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THE PATH FORWARD

Project Work Plan

- April 19, 2012 -

epi ecoplan international, inc.

BRITISH COLUMBIA
The Best Place on Earth

Participation of First Nations in Regional District Services
Work Plan

This Work Plan outlines a planning process for moving forward on supporting Huu-ay-aht and Yuułuʔiłʔatḥ to take part ACRD services. Components include:

> A process for further exploring and resolving preliminary planning and communications issues identified by Huu-ay-aht, Yuułuʔiłʔatḥ and ACRD staff and elected officials;

> A process to identify preliminary program and service areas that Huu-ay-aht and Yuułuʔiłʔatḥ may choose to participate in at a later date;

> A process to further prioritize and plan for the potential phased uptake (fiscal 2012 to 2015) of programs and services of interest identified in the earlier task including:

> o Programs and services provided by ACRD/Electoral Area A (Bamfield) that Huu-ay-aht may participate in and/or contribute to/expand;

> o Programs and services provided by ACRD/Electoral Area C (Long Beach)/District of Ucluelet that Yuułuʔiłʔatḥ may participate in and/or contribute to/expand;

> A process to determine cost sharing/cost recovery options for service and program areas, including the two mandatory service areas;

> Identification of key deliverables; and,

> A general process time line.

Planning Framework
While developing the program and service plan, ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ and community stakeholders will be faced with challenging questions:

> What are the service/program priorities for ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ?

> Which service/program actions "best" support ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ objectives?

> How is "best" measured?

> What actions (services, programs, initiatives) should ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ pursue first? Why?

These are not simple questions to answer. Numerous community values, opportunities, constraints and uncertainties must all be considered. With the help of a strategic planning framework first presented to ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ staff and elected officials at the project kick-off meetings, a clearer path forward can be developed. The framework provides a way to determine priorities, make wise choices, allocate scarce resources (i.e., time and money), and achieve agreed-upon objectives.

As illustrated, the basic planning approach going forward is organized around a strategic planning framework first presented at the project kick-off meeting. The approach is structured around four overarching questions:

- *Where are we now?*
- *Where do we want to go?*
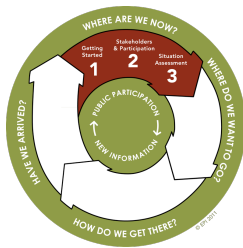- *How do we get there?*
- *Have we arrived?*

Answering these questions will require ACRD, Huu-ay-aht, and Yuułuʔiłʔatḥ staff and elected representatives to go through a set of related planning tasks identified in this Work Plan. Work would focus on the first three phases of the illustrated planning framework.

The following Work Plan is organized using this strategic planning framework. It identifies the specific tasks that need to be completed within the April – September 2012 timeframe in order to move the project forward. Tasks are numbered to reflect the strategic planning phase they are associated with (i.e., Phases 1 through 3).

Specific deliverables (drafts and final versions) are identified where they will be produced. Where practical, specific due dates/target dates are provided.

Phase 1: Where are we now?

The first phase of the project focuses on project scoping, identification of stakeholders and participants, initial engagement and conducting a situation assessment. Please note that the following abbreviations are used in the following tables given space constraints: Huu-ay-aht First Nations (HFN), Yuułuʔiłʔatḥ Government (YG), Alberni Clayoquot Regional District (ACRD), EcoPlan (EPI). Key provincial ministries include Ministry of Aboriginal Relations and Reconciliation (MARR), BC Assessment (BCA) and Ministry of Community, Sport and Cultural Development (MCSCD).

Task	Task Description	Who	Timeline
1.1	**Project scoping and organization:** Confirm project deliverables, expectations, time line, process	EPI, MARR, ACRD, HFN, YG	Completed
1.2	**Round I Engagement:** Project kick-off meetings, Data collection, review, confirmation, gap identification, preliminary meetings and interviews	EPI, MARR, ACRD, HFN, YG	Completed
1.3	**Stakeholder identification:** Compile list of stakeholders with specific reference to each service area.	EPI, MARR, ACRD, HFN, YG	Completed
1.4	**Draft Work Plan:** Create a detailed work plan to meet project objectives/deliverables. Review with core stakeholders (at next project meeting)	EPI, MARR, ACRD, HFN, YG	March 30

