

# Appendix B – Strategic Planning Meeting Notes

## Day 1 – October 2, 2013

### Attending:

Hawiih: Lewis George, John Keitlah Jr, Tyson Atleo, James Swan, Harold Little

Council: Andy Webster, Guy Louis, James and Conrad Swan, Tyson Atleo, Mena Duncan, Julia Atleo, Margaret Dick, Curtis Dick. Melinda Swan

MHSS: David Jacobson, Wally Samuel Sr., Tyson Atleo, Cindy Stern

AEA: Rebecca Atleo

Deloitte: Vickie Whitehead, Jeff Ashton

### Morning Session:

The Day 1 session opened with introductions and a discussion about the important cultural protocols that must be respected and followed.

David Jacobson spoke about the purpose of the meetings, the background of MHSS, and work that has been done to date. Key messages:

- MHSS recognizes importance of things happening at home
- MHSS will work for the benefit of ALL Ahousaht members
- We need to discuss strategy, and one of the most important things is how Own Source Revenue will affect AFN
- We will follow the Principles of Ahousaht of lisaak (respect) to manage the hahoulthee. Respect the 4 pillars of Nuuchahnulth life, help one another, teach one another, respect one another and care for one another.

Vickie Whitehead made a presentation on OSR & the Impact of Bill C-27, and there was discussion amongst the participants. Key messages:

- Public posting of audited financial statements will disclose business relationships
- The federal government's OSR policy may claw back funding if Own Source Revenue is used to fund government programs or is administered by the Ahousaht government.
- AFN does not have to disclose revenues created by MHSS. The federal government will not claw back transfer funds if OSR is not moved through the band administration.
- Ahousaht must find and use ways to get benefits to the community without the OSR funds going through AFN administration
- "We need to work together and stand strong together, but draw a line between"

- “We need to build trust”
- “We need to bring the community along, ensure they are informed and have the same understanding”
- “We should be home”

## **Afternoon Session:**

The afternoon opened with a visioning session facilitated by Jeff Ashton that allowed every participant to share their vision, goals and aspirations for Ahousaht. Several themes emerged from the discussion:

- **Principles:**
  - Control of resources
  - Independence
  - Simple, straight forward processes
  - Align to community culture, tradition and values
  - Improving human resource opportunities for education and training
  - Incorporate Nuu-chah-nulth values in economic development activity
- **Business:**
  - Economic Development ventures must be viable, profitable and effective
  - Cutting edge
  - Business oriented
  - Culturally aligned with values
  - Create benefits that are consistent and sustainable
- **Opportunities:**
  - Tourism
  - Grocery store, café, internet cafe, clothing store, camping, hiking , fuel station, marina, sell bottled water
  - Explore joint ventures
  - Guiding, working with commercial fishing lodges
  - Cultural centre

Following the visioning session there was a discussion about the attendees’ thoughts on what MHSS’s priorities should be:

- **Top 5 Priorities:**
  1. Gas Bar - 12 votes
  2. Matsquiaht Development (old kakawis) – 11 votes
  3. Ecotourism - 6 votes
  4. TFL Forestry – 6 votes
  5. Grocery Store – 4 votes
- **Next Priorities (1 Vote each):**
  - Parking in Tofino
  - Purchase hotel in the city
  - Rights based Fisheries
  - Multi-family/single family complex
  - Fishing Lodge
  - Sawmill
  - Build trust between MHSS and membership

There was also a broad discussion about the need to engage the community, which included the following key messages:

- Community members need information on how the MHSS came about
- There needs to be strategy on when and how to engage the community
- Community meetings should involve meals; that is an important way to connect
- Financial statement reporting is important
- Social media should be used
- Not everyone has email or likes electronic communication, so there is a need to provide information in writing as well as electronically
- Contact information should be at the bottom of the newsletter; members need to see a face and a name to contact if they have questions or want information. That person is the GM.

The first day concluded with discussions on the need to set realistic goals and objectives based on available resources; the need to develop clear criteria for access to funding with a simple and fair application process, an objective of providing benefits to the most vulnerable first (children and elders).

## Day 2 – October 2, 2013

### Attending:

Hawaii: Lewis George, John Keitlah Jr, Tyson Atleo, James Swan, Harold Little

Council: Andy Webster, Guy Louis, James Swan, Tyson Atleo, Mena Duncan, Julia Atleo, Margaret Dick, Curtis Dick. Melinda Swan, John O. Frank

MHSS: David Jacobson, Wally Samuel Sr., Tyson Atleo, Cindy Stern

AEA: Rebecca Atleo

Deloitte: Vickie Whitehead, Jeff Ashton

### Morning Session:

The Day 2 session opened with a recap of the first days, discussions and messages. There was a wide ranging discussion about the previous day's session, and included the following key messages:

- We must have proper financial management
- We also need to plan meetings, with 3 or 4 during the year
- MHSS must treat people equally, fairly
- We should not be afraid of self-government or self-sufficiency

GM Cindy Stern presented a draft Protocol Agreement that is necessary to give the authority to MHSS to carry out its mission. The attendees agreed that the MHSS is necessary for Ahousaht to manage its OSR and to make sure the funding from the federal government is not affected.

Everyone provided input into the wording of the Protocol Agreement. The participants acknowledged the importance of signing the Protocol Agreement during this meeting, but it was also made clear that there is an important need to celebrate the signing of the Protocol Agreement in the community.

