuary and 200-acre section)

- Why right across the road from commercial lot?
- All lots should be same size
- Why are we squeezing 11 lots in when we now have 35 acres supposedly available for residential?

- What or where are these questions going to?
- Once again as a band member I wished all this info was brought to us as made available at a band meeting instead of hiring outside consultants, at what cost to us! Who hired the consultants? Shouldn't our Land Code Committee be bringing this info out?
- Hire own people
- Would like to be consulted more often by new staff and proposed projects

- Is Farwell an active logging road?
- What about commercial in this area, such as coffee shops?
- Gathering places for families/youth. Laundromat?
- Housing lots 2005 TimberWest Lands
- Greater recreational facility for kids

- What age is an elder? (already have president)
- When is the bar for equality going to stay the same (55 – 60 – 65 elders at 55!)?

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April 26 CCP Session Lands and Housing – Inspiration Station

From the meeting session:

- Bear proofing! Garbage storage...
- Need stations to “do” our fish
- Trees are free for housing
- Honor our elders. Make sure their homes are safe!
- Need more help for elders
- Disability access – we have no sidewalks

The following comments were submitted via Facebook or direct message to Stephanie:

Affordable Housing

Member 1 - I don't think I'll be able to make the info session, but I think rentals and co-op housing could be the future for our peoples. There has been resistance up in Quinsam to build affordable housing, people are scared of the element that it could bring it. But if we are able to provide affordable housing for a members, their lives will dramatically improve. I was talking to a friend of mine, who's a PhD in global health, and we were talking about drug addiction. There was an experiment done where rats were given heroin. Left to their own, lacking a community, the rats would seek out the drug more often than not. But put those same drug addicted rats in a "community" of other rats, and they kicked their addiction. Anyway, I know Wei Wai Kum has members that would love to live on rez, but they can't afford to build a house. Providing rental housing, townhouses or apartments might be a great option.

Member 2 - I REALLY hope we can get some more housing for our members. Elders & families in particular. I am a single mom to 3 children ages 9, 4 and 2. I currently pay \$1,600 with no utilities included. I work 3 jobs to keep my home running. I heard there are members opposing these homes. I feel we need to better manage the low income/social housing that we currently have and if the members/tenants not respecting the home, they should have to leave like any other rental out there. I, myself would be so thankful to get on reserve and have a bit more money in my pocket each month...

Member 3 - It would be nice to have land for band members to build a house too! I waited and waited and waited and ended up buying off reserve and found out a year too late there were two lots beside Walmart! I think that should be a main focus as well....

Co-op Housing

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Member 3 - I suggested an idea about co-op housing. My idea was that members could take their 20-25,000 grant and apply that to the mortgage/payment for co-op membership. Pooling say 10-20 families or individuals together, a town house complex could be built, and those members would be part owner in that complex.

They'd be responsible for maintenance, etc. The bank could be part owner and the rent collected would go into paying for that maintenance, etc. Members of the complex would be responsible for yard works as well and general upkeep of the complex. Then, let's say a member or family wants to move out, to a house or a lot or whatever, that initial payment of the grant would then be returned to them, with interest, for the purchase of a house for a lot. Then the next person/family to move in, drops their grant in the pot.

Elders Care

Member 4 - Extended care elders housing would be fabulous - it is needed in our community

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Wei Wai Kum First Nation 2018 CCP References

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