Task	Task Description	Who	Timeline
1.5	**Draft Fact Sheet:** Preliminary Draft Fact Sheet produced by EPI for ACRD, YG, HFN to support future communications, awareness building and resident/citizen outreach. Review with core stakeholders (at next project meeting)	EPI, MARR, ACRD, HFN, YG	March 30
1.6	**Final Work Plan:** Based on feedback from MARR, ACRD, HFN, YG, EPI will produce final Work Plan ✓ *Deliverable: Final Work Plan*	EPI	April 11
1.7	**Final Fact Sheet:** Based on feedback from MARR, ACRD, HFN, YG, EPI will produce final Fact Sheet (Fact Package) ✓ *Deliverable: Final Fact Sheet*	EPI	April 18
1.8	**Quick Start Action List:** EPI will identify and detail "Quick start actions" based on consultation with core stakeholders that could be rolled out during the next two project phases. The intent is to help support and facilitate YG and HFN integration into ACRD, build momentum for future planning, and provide important learning opportunities for ACRD, YG and HFN staff and elected officials. Quick starts could include lower cost communications and education activities (e.g., Treaty 101 for ACRD; ACRD Orientation Visits to HFN and YG Legislatures; Regional District Budgeting 101 for HFN and YG). ✓ *Deliverable: Quick start action list*	EPI, ACRD, HFN, YG	April 25
1.9	**Research:** EPI will continue researching data and addressing information gaps as they arise (e.g., example service agreements and cost recovery models)	EPI, MARR, MCSCD	Ongoing

Phase 2: Where do we want to go?
This phase of work will continue the service identification and prioritization process initiated in Phase 1. It will also build on the servicing objectives and use them to support service area decision-making and planning. This phase will also initiate two additional core project deliverables – an Orientation Manual and Toolkit.

Task	Task Description	Who	Timeline
2.1	**Round II Engagement:** EPI will meet with ACRD, HFN and YG stakeholders to continue to explore and identify issues related to specific service considerations and implementation as well as overarching issues relevant to ACRD integration. Stakeholders will work to refine service objectives within this step in order to use them for the prioritization of potential service areas for future adoption. Stakeholders will also provide input for the Orientation Manual and Tool Kit (i.e., content ideas).	EPI, ACRD, HFN, YG	April - June
2.2	**Cost Recovery Options:** Working with MCSCD and ACRD, EPI will support the identification of appropriate cost sharing/cost recovery options (appropriation and cost calculation) for service and program areas, including the two mandatory service areas. The options would be consistent with Local Government Act cost recovery options. At this point, the ARCD may consider developing a specific committee to manage this integration work and provide recommendations to the board, in order to streamline deliberation and decision-making.	EPI, MCSCD, ACRD, HFN, YG	April - May
2.3	**Service prioritization:** Once issues and costing options for services have been given adequate consideration, a prioritization order for service participation will be established. This will outline which services could be targeted for consideration and finalization during the first fiscal year (mandatory, and voluntary as appropriate), and longer-timeframes to follow. The results from this prioritization will form the basis for the Draft Service Plan and Implementation steps.	EPI, ACRD, HFN, YG	April - May

Task	Task Description	Who	Timeline
2.4	**Draft Service Plan:** Based on the outcomes of the previous three steps, EPI will develop a Draft Service Plan with ACRD, YG and HFN for the potential phased uptake (fiscal 2012 to 2015) of programs and services of interest identified in the earlier tasks including: o Programs and services provided by ACRD/Area A (Bamfield) that Huu-ay-aht may participate in and/or contribute to/expand (e.g., fire protection); and, o Programs and services provided by ACRD/Area C (Long Beach) that Yuułuʔiłʔatḥ may participate in and/or contribute to/expand (e.g., fire protection). This task will include the supporting of the two mandatory service areas (General Government Services and Regional Hospital District), including consideration for the service area, cost recovery options for each service going forward.	ACRD, HFN, YG, EPI	May - June

2.5	**Service Plan Implementation:** Once the Draft Service Plan is confirmed, implementation on service agreements will begin. This will encompass all the work required to finalize service agreements, as defined by the Local Government Act.
	