Matching resolutions were also drafted to support the Protocol Agreement: an MHSS Resolution to be signed by the MHSS directors and an Ahousaht Council Resolution to be signed by Chief and Council.

## Afternoon Session:

While the Protocol Agreement was being edited to create the final version to be signed by the *Hawiih* and the Ahousaht elected officials, the participants reflected on the work done over the two days of meetings. Some of the comments were:

- The Protocol is very important but without good hearts the Protocol is meaningless, So it is good we are talking and sharing.
- It has been a good day today and good discussion. We talked about the Vision for Ahousaht. We talked about opportunities for our people. As leaders we need to take that leap. For me it is about getting the job done.
- It is a battle we are up against with the federal government. They are always changing the rules and we have to adapt. It is affecting our education, our children, social development, all departments. This is an avenue to get around the hoops. This will benefit our people, create employment. We talk about a healthy community; that is first and foremost.
- I want commitment from the three Directors to get this off the ground. I don't want it collecting dust. I want to sign this today and then we can do what we need to do at home.
- I would like to see this done today. This is a good day to sign. It is an emotional day today. It is a good day. I look forward to more work for people. Glad to hear that lifeskills was mentioned. Education has been a block for some people, they get stuck. We have come to a common vision. This Protocol Agreement is good.
- I liked what I heard about healing. I feel we are being productive and proactive.
- I would like to see youth come to these meetings.

At the end of the session the *Hawiih* and Chief and Council signed the Protocol Agreement, and both parties signed matching Resolutions.

## Day 3 – October 16, 2013

### Attending:

Hawiih: Lewis George, John Keitlah Jr, Tyson Atleo, James Swan, Harold Little

Ahousaht: Alec Dick, Dave Frank, Bev Jack, Marion Campbell, Joe Campbell, John O. Frank, Daphne Robinson, Pam Frank, Caroline Atleo, Andy Webster, Guy Louis, Ina Dick, Harold Little, Anne Atleo

Deloitte: Vickie Whitehead, Jeff Ashton

### Morning Session:

The day opened with David Jacobson thanking everyone for attending and updating the attendees on the role of MHSS and the two days of meetings on October 2 and 3.

All attendees were given an opportunity to speak, and some of the key thoughts and questions shared with the group included the following:

- Ahousaht administration welcomes you here. We are here in Ahousaht because we choose to stay and work for the community. We do not want to be in the middle, we want to work together.

- We want to work together for members. We want to hear ideas to benefit us as leaders and managers. We have many thoughts on what to do to move forward. We want to be clear so we do not stumble as a team.
- The elected system is here to support as long as there is the support of Muschim. Muschim must have a say. At end of day it must be to benefit of Muschim.
- This company is not the Hawiik, or the Council. It is all Ahousaht, regardless of where they live. We are here for Ahousaht support for what MHSS is going to do.
- It is important to come here to Ahousaht to meet with us. We want prosperity here in Ahousaht. That is why it is important that we have consultation in Ahousaht. There needs to be clarity and transparency. When are we going to have that say? When do we select who the Directors are? Some people want to have a say in what happens.
- I think this whole Society is much like our administration. Nice to hear how it was created. Will it deal with commercial licences? When will the process happen to inform community?
- Would like to have further meetings to speak about each program and how they operate. So have a meeting about Forestry, another about Fisheries, Maatsquiaht, etc.
- The training centre is something we have strived for. We send people to training but have no support when they come up. Government demands that we must get trained to get funded and yet they are not recognized when they get trained. The training centre is an important piece of puzzle and would like to be able to do the training at home.
- Housing is one of the major problems. If there are resources that will help us we need to know about them. There is a lack of medical funds. Maintenance Dept. has a lot of requests. We need proper training. Need equipment. Road conditions are poor. Elder housing needs improvement.
- Transparency is important. What is timeline to do a presentation to the community?

### **Afternoon session:**

After lunch several of the meeting participants visited the Elders Luncheon to explain the role of MHSS. The discussion with the elders included the following:

- MHSS will provide a survey to another Elders Luncheon asking how they would like to receive communications about the activities and financial reports from MHSS.
- There may be an opportunity to develop a Cultural Centre for youth at risk at Maatsquiaht. There have been meetings with government about establishing a centre for youth (not only Ahousaht), which could be an option for Maatsquiaht.
- Preserving our language is very important and must be done now.
- We would like a centre with meeting space for gatherings of all levels of government

After the visit to the Elders Luncheon, the main meeting reconvened with a presentation by Vickie Whitehead on OSR. This was the same presentation made at the October 2 meeting. Comments provided during the open discussion after the presentation included the following:

- Ahousaht administration should be involved in meetings discussing agreements and who is responsible for what, particularly reporting and documentation. Pam will be key contact for discussions regarding transition of existing development programs from Admin to MHSS
- Maquinna is working with Rebecca Atleo to set a date and book the gym for a community meeting.
- There is a need to be open. This is fundamental to our relationship. I look forward to this policy and procedure being developed. The community is asking us, we do not know what MHSS does, it's vision and who the Directors are. Trust needs to be developed and worked on.
- There is a need to determine the criteria for funding from the fish farm committee.
- Cindy will contact Pam to set follow up dates for meetings to continue these discussions, to work on transition and plan some focused program meetings.