	As they are not governed by establishing bylaws, changes regarding general government and hospital district services will require a unique process for implementation. This will include:
	- Finalization of service agreement details, including:
	  o Proposed service area and scope
	  o Proposed service costing
	- Development of bylaw for proposed changes (likely a finance bylaw)
	- Voting and approval at Regional District Board
	  o Three readings of the by-law
	- Adoption
	
	For voluntary services which are managed under existing establishing bylaws, the following general process will apply:
	- Service agreement details finalized including:
	  o Amended service area and scope
		EPI, MCSCD, ACRD, HFN, YG	June – Sept. (and beyond scope of EPI contract)

	o Amended service costing/ contribution		
	- Development of bylaw amendment for the service establishing bylaw		
	- Voting and approval at Regional District Board		
	o Three readings of the by-law		
	- Statutory Approval by Inspector of Municipalities		
	- Electorate approval		
	- Adoption		

Phase 3: How do we get there?
The third, and for this project, final phase of work will focus on completion of the two principal project deliverables – the Orientation Manual and Tool Kit. Both will be used not only to continue supporting the ACRD in their journey with YG and HFN, but also to support two remaining First Nations of the Maa-nulth Treaty (Toquaht, Uchucklesaht) in joining the ACRD. The Tool Kit will also support other Treaty Nations and regional districts in transitioning to full and active regional governance and service provision.

Task	Task Description	Who	Timeline
3.1	**Round III Engagement:** EPI will meet with ACRD, HFN and YG stakeholders to continue refining the service areas for future adoption and to present the Orientation Manual and Tool Kit.	EPI, MARR, ACRD, HFN, YG	June – Sept.
3.2	**Draft Orientation Manual:** Building off of the Fact Sheet and previous input from core stakeholders, EPI will prepare a more detailed Orientation Manual to support YG and HFN and the remaining two Maa-nulth Nations who will be joining ACRD in the future. Core project stakeholders will review the draft.	EPI, MARR, ACRD, HFN, YG	April – Aug.
3.3	**Draft Tool Kit:** Beginning with a document framework and table of contents, EPI will develop a Tool Kit to support other Treaty Nations and regional districts in their service participation planning. The Tool Kit will include a video component that will be developed in tandem with the printed document.	EPI, MARR	April – Aug.

3.4	**Draft Orientation Manual Review:** Recognizing that the remaining two First Nations of the Maa-Nulth Treaty located within ACRD boundaries will be undertaking similar process in the near future, the Draft Orientation Manual will be reviewed with representatives from Toquaht and Uchucklesaht to specifically discuss the process and Orientation Manual contents.	EPI, Toquaht, Uchucklesaht	Sept. 1
3.5	**Draft Tool Kit Review:** Recognizing that the Ka: yu: 'k't'h' / Che: k'tles7et'h' of the First Nations of the Maa-Nulth Treaty will be undertaking a similar process in the near future with the Strathcona Regional District (SRD), the Tool Kit will be reviewed with these governments and representatives from the SRD. Additional input on the Tool Kit will be sought from other Treaty Nations and regional districts in later stages of the treaty process (e.g., Tla'amin/Powell River Regional District; Yale First Nation/Fraser Valley Regional District).	Ka: yu: 'k't'h' / Che: k'tles7et'h', EPI, SRD	Sept. 1
3.6	**Final Orientation Manual:** Based on feedback from MARR, ACRD, HFN, YG, BCA, and MCSCD, EPI will produce final Orientation Manual ✓ **Deliverable:** Final Orientation Manual	EPI, MARR, ACRD, HN, YG	Sept. 14
3.7	**Final Tool Kit:** Based on feedback from MARR, ACRD, HFN, YG, BCA, MCSCD, Toquaht, Uchucklesaht, Strathcona Regional District, Ka: yu: 'k't'h' / Che: k'tles7et'h' and other external reviewers (e.g., Tla'amin/Powell River Regional District; Yale First Nation/Fraser Valley Regional District). EPI will produce final produce a final Tool Kit. **Deliverable:** Final Tool Kit	EPI	Sept. 14